

**COUNCIL FOR EXCEPTIONAL CHILDREN
BOARD OF DIRECTORS**

**Leadership Development Committee
2022 Annual Report**

Mikki Garcia, Chair (Jan.-Aug.2022)
Amy Braddock and JT Taylor, Co-Chairs (Sept.-Dec. 2022)
January 2023

1.0 Committee Purpose(s)

Identify, cultivate, recruit, and orient, a well-qualified and diverse pipeline of volunteer leaders for board and committee positions that are responsive to the current and future needs of CEC.

New Purposes (per Recharter approved 11/2022)

Identify, recruit, and develop a well-qualified and diverse* pipeline of volunteers for leadership positions, responsive to the current and future needs of CEC.

* CEC views diversity to include race, ethnicity, culture, language, age, (dis)abilities, family status/composition, gender identity and expression, sexual orientation, socioeconomic status, religious and spiritual values, geographic location, country of origin and professional role.

2.0 Committee Members and Terms of Office (The operating cycle is Sept. 1 – Aug. 31)

Mikki Garcia, Ed.D.*	Complaint Investigator, Georgia Department of Education	FL	2022
Robin D. Brewer, Ph.D.	Instructional Coach, Colorado Department of Education; Professor Emerita, University of Northern Colorado	CO	2022
Gloria Niles, Ph.D.	Director of Online Learning, University of Hawaii System Information Technology Services	HI	2022
Amy Braddock, M.S.**	Elementary Special Education Teacher (SLD), West Fargo Public Schools	ND	2023
Jonté (JT) Taylor, Ph.D. **	Associate Professor, Pennsylvania State University, Educational Psychology, Counseling, and Special Education	PA	2023
Wendy Gonzales, Ph.D.	Assistant Professor, Special Education, College of Education, Northeastern Illinois University	IL	2024
Kimberly Moffett, Ph.D.	Associate Professor of Special Education, Lee University	TN	2024
Laura Nugent, Ed.D.	Director of Special Education, Addison Central School District	VT	2024
Wendy Otheim, Ed.S.	Director Of Special Services, Brandon Valley School District	SD	2024

Cassie Frost, MS.E.D.	Assistive Technology Specialist, Educational Consultant, Disruptive Teaching	WI	2025
Jen Katz-Borin, M.S.	Director of Student Services, School Administrative Unit # 20 (NH)	ME	2025
Nichole Moore, Ed.S.	Director of Special Services, Walled Lake Consolidated Schools	MI	2025
Natasha Veale, Ph.D.	Dean, School of Social Sciences and Education, Greensboro College	NC	2025

* Chair through Aug. 31, 2022

** Co-Chairs Sept. 1, 2022 – Aug. 31, 2023

3.0 Objectives (Annual) and Work Plans

- Develop and widely disseminate an application for the Leadership Development Committee to fill at least three positions.
- Develop and widely disseminate a revised application for the Board of Directors which, to the greatest extent possible, reflects the need for board applicants who have knowledge, skills and abilities (KSAs) relevant to CEC’s strategic plan and the mission of the board.
- Update the rating rubric to reflect the revised board application.
- Slate candidates for election by the membership to fill positions on the Board of Directors. The number of candidates to be slated for 2023 is to be determined.
- Continued development and implementation of *Leadership CEC*.

4.0 Summary of Achievements Related to Objectives and Work Plans

LDC Applications for 2022 Terms

The LDC created a robust communication plan to solicit applications, particularly from diverse candidates, to fill up to four positions on the LDC. A total of 17 completed applications were received.

The committee pleased with the wide variety of diversity represented in the applications received. The chart below does not show the variety of engagement “roles” within CEC because there is no way to capture these data at this time.

LDC Appointments

In May, the board approved a motion to appoint the following individuals to serve on the LDC for a three-year term (Sept. 1, 2022 – Aug. 31, 2025):

