



MILITARY INTERSTATE  
CHILDREN'S COMPACT  
COMMISSION

# LEADERSHIP DEVELOPMENT COMMITTEE MINUTES

FISCAL YEAR 2019

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**LEADERSHIP DEVELOPMENT COMMITTEE MEETING MINUTES  
MONDAY, JULY 16, 2018**

PRESENT	Kate Wren Gavlak Laura Anastasio Sarah Forster Gary Hartman Cheryl Serrano Cherise Imai Lindsey Dablow Richard Pryor Rick Masters	California Commissioner Connecticut Commissioner Maine Commissioner Wyoming Commissioner Colorado Commissioner Executive Director Training and Operations Associate Communications Associate General Counsel	Chair     Secretary
EXCUSED	Craig Neuenswander	Kansas Commissioner	
ABSENT	Marcy Herman	Alaska Commissioner	

**ITEM 1 – CALL TO ORDER AND WELCOME**

1. Chair Kate Wren Gavlak called the meeting to order at 1:03PM EST. Roll call was conducted by Executive Director (ED) Cherise Imai.

**ITEM 2 – AGENDA AND MINUTES**

2. The agenda was motioned for approval by Commissioner Cheryl Serrano (CO) and seconded by Commissioner Gary Hartman (WY). Motion carried. The minutes from May 21, 2018 was motioned for approval by Commissioner Sarah Forster (ME) seconded by Commissioner Hartman. The motion carried.

**ITEM 3 – OLD BUSINESS – LDC Response to Commissioner Deanna McLaughlin (TN)**

3. There being no new discussion Chair Gavlak thanked General Counsel Masters for drafting the response. Commissioner Serrano asked if any Commissioners or the National Office had received any feedback. Executive Director Cherise Imai stated Constant Contact showed 54% of recipients opened the document, but the National Office has had no other feedback.

**ITEM 4 – NEW BUSINESS – Review of Survey of Interest (SOI) Report**

4. ED Imai reviewed the Survey of Interest results with committee members. Chair Gavlak requested clarification on current Executive Committee Chair Kraeger's submission for a third term. ED Imai explained currently there is no Compact rule or bylaw prohibiting a third term, and Commissioner Rosemarie Kraeger (RI) submitted her name thinking the LDC might request the current officers stay in place during the next year while the new process is tested.
5. Commissioner Serrano questioned how the process would unfold because some individuals had submitted their name for various positions. Chair Gavlak thought the next step of sending the Commissioners who indicated interest the application would clarify which position they were specifically interested in holding. Commissioner Serrano asked if the committee's understanding was that if a person submitted their name for Vice Chair and Chair of a Standing Committee then failed to become Vice Chair then the Chair would use this information to appoint Standing Committee Chairs that want to serve in that capacity as they

indicated on the application? Chair Gavlak indicated that was her understanding. Commissioner Serrano questioned if individuals who had selected multiple position on the Executive Committee (EXCOM) would need to only choose one to run for but could submit their names for Standing Committee Chair positions. Counsel Masters was away from his phone so this question was held over until later in the meeting.

6. Commissioner Sarah Forster (ME) asked if LDC would be submitting the slate of candidates or would that be handled at the Annual Business Meeting (ABM). Chair Gavlak reminded the members that anyone can still nominate themselves or another Commissioner from the floor. Commissioner Serrano stated LDC essentially created the process and the candidates gathered through this process would be known prior to ABM. Chair Gavlak stated she hoped the nomination form would clarify that for those commissioners. Commissioner Serrano asked for Counsel Masters to clarify how the situation would be handled in the instances where individuals selected multiple leadership positions. Counsel Masters stated there is no provision in the statute that precludes someone from running for multiple offices.
7. Commissioner Forester clarified her understanding based on the wording of the SOI questions was centered on the totality of their service. For example, "Would you like to serve as Chair someday?", not necessarily do you want to be on the ballot this year. Commissioner Laura Anastasio (CT) thought the respondents might have read the SOI as "Yes, I am interested in becoming Chair and in the absence of Chair I would like to be considered for Vice Chair and if I am not chosen for that then I would like" etc....like a ranking. Chair Gavlak stated she hoped the nomination form would clarify that for those commissioners.
8. Commissioner Serrano clarified the process was to identify early interest for leadership positions but at the ABM there may be three Commissioners who filled out the SOI and one Commissioner that was nominated from the floor, but all would be given equal time to address the room. Chair Gavlak agreed with Commissioner Serrano the ballot would indicate these are names received by the LDC, but it would not preclude anyone else from submitting their name.

