

**CRCC**

**BOARD OF**

**DIRECTORS**

**Call for**

**Applications**

APPLICATION DEADLINE: JUNE 30, 2026

**The Organization:** Commission on Rehabilitation Counselor

Certification **Term:** 3-year term – January 1, 2027 – December 31, 2029

**Website:** [www.crc certification.com](http://www.crc certification.com)

## **CALL TO SERVE**

CRCC's Nominating Committee is seeking candidates for its next term, January 1, 2027-December 31, 2029. In preparation for selection, the Nominating Committee conducted a detailed gap analysis to identify professional experiences, skills, and/or business model knowledge that would best complement the current Board of Directors, Education Committee, Ethics Committee and Standards & Exam Committee.

CRCC's Board maintains its longstanding commitment to diversity, equity, and inclusion in all aspects of its mission and activities at all levels of the organization, including the Board of Directors. We believe that diversity of experience and perspective will strengthen the organization's impact. To that end, the Board of Directors should reflect a collective mixture of human and organizational assets including race, color, religion, national origin, age, sex, disability, veteran status, or sexual orientation— all while leveraging the power of diversity, equity and inclusion.

This is an exciting time to be involved with CRCC. As the world's largest rehabilitation counseling organization dedicated to improving the lives of individuals with disabilities, CRCC is a vital, vibrant, and influential organization that not only supports CRC certification, but also provides leadership in advocating for the rehabilitation counseling profession. As such, CRCC is looking for those individuals who truly want to make a difference. Don't miss this opportunity to help bring valuable changes to the CRC community.

## **ABOUT CRCC**

The mission of CRCC, a 501(c)(6) nonprofit organization, is dedicated to the excellence of rehabilitation counseling and services for individuals with disabilities by setting the national standard in certification, providing leadership, education, advocacy, and supporting research.

The Commission on Rehabilitation Counselor Certification (CRCC) is committed to the long-term sustainability, recognition, and advancement of the Certified Rehabilitation Counselor (CRC) credential. As the gold standard in rehabilitation counseling, the CRC credential represents the highest level of professional competence, ethical practice, and commitment to serving individuals with disabilities.

CRCC's primary focus is ensuring the continued strength and sustainability of the CRC credential through a number of strategic initiatives. A key initiative includes the recognition of master's-level Rehabilitation Counseling programs that demonstrate excellence in preparing students to meet the standards required for CRC certification. These programs are recognized as CRCC Centers of Excellence, reflecting their commitment to high-quality education, rigorous academic preparation, and alignment with the competencies required for professional certification.

CRCC also works collaboratively with academic institutions to support student preparedness and reinforce the importance of rehabilitation counseling education. By engaging with universities and other stakeholders, CRCC seeks to strengthen program viability and highlight the critical role these programs play in developing a highly qualified workforce. Rehabilitation Counseling programs not only prepare professionals to serve individuals with disabilities but also contribute meaningful economic and workforce impacts at both the state and federal levels through employment outcomes, workforce participation, and community inclusion.

In addition to supporting academic preparation, CRCC actively promotes greater awareness of the breadth and depth of career opportunities available to CRC certified professionals. CRCs serve in a wide range of settings, including state and federal vocational rehabilitation programs, private rehabilitation and disability management organizations, healthcare systems, insurance and workers' compensation programs, higher education, community-based rehabilitation, and other disability and employment-related services. By expanding understanding of these diverse career pathways, CRCC seeks to strengthen the professional pipeline and ensure the continued relevance and value of the credential in an evolving workforce.

CRCC also advocates for the value and recognition of the CRC credential across professional, governmental, and regulatory environments. This includes promoting the importance of the credential in ensuring qualified rehabilitation counseling services and supporting efforts toward licensure parity, where CRC-certified professionals are recognized and treated equitably within licensure frameworks across states.

Through these initiatives and others, supporting academic excellence, strengthening workforce development, expanding awareness of professional opportunities, and advocating for the recognition and parity of the CRC credential, CRCC continues to advance the rehabilitation counseling profession and ensure the CRC remains a vital and respected credential for professionals serving individuals with disabilities.

## **THE ROLE OF THE BOARD OF DIRECTORS**

The Board of Directors (Board) is to govern based on the mission, vision, strategic plan, and overall financial health of CRCC.