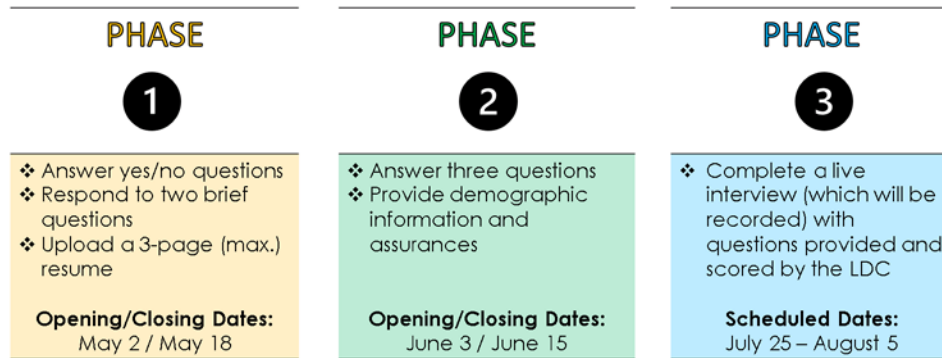
Jen Katz-Borrin	Director of Student Services, School Administrative Unit # 20 (NH)
Cassie Frost	Assistive Technology Specialist, Stevens Point Area (W)) Public School District
Nichole Moore	Director of Special Services, Walled Lake (MI) Consolidated Schools
Natasha Veale	Dean, School of Social Sciences and Education, Greensboro (NC) College

Board Member-at-Large Applications for 2023 Terms

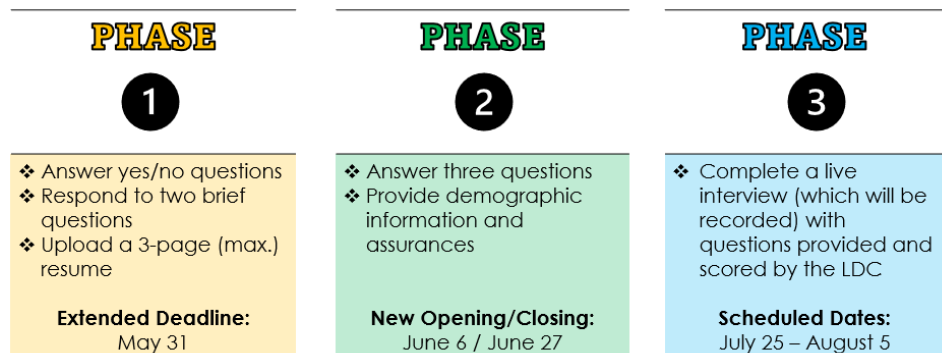
The committee implemented a revised application process this year.

Revised Board of Directors Application Process (See 5.0 Challenges & Solutions)

Interested applicants must first complete an Eligibility Form, simply attesting that they are a CEC member, in order to access the application.



Because only ten applications were received as of early May 16, a decision was made to extend the deadline. This necessitated revising the dates for Phase 2 of the application process.



Phase 1

Applicants answered a few yes/no questions, briefly respond to two questions and uploaded a 3-page resume.

- In 50 words or less, what is the most important reason, or what motivated you, to apply to the Board of Directors?
- In 300 words or less, provide three specific examples of how your leadership experiences, including professional and volunteer, have had an impact on fostering change or moving an organization/entity forward.

Each applicant was reviewed by three LDC members (to ensure no tie) to determine if the applicant should advance to Phase 2.

As of the May 31st deadline, 51 individuals had completed Phase 1. By June 1, every application had been reviewed or, in a few cases, had two of three reviews with either two “advance” or two “don’t advance,” so a third review was not required.

30 applicants were advised by June 2nd that they were advancing to Phase 2.

Phase 2

Advancing applicants completed another short set of questions, below, and were asked to provide demographic information and "assurances."

- What makes CEC’s mission meaningful to you? (Limit 150 words)
- Describe an idea you have to help CEC achieve one of the strategic plan goals, and explain how your knowledge, skills, and expertise will be applied to this idea. (Limit 250 words)
- What methods do you suggest would assist CEC to recruit more diverse members into volunteer and leadership positions, especially within units and divisions? (Limit 250 words)

29 of the 30 advancing applicants completed Phase 2. Each application was again reviewed by three LDC members (for inter-rater reliability). Slating to determine which candidates would advance to the interview phase was conducted during the LDC’s retreat on July 15th.

Phase 3

Advancing applicants completed a live “interview,” which was recorded for LDC members unable to attend in person. Each applicant's interview was scored by the full LDC.

Final Slating

Following the interviews, the LDC held a meeting for final slating. Committee members were provided with a blind compilation of application and interview scores.

The following individuals were slated for election:

- Anna Adl, Special Education Program Support Teacher & New Teacher Induction Coordinator, School District of Cudahy, Franklin, WI.
- Sacha Cartagena, Researcher, American Institutes for Research, Remote Employee, Deltona, FL.