**ITEM 4 – DISCUSS NEXT STEPS** – Send application to Commissioners that indicated both elected and appointed positions.

9. ED Imai asked the Committee if they wanted to change the deadline for submitting the nomination application since July 31<sup>st</sup> was only a few weeks away. The members agreed to extend the deadline and send it to every Commissioner, not just those who had indicated their intent to run.
10. The question of Open Meeting Rules was raised, and General Counsel Masters indicated the Compact is not bound by a specific state's Open Meeting laws just the wording in the Compact's statute.
11. ED Imai reminded the Committee that in previous meetings it was discussed to create a booklet, separate from the docket book, containing bios of the candidates. Chair Gavlak noted it would need to be clear this did not preclude anyone from nominating themselves or others from the floor. The booklet should also contain information about the voting and process, so it is transparent.

**ITEM 4 – DISCUSS NEXT STEPS** – b) Review ballot draft, c) Discuss ABM voting and tally process

12. The Committee reviewed a draft of the ballot. Discussion centered on how to insure each voting member received only one ballot and how to know identify those that were outstanding. Commissioner Hartman asked if anyone had explored the electronic voting. ED Imai explained CSG used to vote electronically but they reverted to paper ballots. Commissioner Hartman stated Interstate Compact for Juveniles (ICJ)

uses electronic clickers and maybe we could discuss it with them. ED Imai agreed to explore that lead and have a discussion with ICJ.

13. The Committee agreed to allow the nominees to speak and take additional nominations during the 4:00 PM General Session. Then all nominations would close, and voting would take place the next morning. Results could be announced at lunch the second day. This allows the incoming Chair to prepare remarks to close the ABM.

**ITEM 5 – ADJOURNMENT** – With no further business to conduct, Chair Gavlak adjourned the meeting at 1:45 PM ET.

Respectfully submitted by,

A handwritten signature in cursive script, appearing to read 'Cherise Imai', written in black ink.

Cherise Imai  
Secretary/Executive Director



**LEADERSHIP DEVELOPMENT COMMITTEE MEETING MINUTES  
MONDAY, AUGUST 27, 2018**

PRESENT	Kate Wren Gavlak	California Commissioner	Chair
	Laura Anastasio	Connecticut Commissioner	
	Gary Hartman	Wyoming Commissioner	
	Marcy Herman	Alaska Commissioner	
	Cheryl Serrano	Colorado Commissioner	
	Cherise Imai	Executive Director	Secretary
	Lindsey Dablow	Training and Operations Associate	
	Richard Pryor	Communications Associate	
EXCUSED	Craig Neuenswander	Kansas Commissioner	
	Sarah Forster	Maine Commissioner	
	Rick Masters	General Counsel	

**ITEM 1 – CALL TO ORDER AND WELCOME**

- Chair Kate Wren Gavlak called the meeting to order at 1:00PM EST. Roll call was conducted by Executive Director (ED) Cherise Imai.

**ITEM 2 – AGENDA AND MINUTES**

- The agenda was motioned for approval by Commissioner Gary Hartman (WY), seconded by Commissioner Laura Anastasio (CT). Motion passed unanimously. The minutes from July 16, 2018 was motioned for approval by Commissioner Cheryl Serrano (CO) seconded by Commissioner Hartman. The motion passed unanimously.

**ITEM 3 – OLD BUSINESS – LDC Response to Commissioner Deanna McLaughlin (TN)**

- ED Imai reported no inquiries were received by the national office with the release of the Committee’s memo drafted by General Counsel Rick Masters in response to Commissioner McLaughlin’s email to the Commission. This item is closed.

**ITEM 4 – NEW BUSINESS - Commissioner Anastasio recused herself from the discussion and left the meeting.**

- Review Applications** – The Committee reviewed the *Slate of Candidates* handbook and the nominated candidates for the Chair, Vice Chair, and Treasurer positions. The Committee asked why Commissioner McLaughlin was listed for each position. ED Imai reported that Commissioner McLaughlin indicated on her nomination form that she “would like to be considered for any leadership position, including a committee chairmanship”. All the other applicants specified which position they were running or being nominated for.