The CRCC Board is comprised of diverse professionals, many of the members are professionals who have earned the CRC certification. These Board members represent a wide portfolio of practice settings and client types.

The Board culture is lively and collaborative. The Board prides itself on being very much a governing board and is highly invested in successful Board outcomes. Due to the busy professional and personal lives of our directors, high value is placed on the efficient use of Board time.

The Board conducts four virtual meetings throughout the year and from time to time may call for one or two special meetings in addition to the four scheduled meetings. Each Board member also serves on at least one committee, which entails participating in committee meetings throughout the year, no longer than two hours each.

## **THE BOARD’S WORK IS FURTHERED THROUGH THE WORK OF SEVEN BOARD COMMITTEES:**

- The **Finance and Audit Committee** assists the Board of Directors in fulfilling its oversight responsibilities relating to CRCC Board’s financial reporting, the system of internal controls over financial reporting, the external audit process, enterprise risk management, monitoring the financial health of the organization, ensuring that its assets are protected, and its resources are used properly, and compliance with applicable laws and regulations related to financial reporting.
- The **Executive Committee** is responsible for reviewing and recommending changes to its governance policy manual, to select and retain a qualified CEO; monitor the CEO’s performance; and ensure that the CEO’s focus is aligned with CRCC Board’s vision, mission, and key objectives, as well as the policies set forth in the Board’s Governance Policy Manual.
- The **Nominating Committee** assists the Board of Directors in fulfilling its responsibility to identify qualified individuals to serve on the Board and committees.
- The **Ethics Committee** is charged with the duty to update, review, and recommend changes to the Board regarding the CRC Code of Professional Ethics for Certified Rehabilitation Counselors, the CVE Code of Professional Ethics, procedural rules, and sanction guidelines. This committee is also charged with reviewing and processing all ethics violation claims.
- The **Standards and Exam Committee** is charged with establishing criteria for certification, maintenance of certification (renewal) and continuing education. The committee oversees the creation and review of exam items for the CRC Exam. The committee reviews the certification examination based on the Job Task Analysis research study. The committee refines and clarifies standards and criteria, recommending changes to the Board as needed.
  - **Item Writing Committee** is a sub-committee of the Standards and Exam Committee and is charged with developing diagnostic items that measure candidates’ knowledge and skill in the CRCC. Create item stems, questions or tasks, answer options, and keys that are clear, readable, and accurate.
- The **Education Committee** is a standing committee that develops, implements, and evaluates the CRCC’s educational content and programs.

Prior to the meetings, Board and Committee members receive detailed materials to prepare them for the meetings, so time should be allotted for pre-meeting preparation.

# CRCC BOARD'S STRATEGIC PRIORITIES

To give focus to the CRCC Board's work to further its mission, CRCC Board of Directors and executive leadership team develop multi-year strategic plans for the organization's operations, built around a framework of strategic priorities.

The framework consists of five strategic priorities, aka The Five Blocks.



# The Value of Board and Committee Service

Service as a CRCC Board Director or Committee Member offers a unique opportunity to contribute meaningfully to the advancement of the rehabilitation counseling profession. While these roles are voluntary and uncompensated, the personal and professional rewards are significant. Past and current Directors and Committee Members consistently describe their service as both impactful and deeply rewarding.

**Through Board and Committee service, individuals gain the opportunity to:**

- Play a meaningful role in shaping the future of the rehabilitation counseling profession and advancing the CRC credential.
- Develop and strengthen leadership skills through participation in national board governance and strategic decision-making.
- Contribute to a mission-driven organization dedicated to improving the lives of millions of individuals with disabilities, their families, and communities.
- Build lasting professional relationships and expand a national network with some of the most respected leaders and innovators in rehabilitation counseling.

Board and Committee service is more than a professional opportunity, it is a chance to help guide the profession, support the next generation of rehabilitation counselors, and contribute to a lasting legacy of service and leadership.