- Don Christman, Assistant Superintendent, Lockwood School District #26, Lockwood, MT.
- Alexis Cox, Cross-Categorical Resource Teacher, Wake County Public School System Wendell, NC.
- Concetta Lewis, Assistant Superintendent of Special Populations, Diversity, Equity, & Inclusion, Rochester Community Schools, Southfield, MI.
- emilie maule, Behavior Specialist/Consultant, Montana Office of Public Instruction, Bozeman, MT.
- Zephine Smith-Dixon, Chief Student Support Officer, Rockdale County Public Schools, Conyers, GA.
- Ben Tillotson, Special Education Teacher/Transition Specialist, SCORE, Salt Lake City School District, West Valley City, UT.
- John Wright, Assistant Professor, School of Teacher Education, Western Kentucky University, Bowling Green, KY.

Phase 4

Slated applicants were required to submit a brief bio, a photo, and video, not to exceed one minute, responding to the question “What inspired you to apply to the Board of Directors?” These, along with responses to Phase 2 questions, were made available to members prior to the election.

Although the LDC does not play any role in the election, for the record, the following individuals were elected:

- Anna Adl
- Sacha Cartagena
- Concetta Lewis
- Zephine Smith-Dixon
- Benjamin Tillotson

Per a recent revision of the Bylaws, Adl, Cartagena, Lewis and Smith-Dixon were elected to one four-year term. Tillotson was re-elected for a second three-year term.

President Elect Application

Again, Board members not eligible to apply for the position of President Elect were asked to provide input on the application and interview questions for President Elect.

All eligible candidates were notified and provided with a preview application, a copy of the most recent strategic plan update, and 2021 year-end financials. They were informed that there would be no budget-related questions in the interviews.

Based on a motion approved by the Board of Directors in July 2022, the LDC is no longer responsible for developing the slate of candidates for President Elect.

Treasurer Application

The Executive Director and Chief Financial Officer were asked to provide input on the application for Treasurer and will be asked to provide input on the interview questions.

Based on a motion approved by the Board of Directors in July 2022, the LDC is no longer responsible for developing the slate of candidates for Treasurer.

Annual Retreat

The LDC held its fifth annual retreat as an in-person event, July 15-17, 2022. The committee has found its annual retreat to be a good opportunity to assess its past activities and identify opportunities to advance the committee’s work. Again this year, a survey of committee members was conducted to identify top priorities for the meeting.

As per above, the then-current LDC members met the morning of July 15 to slate board applicants to advance to the interview phase. That afternoon, committee members whose terms begin September 1 joined the meeting.

Executive Director, Chad Rummel, and Chief Engagement Officer, Gennith Johnson, joined the meeting to review the CEC staff structure, talk about the new strategic plan in relation to the LDC’s role, and share information about Gennith’s work around engagement and DEIA.

Agenda items discussed by the committee included:

- Assessment of the new board application process and whether to adopt it for the LDC.
 - The committee conducted a SWOT analysis that identified the following information:

S	W
Not having to read all applications More initial applications Less time to review Submittable platform Screens out weak applicants early Word count	Not having to read all applications Needs comments section for both phases No demographics in Phase 1 No question on CEC leadership
O	T
Anonymous review More Phase 2 reviewers per application IRR training Move resume to Phase 2 Move demographics to Phase 1 Move Assurances to Phase 2	Name recognition Inter-rater reliability Timeline

- The committee agreed to use a two-phase application process for the LDC, with relevant changes based on the information above.
- Revising the board application timeline.
 - Based on concerns about email open rates during Q2 of any given year, the LDC was asked to look at revising the timeline for the board of directors. The discussion did not lead to any agreement about a revised timeline.
 - Continued work on the committee's recharter application, due to the board in November.
 - A substantial portion of the meeting was devoted to discussing the committee's recharter as three 4-year committee members were going off the LDC at the end of August. By the end of the meeting, the committee felt the recharter was in good shape and would just need a cursory review prior to submission.
 - *Leadership CEC* going forward. LDPS Chair, Bill Bogdan, joined virtually for that discussion.
 - Developing a communications plan/calendar.
 - There was not sufficient time to discuss this item.

LDC Recharter

The LDC submitted its first recharter application for Board of Directors' approval at the November meeting.