5. Commissioner Serrano said at the last meeting she had brought to the Committee's attention the possible scenario if someone wanted to run for all three offices. Commissioner Hartman said that General Counsel Masters said at their last meeting that our rules do not prohibit anyone from running for all three positions.
6. Commissioner Hartman suggested we contact Commissioner McLaughlin and ask her to specify or her application would be void. Commissioner Marcy Herman (AK) agreed. Commissioner Serrano agreed that this is the first year of this process and the Committee should allow specify which position she wanted to run for. If she doesn't want to specify, the Committee would leave her name on for each position.
7. Commissioner Serrano mentioned that Commissioner Pete LuPiba (OH) sent an email to Committee members on his nomination, he said he was unable to submit his application online. Commissioner Gavlak said she did not receive this. Commissioner Herman said she would forward the email to the national office, who said they had not received the email. Commissioner Herman reiterated he only emailed Committee members.
8. The Committee agreed that they wanted the process and applications to be as transparent and open as much as possible. Commissioner Herman added that it was important that anyone could submit a nomination and no one would be discouraged to run for office.
9. The Committee asked ED Imai to contact Commissioner McLaughlin and clarify which position was interested in or if she wanted to run for all three positions. (OPEN ITEM)
10. **Election Ballot Options** – The Committee reviewed three options and discussed the pros and cons based on their cost, set-up and use, hardware required, balloting, software and reporting. Options: Audience Response System, an Application, and Paper Ballot. Commissioner Hartman shared the clicker system that the Interstate Commission on Juveniles had used for 10 years, for voting purposes on rules and elections.
11. The Committee agreed that for this year, a paper ballot form with everyone's name on it with each position was simple and cost effective. The Committee determined three separate ballots would be created, based on each position. The Committee would like to look into electronic voting for next year and understands that the cost and purpose would need to be approved by the Executive Committee. (OPEN ITEM)
12. **Election Booklet** – The Committee discussed the format of the nominations and items to be included in the book. They agreed that just the nomination form would be included in the book.
13. The Book would be sent out separately from the Docket Book to avoid confusion within the Commission. (OPEN ITEM)
14. **Election Process** – All agreed that at the General Session, each nominee (included those nominated from the floor) would be provided a set amount of time, a set amount of time, which would be timed (visibly on the screen of possible). There was concern about maintaining a time limit and that the process could be drawn out. It was important maintain a time limit. They



agreed to start with the Treasurer, then Vice Chair, and Chair. In addition, members will be able to interact with the nominees at the Evening Reception

- a. 1<sup>st</sup> day - General Session at 4:00pm: Election presentation, slate of candidates, nominations from the floor; 5:30pm Evening reception to interact with the candidates.
  - b. 2nd day - General Session at 8:30am: Distribution of ballots in morning. Announcement of results in morning or afternoon
15. **Election Presentation, Presenting the Ballot, and Ask for Nominations from the Floor –**
- a. **Election Presentation** - Commissioner Serrano
  - b. **Presenting the Ballot and Nominations** - Commissioner Herman or Neuenswander

**ITEM 4 – ADJOURNMENT** – With no further business to conduct, Chair Gavlak adjourned the meeting at 1:51 PM ET.

Respectfully submitted by,  
Cherise Imai  
Secretary/Executive Director





LEADERSHIP DEVELOPMENT COMMITTEE MEETING MINUTES WEDNESDAY, OCTOBER 3, 2018

Table with 4 columns: Status, Name, Title, and Role. Rows include PRESENT (Kate Wren Gavlak, Sarah Forster, Marcy Herman, Craig Neuenswander, Cherise Imai, Lindsey Dablow, Richard Pryor) and EXCUSED (Laura Anastasio, Gary Hartman, Cheryl Serrano, Rick Masters).

ITEM 1 – CALL TO ORDER AND WELCOME

- 1. Chair Kate Wren Gavlak called the meeting to order at 2:00PM ET. Roll call was conducted by Executive Director (ED) Cherise Imai.

ITEM 2 – AGENDA AND MINUTES

- 2. The agenda was motioned for approval by Commissioner Craig Neuenswander (KS) seconded by Commissioner Marcy Herman (AK). The motion passed unanimously. The meeting minutes from August 27, 2018 was motioned for approval by Commissioner Neuenswander and seconded by Commissioner Herman. The motion passed unanimously.

ITEM 3 – NEW BUSINESS

- 3. Commissioner Shelley Joan Weiss email dated 9/28/2018 – Chair Gavlak reported that the Executive Committee received this email. The Commissioner Sarah Forster (ME) was concerned that we have gotten distracted with the “who” that we have forgotten about the “what”. “The focus is on who gets to be the leader instead of if they are qualified and can do the work at hand,” she added. Commissioner Neuenswander pointed out the suggestion to change every state statute was addressed by General Counsel and it is not easy to do this. Commissioner Forster added the Committee agreed to trial and assess the process this year before making any changes to the rules. Chair Gavlak added that the lack of transparency was the reason why the LDC was deliberately kept separate, because the criticism was that the Executive Committee predetermined the election outcomes. The Committee felt that exchanging emails with the author was not conducive to the situation and a discussion at the Annual Business Meeting was preferred. Commissioner Herman reported receiving a couple of calls regarding Commissioner Laura Anastasio’s nomination and was very clear that Commissioner Anastasio recused herself from the LDC meetings or participating in the discussion once she was nominated. Commissioner Forster said she had not received any calls.