## PERSONAL ATTRIBUTES

Leading candidates should possess a majority of the following personal attributes:

<b>A wholehearted and passionate commitment to the mission of CRCC.</b>
<b>Demonstrated accountability to a high ethical standard.</b>
<b>Critical thinking—capable creative problem solving, and an ability to adjust one’s thinking as needed or necessary.</b>
<b>Emotional intelligence.</b>
<b>A futurist approach. A forward-thinking, outward mentality that brings energy and enthusiasm for new ideas coupled with an awareness of the dynamics of change and the need to anticipate and/or capitalize on opportunities that will propel CRCC into the future.</b>
<b>An engaged approach to the boardroom, while serving as a supportive resource and naturally assuming an active participant role even from the very start of one’s term.</b>
<b>A genuine interest in leadership and in the future of leadership coupled with dedication to lifelong learning.</b>
<b>Excellent communication skills including an ability to keep on message and be cognizant of others’ time and viewpoints.</b>
<b>An appreciation of the sophistication of fellow Board members and the breadth of the Board’s combined knowledge base.</b>
<b>No hesitation whatsoever to commit the necessary time it will require to be an active and engaged Board member.</b>

## **APPLICATION PROCESS AND TARGETED TIMELINE**

The timeline for this Board & Committee member selection process is as follows:

Phase 1 - Self-nomination applications are due on or before	June 30, 2026
Phase 2 - Nominating Committee reviews all applications and determines "short list" of candidates"	July 2026
Phase 3 – Selected Candidates -virtual interviews with members of the Nominating Committee	August - September, 2026
Phase 4 – Nominating Committee forms a final slate of recommended Board and Committee candidates to the full Board for formal approval	September – October, 2026
Board & Committee elections	November 2026
Virtual - New Board orientation	Early December 2026
Virtual – New Committee orientation	January, 2027
New Board & Committee terms begin	January 1, 2027

As positions are highly competitive, please be aware that while all applicants' materials will be thoroughly reviewed, not all applicants will be awarded interviews.

**Application material submitted electronically must be in PDF format.**

**JPG's will not be accepted.**

**Questions?** Please contact Cat Radosta at [cradosta@crccertification.com](mailto:cradosta@crccertification.com)



## **Director Position Descriptions: At-Large Directors & Public Member Director**

**Updated 3.2026**

### **TERM OF OFFICE**

Three (3) Year Term from January 1, 2027, to December 31, 2029.

### **DUTIES AND RESPONSIBILITIES AS PRESCRIBED IN THE BYLAWS**

#### **Governance**

- Work collectively with other Directors to address the strategic, financial, and operational health of the organization; setting policy and establishing guidelines for the administrative staff to follow in the day-to-day operations of the business of CRCC.
- Participate in actions of the Board to consider a slate of nominee(s) for Officer, Board, and Committee positions.
- Periodically review and evaluate the performance of each elected Officer, with appropriate recusals, and remove any Officer who, in the Board's determination, fails in the satisfactory performance of his or her duties to CRCC. Address concerns related to non-performance of a volunteer in accordance with the bylaws and the procedures delineated within the governance manual.
- Required to complete all assignments and charges, respond to all communications in a timely manner.
- Serve on one or more Committees as assigned.
- Ensure the Board, either directly or through its Committees or elected Officers, exercises the authority of CRCC as delineated in the bylaws.

#### **Other Duties**

- Serve as a responsible steward of CRCC resources and ensure those resources are allocated based on the strategic and operational objectives of the organization.
- In accordance with CRCC's governance model for use in recruitment efforts, annually assess the characteristics of the Board as a whole and establish the qualifications and characteristics desired for open Officer, Board and Committee positions.

Note: Board members are not involved in the development/delivery or training materials related to the CRC examination

#### **Fiduciary**

- Act in accordance with their fiduciary obligation to CRCC; act in good faith and in the best interest of CRCC.
- Safeguards the assets and future of the organization and the availability of resources needed to implement the approved plan.
- Approves the annual budget and oversees adherence to the budget and effective resource management.
- Set investment policies and management of capital/reserve funds.
- Work collectively with other Directors to address resource development/partnerships.