New Annual Objectives/Duties (per Recharter approved 11/2022)

- Support a Council-wide leadership development program(s).
- Actively ensure diversity, equity, inclusion, and accessibility in all leadership development programs, and in the Board and LDC application and slating processes.
- Identify the critical competencies for primary CEC leadership positions at each level within the organization and the supports to be provided that will bring success to current, emerging, and aspiring leaders.
- Provide oversight of any subcommittee(s) of the LDC.
- Engage in broad outreach (e.g., marketing & communications campaigns, personal outreach, etc.) to inform potential applicants about application opportunities for the BoD and LDC.
- Annually review and revise, as necessary, the applications, interview questions, and rubrics for the BoD and LDC.
- Annually review and revise, as necessary, the application and slating process for the BoD and LDC.
- Develop a slate of candidates for election to the BoD using input from the BoD on its needs relative to advancing its strategic plan and other initiatives.
- Provide feedback, if requested, on the application and interview questions for the President Elect and Treasurer.
- Provide the board with a slate of candidates for appointment to the LDC.
- Provide formative feedback, if requested, to BoD and LDC candidates who did not advance to a next phase/were not slated.
- Provide an orientation for LDC members each year.
- Support engagement in volunteering/the Volunteer Portal (e.g., articles for *Special Education Today*, *TEACHING Exceptional Children*, website, etc.)
- Submit quarterly reports to the Board of Directors (BoD).

Committee Size, Terms and Composition

The size of the LDC was increased from 9-11 members to 12.

Size, Terms and Composition

The LDC shall consist of 12 members. The committee may include up to two thought leaders in voting or non-voting positions, beyond stated number of committee members. All members, other than thought leaders, should have CEC governance experience.

The Executive Director, Immediate Past President, and any subcommittee chairs, will serve as ex officio, non-voting members of the LDC.

The LDC has the flexibility annually to select from either option below (board-approved 11/2021):

1. A Chair/Vice-Chair model where the chair is a third-year committee member and the vice-chair/ vice-co-chairs (a) second-year committee member who would be learning the role.
2. A model for co-chairs from within the committee. Specifically, two members in their third year of service would serve as co-chairs for one year. The co-chairs would serve as vice co-chairs during their second year, being groomed/prepared for the co-chair position.

Chair Succession Model

Year 1 Members	Learn and contribute to committee discussions and initiatives
Year 2 Members	One or two members will serve as Vice-Chair(s) Lead an internal workgroup (e.g., Search & Selection, Communications) Participate in agenda planning meetings with (co-)chair(s) and staff liaison
Year 3 Members	Committee Chair or Co-Chairs Develop meeting agendas, committee reports, and any motions to the board, in conjunction with the staff liaison Run meetings, ensuring all members can express ideas, opinions Lead discussions and encourage participation by all members

LDC Application for 2023 Terms

The LDC, in collaboration with CEC leadership, revised the application process for positions on the committee. The new process mirrors the one implemented last year for Board of Directors applications. The application consists of a multiple-step process that will funnel down to those we hope will be the best fit for the LDC. The intent of the revision was to decrease barriers for members to apply and provide increased opportunities for equity in the application process. Further, the streamlined process decreases the time and effort required of applicants if they do not advance past Phase 1.

Based on the SWOT analysis of the board application process, conducted during the committee's annual retreat, a number of changes were made for the LDC application process.

An Inter-Rater Reliability exercise was conducted

Reviews are anonymous by using “Conceal Threshold,” based on a reviewer’s assigned level in the application, which does not allow them to see selected fields (e.g., name, email)

More Phase 2 reviewers per application will be assigned so that, at first slating, more committee members are familiar with more application.

Demographic information was moved to Phase 1

“Assurance acknowledgements” and submission of a resume (limited to 3 pages) were moved to Phase 2

The Call for Applications for 3-year terms beginning Sept. 1, 2023, was initially announced via an e-blast sent to all members on December 19, 2022. The application process follows.

Eligibility

Interested applicants complete an Eligibility Form, simply attesting that they have been a CEC member for at least three years in order to advance to Phase 1.

Phase 1

Applicants answer a few yes/no questions, provide some basic personal information, and respond to two questions.

Each application will be reviewed by three LDC members (to ensure no tie) to determine if the applicant should advance to Phase 2.

Scheduled Phase 1 Deadline: January 18, 2023

Review Deadline: February 2, 2023

Once all three reviews are completed, the applicant will advance to Phase 2.

Phase 2

Advancing applicants will respond to three questions and upload a resume, limited to 3-pages.