**ITEM 3 – OLD BUSINESS**

4. **Chain of Events at the Annual Business Meeting (ABM)** – The Committee discussed the chain of events at the ABM. Chair Gavlak said Commissioner Cheryl Serrano (CO) has agreed to present the historical overview of the leadership and former/current election process, while Commissioner Neuenswander would present the slate of candidates. ED Imai confirmed General Counsel Rick Masters will be present to answer any questions regarding Robert's Rules of Order and the legality of the process.
  - a. The Committee agreed that each nominee would be provided three minutes to address to floor. National staff will monitor the time.
  - b. 1<sup>st</sup> day - General Session at 4:00pm: Election presentation, slate of candidates, nominations from the floor; 5:30pm Evening reception to interact with the candidates.
  - c. 2nd day - Distribution of ballots in morning at 7:00am. General Session at 8:30am, and closing of the voting period: Ballots will be counted by staff, and results will be delivered directly to Chair Rosemarie Kraeger to announce to the Commission.
  - d. The current Chair will preside over the meeting until close, and the new Chair will take over post-ABM.
  
5. **Voting Ballot** – The Committee agreed that one ballot with all candidate names listed is viable. Staff will revise the ballot with floor nominees if needed.
  
6. **Slides** – The Committee reviewed and approved the slide deck on the elections segment of the ABM. Slides were developed to provide the history, background of the LDC and the new elections process. ED Imai mentioned there are several new Commissioners that may not be aware of what transpired in the past, therefore this information is important to ensure they are well-informed. The goal is to provide a clear and concise description of the past and the new process to support the discussion. Commissioner Herman expressed appreciation for the information and work to develop the slides. The slides will be provided in the Docket Book for review by the Commission prior to the ABM.

**ITEM 4 – POST-ABM DEBRIEF MEETING – will be scheduled and more info will be released.**

**ITEM 5 – ADJOURNMENT** – With no further business to conduct, Chair Gavlak adjourned the meeting at 2:28 PM ET.

Respectfully submitted by,  
Cherise Imai  
Secretary/Executive Director



LEADERSHIP DEVELOPMENT COMMITTEE MEETING MINUTES THURSDAY, NOVEMBER 8, 2018

Table with columns for PRESENT, EXCUSED, and names/roles of attendees including Kate Wren Gavlak, Laura Anastasio, Sarah Forster, etc.

ITEM 1 – CALL TO ORDER AND WELCOME

- 1. Chair Kate Wren Gavlak called the meeting to order at 12:33PM ET. Roll call was conducted by Executive Director (ED) Cherise Imai.

ITEM 2 – AGENDA AND MINUTES

- 2. The agenda was motioned for approval by Commissioner Cheryl Serrano (CO) and seconded by Commissioner Sarah Forster (ME). The motion passed unanimously. The meeting minutes from October 3, 2018 with corrections was motioned for approval by Commissioner Forster and seconded by Commissioner Serrano. The motion passed unanimously.

ITEM 3 – DEBRIEF ABM ELECTIONS

- 3. What worked well? a. Explaining the history and elections process to attendees during the General Session. b. Release of the presentation slide deck in the Docket Book for preview c. Providing the opportunity for the nominees to address the Commission during the General Session d. Providing the opportunity for members and candidates to interact during the reception and meals. e. The Committee was well-organized in getting the information out to the Commission. f. Members concerns could be aired and addressed

- g. The Committee's commitment to adhere to the Compact language, bringing people back to the purpose of the organization, and why the Committee was doing what they were doing
  - h. Members were much more aware of the elections process this year versus previous years
4. **What didn't work well?**
- a. The survey of interest was disseminated close to when the nominations applications were released. Perhaps revisit the deadlines and release the survey of interest at the ABM.
  - b. Revisit the application submittal process to ensure applicant submittals are consistent.
  - c. Add a verification or confirmation of receipt of the nomination application when submitted to MIC3.
5. **What needs to be revised or clarified in the next year?**
- a. Develop a Frequently Asked Questions document.
  - b. Establish parameters and rules on running for office and campaigning. Commissioner Rosemarie Kraeger (RI) reported several Commissioners said they did not appreciate receiving phone calls from a candidate.
  - c. If the nomination is submitted by another member (instead of self-nomination), clarify the application to identify who the nomination is being made by.
  - d. Determine if the LDC will recommend to the EXCOM to be a permanent committee or an ad hoc.