## **Conduct**

- Actively promotes and supports CRCC by serving as board liaison, listening to stakeholders, participating in discussions, and serving as a positive spokesperson for CRCC and the profession.
- Speaks with “one voice” externally for the Board; recognizes that a director of the CRCC’s Board represents the voice of the organization to stakeholders and the general public.
- Actively supports all CRCC initiatives.
- Utilizes knowledge-based decision making.
- Serve as an advocate and ambassador for all credentials CRCC offers specifically the CRC and their value and benefits.
- Represent CRCC at meetings and other events, as authorized in conjunction with strategic and coordinated efforts to build business relationships, alliances, and partnerships.
- Represent CRCC by describing its certification process to consumers, allied professionals, and the public in the most appropriate and positive manner possible and in accordance with the tenets of the Code of Conduct. This includes publicly supporting CRCC’s position on all proposed actions once such actions have been approved by a majority vote of the Directors.
- Comply with CRCC’s policies governing conduct, confidentiality, and conflicts of interest
- Identify opportunities for partnerships to promote strategic alliances and collaboration.

## **Qualifications**

Directors will possess one or more of the required competencies and represent one or more of the constituents described in CRCC’s competency and constituency-based model where, collectively, the Board of Directors reflects an inclusive and diverse representation of CRCC’s constituents and possess the competencies required to fulfill the fiduciary and strategic obligations of a board of directors.

## **Board Governance**

- Hold current CRC certification in good standing and/or demonstrate strong business acumen.
- Experience serving on a nonprofit, professional association, or corporate board is preferred.
- Familiarity with nonprofit governance principles including fiduciary duties (duty of care, loyalty, and obedience)
- A solid working understanding of the delicate balance between board and professional staff roles and responsibilities.
- Understanding of board oversight responsibilities versus operational management.
- Experience participating in board committees or governance structures.
- Ability to contribute to policy development and governance oversight.
- Commitment to maintaining confidentiality and managing conflicts of interest appropriately.
- The Board will determine specific qualifications and characteristics for open positions prior to each recruitment cycle.

## **Strategic Planning and Organizational Leadership**

- Reviews and updates the mission, vision, values, and goals of the organization.
- Develop and reviews short- and long-term goals.
- Demonstrated leadership experience from within their profession
- A history of visionary contributions to strategic organizational goal setting.
- Ability to think strategically and evaluate long-term organizational opportunities and risks.
- Experience with strategic growth, organizational sustainability, or innovation initiatives.
- Ability to evaluate emerging trends affecting the profession, workforce, and disability community.
- Strategic thinking and environmental scanning to support informed board decision-making.
- Experience aligning organizational strategy with mission and stakeholder needs.

## **Financial Oversight and Risk Management**

- A solid understanding of financial acumen.
- Experience reviewing budgets, financial statements, or financial reports.
- Familiarity with financial oversight responsibilities of nonprofit boards.
- Experience participating in financial audit or finance committees.
- A successful track record of presenting a risk management approach to decision-making and conflict resolution on multiple levels.
- Ability to assess financial risk and support responsible resource allocation.
- Understanding of organizational sustainability and financial stewardship.

## **Credentialing, Regulatory, and Professional Standards**

- Knowledge of professional certification, credentialing, accreditation, or regulatory environments is preferred.
- Familiarity with accreditation standards or credentialing bodies.
- Understanding of ethics, disciplinary, and compliance processes within professional certification systems.
- Awareness of regulatory or policy environments affecting professional practice and certification.
- Understanding of standards development and maintenance for professional credentials.

## **Industry, Advocacy, and Professional Expertise**

- Public or private corporate business leaders representing industries such as public relations, governmental affairs, finance, marketing, legal, human resources, and nonprofit settings.
- An advocacy professional with a deep understanding of current and emerging trends affecting the disability community.
- A successful business leader (non-CRC) with an understanding of not-for-profit or for-profit governance. Preferably from the disability community.
- Understanding of workforce development, higher education, disability services systems, or related policy environments is preferred.

## **Diversity, Equity, Inclusion, and Stakeholder Engagement**

- Demonstrated commitment to diversity, equity, and inclusion in professional leadership and governance.
- Experience working with diverse populations and stakeholders.
- Ability to incorporate multiple stakeholder perspectives into board decision-making.
- Experience advocating for equitable access to professional opportunities and services.

## **Board Service Commitment**

- The required time and energy to adequately prepare for and attend four–six (4–6) board meetings per year along with ongoing virtual work throughout the year, as needed and necessary. Exceptions are reserved for emergencies and special circumstances. Notices should be given no later than 1 week prior for special circumstances.
  - Missing two meetings or more per year may result in removal from the Board of Directors.
- Ability to meet all expectations of the position and time commitment, including participation in quarterly Board and committee meetings and conference calls.
- Willingness to represent and promote CRCC without regard to professional discipline, practice, or interest.