Each application will be reviewed and scored by five LDC members (for inter-rater reliability).

Scheduled Phase 1 Deadline: February 22, 2023

Review Deadline: March 8, 2023

1st Round Slating: March 13, 2023

Phase 3

Advancing applicants will complete a live “interview,” to be recorded for LDC members unable to attend in person. Questions will be provided 24 hours in advance. Each applicant's interview is scored by the full LDC based on a rubric.

Interviews Timeframe: March 20 – 30, 2023

Following the interviews, the LDC will conduct its final slating. Committee members will be provided with a blind compilation of application and interview scores.

Final Slating Date: April 10, 2023

All candidates are scheduled to be notified of the status of their application by the end of April 2023.

Leadership Development Program Subcommittee (LDPS)

Subcommittee Members

Bill Bogdan, Chair (through 6/30/23)

Mikki Garcia, LDC Chair (through 8/31/2022); LDPS Co-Chair as of 9/1/2022

Anna Adl (through 12/31/2022 due to election to the BoD)

Maureen Burness (through 6/30/23)

Marilyn Friend (through 6/30/23)

Jennifer Lesh (through 6/30/23)

Gloria Niles (through 6/30/23)

Sharon Rodriguez, Staff Liaison

Board Appointed: Work began January 2021

Charges

- Develop, promote, and facilitate a Council-wide leadership development plan and program.
- Create a model for identifying the primary CEC leadership positions, critical competencies at each level (CEC KSAs), and the supports to be provided that will bring success to CEC leaders and those aspiring to leadership in the Council at any level within the organization.

Leadership Development Program

Leadership CEC

A leadership development program for CEC members who have been selected for participation by a CEC unit, division, or CEC leader. An experience-based program, designed to support new and emerging unit/division leaders in gaining a deeper understanding of the CEC organization; CEC governance; and unit/division and other leadership functions and competencies (knowledge, skills, abilities). *Leadership CEC* will also expand participants' CEC networks and their potential leadership contributions to the Council.

Program Overview

- *Leadership CEC* focuses on providing leadership content, hands-on experiences, and networking, and coaching facilitated by the Leadership Development Committee.
- Learning opportunities are designed to enable participants to gain a better understanding of CEC governance and key CEC leadership roles and functions.
- Opportunities are offered to participate in coaching and mentoring support and cross-unit/division/committee networking.

Program Components

Professional Development

Synchronous/Asynchronous Professional Development

- 4 facilitated synchronous or asynchronous one-hour professional development sessions.
- Program topics determined by *Leadership CEC* participants' needs (survey), CEC-specific topics.

Networking Gatherings

- Four will focus on CEC leadership, resources, and opportunities to meet current CEC leaders.
- Four to provide and build each participant's opportunity to connect, learn, and share with one another.

Legacy Coaching/Mentoring Program

- Offer mentoring/coaching during Inaugural Cohort (pilot) with LDPS/LDC members serving as mentors/coaches.
- In addition to individual support, pairs/triads offered as an option for mentoring/coaching model.

Program Launch

- Unit/Division nominations deadline: **March 31, 2022**. The following nominations were received:
 - Units:** GA (1), ID (2), ME (2), MN (1), NC (1), OH (1), PA (2)
 - Divisions:** CASE (2), CEDS (2), DADD (2), DARTS (1), DCD (2), DEBH (2), DLD (2), TAG (1), TED (2)

May 24th Orientation

Most of the 26 “LCEC” cohort members were able to participate in the orientation. This was strictly an opportunity for members to get to know each other in breakout groups.

President Danielle Kovach and Executive Director Chad Rummel joined briefly to provide a warm and motivating welcoming.

After the orientation, program participants were asked to complete the following survey to help develop the agenda for the June orientation.

1. What are your goals or outcomes as a result in participating in the *Leadership CEC* program?
2. What are your 2-3 biggest questions or most pressing needs that you hope to answer through your participation in the *Leadership CEC* program?
3. In addition to participating in *Leadership CEC*, how might CEC further support you in your leadership role in your division or state/provincial unit?
4. What might you be willing to contribute based on your own experience?
5. If available, would you like to receive support from a program mentor/coach?
6. Do you plan to attend the Leadership Institute, July 8-10, in Alexandria, VA?
7. What else would you like to share?

Periodic surveys may ask the same question more than once to look for growth over time.

June 20th Orientation

The goal for this session was to get input and ideas related to the monthly educational/networking sessions the LDPS will be facilitating over the over the coming months.