#### ITEM 4 – OTHER BUSINESS

- 6. **2019 LDC** – Chair Gavlak said the membership of the LDC may look different next year, as some members will roll off. Chair Gavlak said she is not returning as the Committee is chaired by the Commission's Immediate Past Chair, and Commissioner Kraeger will assume the lead. Chair Gavlak reminded the Committee that LDC Members are not members of the EXCOM, therefore Commissioner Anastasio, as the Vice Chair-Elect, will be replaced. The Chair-Elect will be appointing the members and the Committee will be notified.
- 7. Chair Gavlak thanked members for their service – the time and effort – on this Committee. She felt the Committee was moving in the right direction. Commissioner Kraeger echoed the same appreciation. Commissioner Marcy Herman (AK) expressed appreciation for Chair Gavlak's leadership and said she felt she handled herself well.

**ITEM 6 – ADJOURNMENT** – With no further business to conduct, Commissioner Forster moved to adjourn the meeting, seconded by Commissioner Craig Neuenswander (KS). The meeting was adjourned at 12:54 PM ET.

Respectfully submitted by,  
Cherise Imai  
Secretary/Executive Director



LEADERSHIP DEVELOPMENT COMMITTEE MEETING MINUTES
MONDAY, MARCH 4, 2019

Table with 3 columns: Status (PRESENT, EXCUSED), Name, and Title. Lists members like Rosemarie Kraeger (Chair), Sarah Forster, Greg Lynch, etc.

ITEM 1 – CALL TO ORDER AND WELCOME

- 1. Chair Rosemarie Kraeger (RI) called the meeting to order at 1:00 PM ET. Roll call was conducted by Communications Associate, Richard Pryor. Chair Kraeger thanked all for attending the meeting.

ITEM 2 – AGENDA AND MINUTES

- 2. The agenda was motioned for approval by Commissioner Deanna McLaughlin (TN) and seconded by Commissioner Sarah Forster (ME). The motion passed unanimously. The meeting minutes from November 8, 2018 was motioned for approval by Commissioner Mclaughlin and seconded by Chair Kraeger. The motion passed unanimously.

ITEM 3 – LDC INDEPENDENCE FROM THE EXECUTIVE COMMITTEE (EXCOM)

- 3. The LDC was formed due to a perception that the EXCOM made decisions on leadership of the Commission. The Committee is separate from the EXCOM and independent. If a question arose about the process, an individual could propose it to the Committee Chair. Although the LDC Chair is a member of the EXCOM, the Chair is the liaison to the EXCOM.
4. Due to this, Chair Kraeger asked all to commit to keep conversations discussed, and if members are called about the elections and process, that we state that this committee is independent of the EXCOM, and we are confidential on the process.
5. All members present verbally committed to this process and confidentiality of the Committee.

ITEM 4 – WHAT DO THE BYLAWS SAY ABOUT THE ELECTIONS?

- 6. Chair Kraeger reviewed the bylaws regarding the elections, succession, and the leadership positions of the Commission with the Committee.

## ITEM 5 – ELECTION PROCESS AND WHAT HAS BEEN DONE TO DATE

7. Chair Kraeger reviewed the slide presentation on the Committee's key timelines, milestones, and historical leadership briefed at the 2018 Annual Business Meeting (ABM) by Commissioner and first chair of the Commission, Cheryl Serrano (CO) and Commissioner Craig Neuenswander (KS). Kraeger outlined the role and responsibilities of the Committee focused on: developing a more transparent process that is visible to all; a clarification of the elected positions which require additional time and commitment; the survey of interest and key timelines.

## ITEM 6 – NOVEMBER 8, 2018 LDC MEETING DEBRIEF

8. Chair Kraeger attended the meeting and stated the Committee reviewed what worked well, what didn't, and targeted areas of focus for this year.
9. Commissioner Neuenswander commented that reviewing the history of the organization was important and helpful. He recalled Commissioner Serrano stating how elections were conducted when we first began vs. now is quite different.