### **Leadership and Collaboration Skills**

- Leadership skills including, but not limited to: integrity, visioning/strategic thinking, communication, relationship building, advocacy, persuasion, adaptability, teamwork, coaching and development, strategic decision making and planning, cultural competence.
- Ability to analyze complex information and contribute to informed, data-driven decision-making.
- Ability to build consensus, navigate differing viewpoints, and support effective group decision-making.

### **Public Member Requirements**

- The public member director is not a CRC or CVE and cannot supervise or be a person who represents the direct or indirect users of the skills/services of CRCs (e.g., persons with disabilities or family members).
- The public member may be a professional but should not have similar credentials to CRCs.
- CRCC recommends, but does not require, the public member to have been a consumer of a CRC's skills/services or someone who has a background in public advocacy.

### **Time Commitment**

Members of the CRCC Board of Directors are expected to attend four-six (4-6) Board meetings, held via video conferencing, each lasting approximately two hours in length. Additional meetings may be scheduled as necessary. Directors should anticipate engaging in CRCC business approximately two to four hours per month, over and above the scheduled Board meetings.

Directors who are elected to an Officer position will also assume the commitments of that role, including travel and/or participation in additional meetings. The Board of Director position is an unpaid, voluntary service position. CRCC pays travel and related expenses in accordance with its reimbursement policy.

### **Earned Continuing Education Credit**

Board members will earn 50 hours of continuing education (CE) credit for their three (3) year term of service. The CEs will be awarded upon completion of the Board member's term of service. CRCC does not prorate CE hours if the full-term is not completed.

### **Conflict of Interest**

**No member of the CRCC Board of Directors or chairperson of any of its committees shall be allowed to be a board member on any other rehabilitation counseling association or related association during the term on the CRCC board or committee.**

### **Liability**

CRCC carries Directors & Officers insurance which indemnifies Board members from being held personally liable for the actions of the organization or any member thereof.

### **Staff Relationship/Role**

The President and CEO is the primary point of contact for Directors serving on the CRCC Board of Directors. The President and CEO is responsible for implementation of the strategic activities and the day-to-day administration of CRCC policies. Directors may also interact with various staff members, all of whom report to the President and CEO. The President and CEO and staff members work with the Directors as they carry out their fiduciary role and achieve their obligation to address the strategic, financial, and operational health of the organization.

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Signature

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Date



## **Commission on Rehabilitation Counselor Certification Background Information**

### **CRCC Mission**

Dedicated to the excellence of rehabilitation counseling and services for individuals with disabilities by setting the national standard in certification, providing leadership, education, advocacy, and supporting research.

### **CRCC Vision**

CRCC's vision is to serve as a leader in the unification of the rehabilitation counseling profession and for the Certified Rehabilitation Counselor (CRC) to be recognized as the credential of excellence for professionals assisting individuals who have disabilities to live fully integrated lives.

### **Certification Programs**

#### **CRC**

An indication of an advanced level of specialized education and training, adherence to rigid standards of ethical practice, and an ongoing commitment to lifelong learning, rehabilitation counselors who have earned the CRC designation possess a marketable and valued credential that distinguishes them from other counseling professionals. CRC certification is also a recognizable point of differentiation with employers and clients, promoting consumer confidence and protection in the workplace, increasing professional flexibility and mobility, as well as offering the opportunity for faster career and salary advancement.

An independent, non-for-profit organization, CRCC has, since its inception, certified over 40,000 rehabilitation counselors through its Certified Rehabilitation Counselor Exam (CRCE), the only one of its kind in the United States. Individuals passing this voluntary certification examination become qualified as Certified Rehabilitation Counselors, or CRCs. To maintain the CRC designation, individuals are required to renew their certification every five (5) years, either through re-examination or by meeting specific ongoing educational requirements. The CRC Certification Program is accredited by the National Commission for Certifying Agencies (NCCA). Today, over 15,000 Certified Rehabilitation Counselors practice in the United States and throughout the world.