Activity	Facilitator/ Presenter	Timeframe
<ul style="list-style-type: none">• Welcome, Introductions, Goals for Tonight, Brief Program Overview• Setting the Stage for Breakout Groups	Bill Bogdan	10 minutes

<p>Breakout Discussion Groups 15 minutes for round one; 10 minutes for each subsequent round.</p> <p>Room 1: Professional Development Sessions (August, November, February)</p> <p>Room 2: Organization Networking (follow-up to Professional Development Session Outcomes (September, December, April)</p> <p>Room 3: Topical, Positional, Community of Practice Networking Sessions (October, January, May)</p> <p>Room 4: Coaching and Mentoring</p>	<p>Mikki Garcia Amy Braddock Anna Adl Jenn Lesh</p> <p>Gloria Niles J.T. Taylor Bill Bogdan Laura Nugent</p>	<p>Total: 45 minutes</p>
<p>Wrap Up, Setting Stage for August, Program Calendar Review</p>	<p>Bill Bogdan</p>	<p>5 minutes</p>

The input was collected in a Google Sheet and was analyzed to help create the Professional Development sessions (August, November, February).

August 22nd Professional Development Session: A Deep Dive into CEC

The session covered with following topics:

CEC’s Strategic Plan (including deliverables for each goal)

- Danielle Kovach, President
- Angie Jasper, President Elect

CEC’s Organizational Structures (Staff and Governance)

- Laurie VanderPloeg, Associate Executive Director for Professional Affairs, Sharon Rodriguez, Director of Governance and Executive Services

CEC Website & Resources Overview (Support for Units and Divisions)

- Brannan Meyers, Director of Component Relations
- Mason Shelby, Digital Content Manager

Each portion was followed by a brief Q&A.

A follow-up session evaluation and survey about the content/focus of the next session are sent after each one. Comments from some of the August questions elicited the following responses:

What were the “positives” about today’s session? (Selected responses)

- I loved hearing from so many different people about what is happening with CEC. Great to hear about all the resources that are available!
- Good to hear about strategic planning specifically.
- It was very positive and affirming of the role of units in the work of CEC
- Full of great and needed information. I understand the structure of the organization and supports available to us so much better.
- TONS of information and linked resources in the slides
- Clear vision of the past, present, and future vision and goals of CEC- detailed and lots of new information! I am v. glad that diversity, equity, and inclusion are centralized, particularly around the needs of students and educators of color.

What was/were your take-away(s) from the session? (Selected responses)

- I'm excited to dive a little deeper into the resources CEC has to offer and think about how they can be best utilized by my division.
- How to and where to go to update unit website. How to implement CEC Strategic Plan in our state unit.
- Reaffirmed my plan to engage my division in strategic planning and increase our involvement with CEC.
- CEC is doing a LOT and there are a lot of membership benefits I was unaware of.
- CEC is eager to engage state/provincial units as agents of change for CEC.
- CEC's professional staff is much larger than I realized. I am really impressed with the strategic plan process and outcome.
- Learning more about the membership resources is always helpful!

Based on the information you have learned as a CEC leader, how do you anticipate moving your unit or division forward?" Please be prepared to share two tangible objectives or strategies you would like to implement in your division/unit.

- I think we need to look at branding on the state level. We are, as I like to say, "On the cusp" of really being prominent in our work at the state level; but need to reach out to more service centers, teachers, and schools. I think we need to formalize a plan on how to apply/integrate the national strategic vision on the state level. Keeping our volunteer leaders engaged and motivated! (Working on how to do this).
- Strategic planning and increasing interactions/engagement with CEC (both at the board level and across our division membership).
- I hope to have our unit take advantage of the web hosting option to improve our online resources. We are conducting an election and working to recruit new leaders.

September 20th Networking Session

This session focused on CEC's website, to advance participant's knowledge and skills in accessing the many web-based resources and developing and maintaining a robust and relevant unit/division website (CEC micro-site or stand-alone). Participants were strongly encouraged to take advantage of all the CEC resources and consider the creation of a CEC microsite as the best way to connect their members, potential members, and supporters to their important work.

The first 30 minutes were spent in a general session, modeling the experience of a unit/division leader assigned to develop their unit's/division's website, but who has little knowledge or experience in doing so. LDPS member, Anna Adl, served as the novice web developer.