### What worked well?

- a. Explaining the history and elections process to attendees during the General Session. There were many new Commissioners and members that may not be aware of the history and why the LDC was created.
- b. Release of the presentation slide deck in the Docket Book for preview
- c. Providing the opportunity for the nominees to address the Commission during the General Session
- d. Providing the opportunity for members and candidates to interact during the reception and meals. Commissioner Laura Anastasio (CT) stated she connected and talked with a variety of members.
- e. The Committee was well-organized in getting the information out to the Commission.
- f. Members concerns could be aired and addressed
- g. The Committee's commitment to adhere to the Compact language, bringing people back to the purpose of the organization, and why the Committee was doing what they were doing
- h. Members were much more aware of the elections process this year versus previous years

### What didn't work well?

- a. The survey of interest was disseminated close to when the nominations applications were released. Perhaps revisit the deadlines and release the survey of interest at the ABM.
- b. Revisit the application submittal process to ensure applicant submittals are consistent.
- c. Add a verification or confirmation of receipt of the nomination application when submitted to MIC3.

### What needs to be revised or clarified in the next year?

- a. Develop a Frequently Asked Questions document.

- b. Establish parameters and rules on running for office and campaigning. Commissioner Rosemarie Kraeger (RI) reported several Commissioners said they did not appreciate receiving phone calls from a candidate.
- c. If the nomination is submitted by another member (instead of self-nomination), clarify the application to identify who the nomination is being made by.
- d. Determine if the LDC will recommend to the EXCOM to be a permanent committee or an ad hoc.
- e. Commissioner McLaughlin commented that it was important to be consistent, and when you are consistent there is little room for people to question what is being done. Chair Kraeger concurred that clear expectations are important.

## ITEM 7 – NEW BUSINESS

10. **2019 Election Timeline and Deadline** – Chair Kraeger reviewed the timeline for this year. ED Imai stated the date for the release and deadline for the *Initial Survey of Interest* (May 1 and returned May 24). Commissioner McLaughlin questioned if the moving the deadlines up will allow for the Committee to develop the questions and release them in sufficient time. ED Imai stated a copy of last year's survey questions are included in the handouts for today's discussion and the Committee can modify the questions prior to release. Commissioner Forster referenced the *Initial Survey of Interest* which just has 4 questions. It was the *Nomination Application* of potential candidates in which questions arose. Commissioner Greg Lynch (WA) clarified the timeline is based on the release of the election information to the Commission, which is 15-30 days prior to the ABM.
11. Members agreed the 4 questions on the *Initial Survey of Interest* were sufficient.
12. ED Imai stated the Commissioners that expressed interest in the survey did submit a nomination application, with the exception of one Commissioner. She also clarified the Commission was sent the *Nomination Application* via Constant Contact, and a link to a document which outlined leadership positions and the estimated time commitment. Chair Kraeger referenced "MIC3 Executive Elections" document which was included in today's meeting handouts. Finally, ED Imai reviewed the updated questions which were reworded for clarity based on feedback provided by the Committee at their November meeting.
13. Commissioner McLaughlin questioned the use of "Commissioner" and "Designee" on the *Nomination Application*. ED Imai reported the two words, definitions and use of both by the Commission is under review by the EXCOM, and until they make a final determination on the this, just "Commissioner" is listed on the survey. Once this is determined, the survey can be modified so it is in-line with the Commission's terminology and use.
14. Commissioner Ragland questioned the 500-word count and if this was sufficient. ED Imai stated the prior word count was 300, and this was increased to provide the Nominees the opportunity to list their qualifications and/or explain their responses. She added that some Nominees used the entire word allotment, while others did not.
15. Commissioner Lynch commented that the process of allowing the Nominees to self-nominate and others to nominate individuals is confusing. He suggested Commissioners identify their interest in a leadership position in the Survey, then the Committee identifies an individual for the position. Commissioner Forster commented that sometimes there is a candidate that self-nominates, and another which receives multiple nominations – which resulted in a disproportionate amount of information on one candidate vs others. Commissioner Lynch said perhaps we are mixing

- processes, so identifying the candidates in the *Survey*, and sending them the nomination application to complete would provide a level process and simplify the screening for the Committee.
16. ED Imai reminded the Committee that our bylaws require floor nominations. Chair Kraeger advised that we clarify the application and process for this year. All agreed.
  17. **Developing an FAQ and Establishing Parameters/Rules on Campaigning** – Chair Kraeger said she would work with the National Office to develop a process, either via sub-committee or google docs, on how the Committee could best approach this.
  18. **Ad Hoc vs. Permanent Formal Standing Committee** – Commissioner McLaughlin said that as most of the Standing Committees report to the EXCOM, confidentiality of the LDC work could be an issue.
  19. Chair Kraeger said she did not see keeping the EXCOM updated on the process and tasks as a confidentiality breach, she did, however, see the process of the nominations and selection process as confidential. In her school district, regarding human resource hiring activities, the process and qualifications are made public, however the selection and interviewing of the individuals are confidential.
  20. She stressed the importance that all Committee members should be able to talk freely and put difficult topics on the table, and that trust among members was important to have so what is being discussed will not going to go outside of the Committee. Members concurred.
  21. **Items for the Executive Committee** – Chair Kraeger asked members for items to bring to the EXCOM's attention. This is a new item that is included in all Standing Committee agenda. Members did not have any items for the EXCOM.