#### **CVE**

The Certified Vocational Evaluation Specialist (CVE) is a competency-based certification process. Competency-based certification is increasingly viewed as most appropriate method for awarding a professional credential. CRCC's vocational evaluation specialist certification process is guided by the principle that a professional must not only have technical knowledge about assessment but can also conduct evaluations and make recommendations according to an acceptable standard. Vocational assessment, like rehabilitation counseling, is best accomplished by focusing on the strengths of the individual with a disability.

A competency is a measurable set of knowledge, skills, and attitudes needed to effectively perform the tasks of the vocational assessment process. Since a competency is task-based, an individual may need to transfer the competencies to new situations and environments. The vocational evaluator needs a combination of several competencies to perform the overall job well.

A competency-based certification infers a candidate's ability to perform vocational assessment tasks at a given level. This type of certification encompasses both knowledge of vocational assessment and the necessary skills to apply that knowledge. The certification requires the crucial foundation of medical and psychosocial aspects of disability and chronic illness. Further, the certification also encompasses attitudes about rehabilitation and disability.

In addition to CRC certification, **CRCC eUNIVERSITY**, a cutting-edge, online platform offering a self-paced, interactive, on-demand eLearning experience with content developed and taught by experts in the field.

### **CRL**

We are committed in supporting leaders to transform the field of vocational rehabilitation into a dynamic, innovative, and consumer-responsive service delivery system that will inform the next 100 years of the profession. This program contains six domains of transformational VR leadership and provides an opportunity to apply concepts and tools to implement transformational change within a VR agency.

### **Rehabilitation Counseling as a Profession**

Rehabilitation counselors are the only professional counselors educated and trained specifically to serve individuals with disabilities.

Rehabilitation counselors assist individuals with physical, mental, developmental, cognitive, and emotional disabilities to achieve their personal, career, and independent living goals in the most integrated setting possible. They engage in a counseling process which includes communication, goal setting, and beneficial growth or change through self-advocacy, psychological, vocational, social, and behavioral interventions.

Rehabilitation counselors utilize many different techniques and modalities, including assessment, counseling, case management, and advocacy to modify environmental and attitudinal barriers; placement-related services; and/or utilization of rehabilitation technology.

### **Rehabilitation counseling embodies:**

- **Specialized Training that Focuses on:**
  - Understanding the medical and psychosocial aspects of various disabilities and disabling conditions;
  - Knowledge of assistive technology;
  - Skilled service delivery through application of the case management process;
  - Assessing abilities and strengths to facilitate a return to work.
  
- **Philosophy and Approach to Counseling that:**
  - Values the rights of individuals with disabilities to live independent, integrated lives;
  - Considers advocacy to be an essential part of the job;

- Strongly commits to the concepts of holistic counseling, full inclusion, and empowerment;
- Engages in a co-collaboration between counselor and client;
- Infuses multicultural considerations in all aspects of the rehabilitation counseling process.
  
- **Specialized Areas that include:**
  - Employee Assistance Programming
  - Expert Testimony
  - Job Development/Job Placement
  - Life Care Planning
  - Marriage & Family Counseling
  - Mental Health Counseling
  - Return-To-Work Coordination
  - School, Education, and Career Counseling
  - Substance Abuse/Addictions Counseling
  - Teaching/Education
  - Vocational Evaluation
  - Vocational Rehabilitation



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COMMISSION ON REHABILITATION  
COUNSELOR CERTIFICATION

## CODE OF CONDUCT

Fiduciary Duty – Directors and Committee members are required to act in accordance with their fiduciary duty to CRCC. Fiduciary duty is broader than simply being a good steward of CRCC’s finances. More broadly described, fiduciary duty requires Directors and Committee members to act independently without undue influence, honestly, in good faith, and in the best interests of CRCC, where CRCC interests take precedence over personal interests and interests of other parties. It requires these individuals to act competently and prudently, exercising reasonable care in all decision-making without placing CRCC under unnecessary risk. It is a legal and ethical obligation that encompasses the duties of care, loyalty, and obedience described as follows:

*Duty of care* is a standard that requires Directors and Committee members to exercise the same care that an ordinary, prudent person would exercise in a like position or under similar circumstances. It requires active participation and attendance at meetings to be informed about the activities of CRCC in order to be able to make informed and independent decisions when voting.