The second half offered breakout sessions, hosted by Brannan Meyers and Mason Shelby, to focus on unique and specific strategies for enhancing unit's/division's web presence.

October 20th Session

CEC Component Relations Manager, Danielle Wieczorek, led the session, which was a deep dive into unit/division strategic planning, as related to CEC's strategic plan, as a second follow-up to the August session.

The focus was on using Mind Mapping for goal setting as a tool/resource for units and divisions. The challenge in the template she reviewed was "Teacher Volunteerism." Participants split into three breakout groups to identify their own challenges and how the process and template could be used to successfully address the particular challenge.

November 17th Session

This session will focus on CEC's efforts around DEIA, with Gennith Johnson, Chief Engagement Officer, as the main presenter. Johnson's shared information on Strategic Plan Goals related to DEIA, recent operational goals and initiatives (e.g., for Professional Development: track data and increase the number of presenters from marginalized groups; track and increase the quantity of resources available to support students from historically marginalized groups; ensure DEIA topics are fully represented in CEC Convention, Virtual Convention and other offerings). She also discussed some of the work of Project 20/20.

Leadership CEC members were able to participate in breakout groups around:

- Bridging the Gap between Special Education & Disability Studies
- Future Diversity Leadership Academy at CEC
- Social Justice Grant & Micro credentialing

5.0 Important Observations

Leadership CEC was a first program of the LDPS, a pilot or model to explore and begin the work of the LDPS, not to become THE LDPS program itself. The LDPS will eventually broaden its vision into other strategies, *Leadership CEC* being only one program offered. And from what has been learned this year, it likely will change focus and format for year two.

6.0 Challenges Encountered and Solutions Identified (Compilation)

Challenge: Length of time between board application deadline and slating.

Solution: The process and timelines for the Board of Directors Call for Applications and slating have been revised, as per above. The phased application process keeps successful applicants engaged in the process, with shorter responses required at various intervals, while unsuccessful candidates do not need to complete the entire application.

Challenge: The committee has had concerns about slating since its inception. In the past two years, two of the three vacant positions have been filled by two board members elected back on to the board, leaving only one position available for new applicants. This pattern results in the lack of new perspectives on the board, and, most importantly, gives the appearance of incestuousness within the board when we are truly striving to bring in well-qualified and diverse (in all aspects) new board members.

The LDC wants to ensure, to the greatest extent possible, given that sitting board members tend to be re-elected by the membership, that in its slating, the committee understands two things: 1. the priority needs of the board, and 2. areas where the board does not have needs/or is well represented.

Solution #1: The LDC reached out to the President and Executive Director asking for the information referenced above and provided demographic information from the membership database to help inform the recommendations. This will be done annually.

Solution #2: In addition, in July, the Board of Directors passed a motion changing the terms of members of the Board of Directors to one four-year term.

Challenge: The LDC and LDPS have been discussing both a second cohort of *Leadership CEC* (May 2023 – June 2024) and what a second year of support (coaching/mentoring) for the inaugural cohort might look like. Both have also been discussing the LDC’s role in oversight of the LDPS, the future of the LDPS’s role in running *Leadership CEC*, and whether the current structure is still viable (e.g., having LDC members also “serving” on the LDPS).

Further, with dedicated component services staff hired since the LDC’s original charter, and the assistance they are providing to units and divisions (e.g., the Unit Advancement Program, Unit Town Halls), as well as the pending implementation of a DELP-like program, both groups want to ensure that there is not redundancy between those offerings and *Leadership CEC*, and that they understand the Board of Director’s “definition” of leadership development as it relates to their charges.

Solution: The leadership of the LDC and LDPS had a meeting with Executive Director, Chad Rummel, Chief Engagement Officer, Gennith Johnson, Director of Component Services, Brannan Meyer, and Component Services Manager, Danielle Wiczorek, on October 11th to ensure there is a clear understanding of what the organizational needs are for leadership development as related to the LDC and LDPS. Leadership of the two groups will meet to discuss options moving forward based on the discussion.

7.0 Comments, Questions for the Board of Directors

The LDC appreciates board members’ input on the board application and interview questions, as well as the application and interview questions for President Elect, from board members not eligible to apply for the position.

The launch of *Leadership CEC* by LDC/LDPS comes after many, many hours of hard work by many individuals dedicated to growing leaders. The committee hopes to learn a great deal about what works best with this inaugural group of candidates.

8.0 Recommendations for Action by the Board of Directors

None