#### ITEM 8 – ADJOURNMENT

22. Chair Kraeger thanked members for attending and committed to contacting Commissioners Debra Jackson (NY) and Tony Trongone (NJ) who were unable to join the call today.
23. With no further business to conduct, Commissioner McLaughlin moved to adjourn the meeting, seconded by Commissioner Forster. The motion passed unanimously. The meeting was adjourned at 1:56 PM ET.

Respectfully submitted by,  
Cherise Imai  
Secretary/Executive Director





LEADERSHIP DEVELOPMENT COMMITTEE MEETING MINUTES
MONDAY, APRIL 22, 2019

Table with 3 columns: Status (PRESENT, EXCUSED), Name, and Title. Lists attendees like Rosemarie Kraeger (Rhode Island Commissioner, Chair) and Sarah Forster (Maine Commissioner).

ITEM 1 – CALL TO ORDER AND WELCOME

- 1. Chair Rosemarie Kraeger (RI) called the meeting to order at 1:00 PM ET. Roll call was conducted by Executive Director (ED) Cherise Imai.

ITEM 2 – AGENDA AND MINUTES

- 2. Commissioner Deanna McLaughlin (TN) motioned to approve the agenda, seconded by Commissioner Debra Jackson (NY). Motion carried. Commissioner McLaughlin motioned to approve the meeting minutes from March 4, 2019, seconded by Commissioner Jackson. Motion carried.

ITEM 3 – EXECUTIVE COMMITTEE MEETING REPORT

- 3. Chair Kraeger reported the Executive Committee (EXCOM) met in April with Strategic Plan Consultant Brian Riggs, and held an all-day planning session in Lexington, KY. Mr. Riggs facilitated the approach from a non-profit organization profit perspective and the Committee identified three new goals for the way forward. She stated Commission Chair Don Kaminar will disseminate information within the next few weeks with a survey to allow Commissioners the opportunity to provide feedback and input.
4. Chair Kraeger provided an update on the 2019 Annual Business Meeting (ABM) which will be held in Colorado Springs, CO in October. The parent panel was well-received over the past two years, and the EXCOM has planned a panel focused on socio-emotional learning, which may include a presentation by a local school district or a speaker on the topic. ED Imai was asked to follow up with Commissioner Keith Owen (CO), the host state regarding session logistics.

#### ITEM 4 – OLD BUSINESS

5. **Purpose** – Chair Kraeger reviewed the framework of the Committee and how it developed from the 2016 Strategic Plan. The initial strategy was to establish a sustainable culture that supports members and ensures organizational continuity. In addition, the idea was to build a succession plan to build a culture of leadership and mentoring for all Commissioners. Despite this goal, circumstances led the Committee to transition from a succession focus to an election nomination committee.
6. **Election and/or Succession Planning Committee** – Chair Kraeger stated the EXCOM discussed if the Leadership Development Committee should become a separate, permanent, standing committee – and there was a need for this function – and possibly establishing a separate succession planning committee. The EXCOM pondered how the succession plan worked – based on Robert's Rules and nomination from the floor. Chair Kraeger stated the LDC was tasked with making a recommendation on this, and if one or two committees should be formed permanently or on an ad-hoc basis. (OPEN)
7. Commissioner Jackson reported the Training Committee is developing a more formalized mentoring program for new commissioners where seasoned mentors support new Commissioner in their new role. She stated the leadership development piece is part of this, therefore the lines do get blurred as we mature as an organization.
8. Chair Kraeger added that that ideally, leadership positions would be filled by experienced and mature Commissioners. Commissioner Greg Lynch (WA) requested the Committee revisit and establish a process in which individuals start in a lower level position and progress forward into a higher position.
9. Commissioner Jackson stated this was the Commission's past practice up until a couple of years ago. Chair Kraeger clarified that an individual would be appointed into a standing committee chair position, then move up into Vice Chair and Treasurer, then Chair of the Commission.
10. Commissioner McLaughlin agreed with Commissioner Lynch and her understanding was the LDC's purpose was to lay the groundwork for future candidates to move into office.
11. Chair Kraeger emphasized the need of the LDC to work in tandem with the Training Committee to ensure both have the same understanding. Based on the discussion, the members agreed there seemed to be a need for an Elections Committee as well as a Leadership Development Committee.
12. **Roles and Responsibilities** – Chair Kraeger reviewed the document, and stated the LDC needed to review the survey of interest form. She recalled the previous meeting in which it was agreed that it served its purpose and the members did not see the need to change anything on the form. The restated the process was to disseminate the survey of interest, receive the applications, and propose the slate of candidate to the Commission at the ABM. In addition, the LDC would develop a frequently asked questions document, as well as define campaign parameters and rules.
13. Commissioner McLaughlin stated it was brought up that when individuals submit their application, the instructions are clear that one can attach additional information to their submittal, or not. Ensuring all applicants have an equal opportunity to do this.
14. Commissioner Lynch highlighted the importance of transparency. Commissioner Jackson agreed and reiterated the importance for Commissioners to understand the overall purpose and process. She added that just because it is disseminated to the field, it doesn't mean it is transparent. She concluded by stating it just seemed easier to have a succession plan, as Robert's Rules provides the opportunity for nominations from the floor.