*Duty of loyalty* is a standard that requires Directors and Committee members to act in good faith, be faithful to CRCC, and pursue CRCC’s best interests. It requires these individuals to be dedicated to CRCC’s vision, mission, and goals and to put the interests of CRCC above self-interest. It also requires them to disclose any issues that may be a real or potential conflict of interest and to recuse themselves from discussing and voting on the matter.

*Duty of obedience* requires Directors and Committee members to act in accordance with CRCC’s rules and policies, and in furtherance of its goals as stated in the mission statement, articles of incorporation, and bylaws.

Communications Concerning CRCC Matters – Directors and Committee members should not unduly disrupt Board/Committee meetings by using disparaging remarks nor should they discredit individuals engaging in honest discussion and debate. Directors/Committee members should not discuss issues that CRCC has not finalized unless directed by CRCC to seek information from their colleagues or from members of the general public. Once a decision has been reached by CRCC, Directors/Committee members should not disparage the decision to the general public. Some examples of inappropriate communications include: speaking in public against a decision made by CRCC while acting as a Director/Committee member or speaking disparagingly against CRCC colleagues.

Competency and Capacity to Serve – Leadership should be mindful of the consistency of the Committee when determining Committee assignments and Directors/Committee members should be willing to commit to developing their competence in areas where they may not be well-trained. If for any reason Directors/Committee members should become diminished in their capacity to serve and are unable to discharge their duties, they shall inform the Chair of the Board of CRCC of their situation and accept CRCC’s recommendations on the matter. Likewise, if another Director/Committee member obtains information that leads him/her to believe a Director/Committee member is unable to discharge his/her

obligations, he/she shall report this to the CRCC Chair of the Board for action. Examples of breaches of competency/capacity include: consistently failing to respond to requests by CRCC for information or action; and inability to respond appropriately to Board/Committee assignments due to diminished capacity.

Conflict of Interest – All Directors/Committee members shall behave in a manner that avoids a conflict of interest. Directors/Committee members shall not use information or experience gained through service to CRCC for their personal gain and/or in such a manner as to compromise the integrity of CRCC. Some examples of conflicts of interest include: using actual examination items in classroom teaching; ruling on an appeal of a friend or competitor; writing a letter of recommendation for an individual applying for a Board position if you serve as a member of the Governance Committee; and taking the CRC examination or participating in the development of preparatory material during their term of service and for a period of five (5) years from the expiration of their term of service on the Standards and Examination Committee.

Dual Relationships – Directors/Committee members should be mindful of dual relationships within CRCC. Dual relationships shall be declared at the time Committee assignments are made or if a dual relationship develops within the term of appointment. The Chair of the Board shall consider all declared dual relationships when assignments are determined. Should a Director/Committee member desire, he/she may speak in confidence to either the Chair of the Board of CRCC, the Chair of the Ethics Committee, or the President/CEO. Examples might include a Director/Committee member failing to disclose the existence of a business or sexually intimate relationship with another Director/Committee member or with another individual being recommended for CRCC employment.

Public Behavior – Directors/Committee members shall conduct themselves in a manner befitting CRCC and the profession of rehabilitation counseling. While any individual's standards regarding behavior are generally a personal matter, Directors/Committee members must take care not to compromise the integrity of CRCC nor the profession through their conduct. An example of inappropriate public behavior includes obvious inebriation at an official function at which one represents CRCC or the profession or inappropriate language or behavior on a CRCC social media platform.

Record and Document Dissemination and Disposal – Information gained through Board and Committee meetings is, at times, confidential (i.e., files on ethical cases, decisions on particular applicant files, etc.). Confidentiality must be maintained and may include proper housing and disposal of certain information. During their term of service and at the expiration thereof, Directors/Committee members shall return all official and/or confidential documents to CRCC office immediately upon resolution of the matter at hand to be disposed of properly or personally dispose of the material in a proper manner. Examples of potential problems in record and document dissemination and disposal might include: “off the record” discussions with others concerning confidential information; and handling confidential documents in such a manner they become known to others who should not have access to the information.

*Certain acts are enforceable under CRCC's bylaws and/or policies and others may be enforceable by law. However, the aforementioned topics are intended to be guidelines and will be available to all Directors/Committee members at the commencement of their terms.*