15. Commissioner Douglas Ragland (AL) as a Commissioner appointed two years ago, stated he was unfamiliar with the succession planning process utilized by the Commission in prior years, and asked for clarification on the process.
16. Chair Kraeger restated the process was an annual election at the ABM, with the understanding that each elected position would serve for two years. The Past Chair served two years, and moved into the Chair, then moved into the Past Chair position. She added the Treasurer position was unique and requires a certain skillset and financial background – and not all Commissioners have this. She concluded that each elected position has a term limit, with the exception of the Treasurer.

#### ITEM 5 – OLD BUSINESS

17. **Executive Committee Election Process, Nomination Form, Timeline** – Chair Kraeger reviewed election process outlined earlier, and the nomination form. She highlighted the deadlines and key dates.
18. Commissioner Lynch recalled at the end of the ABM there was discussion adding language on two-year terms and limits of electoral positions in state statutes in theory seemed easy, however he added that doing so may result in unintended consequences - such as adding other provisions to their Compact statute.
19. All agreed that some wordsmithing and reordering of current documents was necessary, and including the job descriptions and expectations of the positions with the application. All agreed to submit their revisions and feedback by June 15<sup>th</sup> to the National Office. (OPEN)
20. **Self vs. Colleague Nomination** – Chair Kraeger restated that the LDC wanted to ensure the application was disseminated to all Commissioners and they had the opportunity to apply if they were interested in an elected position.
21. ED Imai confirmed the form is sent to individuals who indicated interest in the survey of interest, as well as the Commission – in the event there are individuals who want to apply. She added that while this seemed redundant, the past LDC wanted everyone to have the opportunity to self-nominate or apply. ED Imai reported all individuals who expressed interest in the survey filed an application, except one Commissioner who stated they were interested in a future opportunity.
22. Commissioner Lynch also recalled former Oklahoma Commissioner, Pam Deering, ran for Treasurer. ED Imai confirmed this and added Commissioner Deering had decided to run at the last minute.
23. ED Imai recalled the discussion at the last LDC meeting and thoughts that the individual self-nominate and eliminate the option for colleague nominations. All agreed this was a good idea and would simplify the process.
24. **Organization/Supervisor Letters of Support** – Chair Kraeger stated this was included to indicate the Commissioner had the support of their organization or agency to hold office, because it requires additional time commitment. ED Imai reported one sole candidate submitted a letter of support from the head of their organization.
25. **Documents in Addition to the Application** – All agreed that applicants, in addition to their application, would submit up to two documents of evidence that demonstrated their viability as a candidate such as a resume, letter of recommendation, or their biography.
26. In addition, question #5 on the application would be eliminated.
27. **Screening Process** – All agreed the LDC Committee would review all application submittals.

28. **Campaign Parameters and FAQ** – All agreed these items were postponed for the next meeting on June 24.

**ITEM 6 – OTHER BUSINESS**

29. **Items for the Executive Committee** – The Committee did not have any items to bring forward to the EXCOM's attention.

**ITEM 7 – ADJOURNMENT**

30. Chair Kraeger thanked members for attending and the discussion. With no further business to discuss, she adjourned the meeting at 1:57 PM ET.

Respectfully submitted by,  
Cherise Imai  
Secretary/Executive Director