

CRCC
STANDARDS
AND EXAM
COMMITTEE

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.crccertification.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:

A wholehearted and passionate commitment to the mission of CRCC.
Demonstrated accountability to a high ethical standard.
Critical thinking—capable creative problem solving, and an ability to adjust one’s thinking as needed or necessary.
Emotional intelligence.
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.
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.
A genuine interest in leadership and in the future of leadership coupled with dedication to lifelong learning.
Excellent communication skills including an ability to keep on message and be cognizant of others’ time and viewpoints.
An appreciation of the sophistication of fellow Board members and the breadth of the Board’s combined knowledge base.
No hesitation whatsoever to commit the necessary time it will require to be an active and engaged Board member.

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



Standards & Exam Committee Member/Chair Description

The Board established the structure of committees and task forces to help carry out its work and achieve its goals. Committees are commissioned with a specific charge and are outlined in the Bylaws. Standing committees are permanent.

CRCC is committed to maintaining a diverse committee composition regarding age, gender, ethnicity, and geographical location, and a diverse composition to work setting.

TERM OF OFFICE

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

DUTIES AS PRESCRIBED IN THE BYLAWS

Act in accordance with their fiduciary obligation to CRCC; act in good faith and in the best interest of CRCC.

Composition

- Manger Certification
- Committee Chair
- One (1) Board member
- Eight to twelve (8-12) Non-Board members
- Per NCCA Accreditation Standards CRCC Target Composition for non-board members must reflect the following:
 - (Target: 70% practitioners / 30% educators)
 - Rationale: Because the S&E Committee develops and evaluates examination standards and content, it requires substantial representation from current practitioners to maintain validity for real-world CRC practice. Educator members ensure alignment with entry-level preparation, curriculum standards, and professional development trends.

Qualifications

- A Certified Rehabilitation Counselor in good standing.
- Model professional, respectful, and inclusive behavior.
- Ability to manage relationships at all levels with respect, caring, and confidence.
- Understand current trends and best practices within rehabilitation counseling.
- Demonstrated appreciation for informed decision-making based on reasonably available data.

Primary Charges and Responsibilities

- Establish criteria for certification, certification renewal and continuing education.
- Annual renewal process (S&E charge).
- Retention of CRCs (S&E charge).
- Oversees Item bank pool review (via Item Writing Subcommittee - IW) and Item bank maintenance – ensure all items are current, valid and reliable, including current references, and archiving as necessary.

- Review item gap analysis from Pearson.
- Oversees the certification examination, including creation and review of exam items.
- Refines and clarifies standards and criteria, recommending changes to the Board as needed.
- Review of accommodations request if appropriate and from time-to-time review candidates eligibility based on disclosure responses for certification and certification renewal.
- Oversees the development and distribution of the 2026/2027 Job Task Analysis (JTA)
 - 2 S&E Member + 2 IWW member to participate on JTA (every 5 years).
- New committee members are required to attend item writing training session if not previously attended.
- Update the reading list and library resources (potentially source to Item Writing Committee).
- Participates/presents SME's perspective in Webinars as determined.
- Manager of Certification are responsible for approving the final published review form.

Specific Duties of Committee Members and Chair

- Act in accordance with the Code of Conduct, maintaining confidentiality at all times, and reporting potential conflicts of interest as necessary.
- Work in a collaborative manner demonstrating professional, respectful, and inclusive behavior.
- Complete all assignments and charges, respond to all communications, and attend all Committee meetings with a commitment to successful project delivery and beneficial outcomes.

Other Duties of Committee Chair

- Work in partnership with the Manager of Certification and President/CEO to clarify Committee directives and deliverables.
- Work with the Manger of Certification to develop effective meeting agendas and materials that provide the framework for the Committee to fulfill its charge.
- Preside over meetings of the Committee.
- Communicate with Committee members on a regular basis and nurture the development of new members.
- Present to the Board, through the Manager of Certification, all proposals for policy change inclusive of conclusions and a summary of relevant data and findings.
- At the request of the Chair of the Board and/or President/CEO, participate in meetings of the Board to discuss Committee proposals and/or activity.

TIME COMMITMENT

- The Committee meets three (3) times annually via conference call for a minimum of two (2) full workdays to review CRC Exam forms. Member will be given assignments outside of these above meetings to review items prior to the meetings. All Members are required to complete assignments and attend these meetings.
- In addition, the Committee participates in four (4) business certification meetings via video conference calls to review exam items and certification-related agenda items, which last approximately two and a half hours (2.5 hrs. per meeting). Attendance is required. Exception are only given for emergency purposes.
- In addition, Committee members will be required to review information to properly prepare for meetings and may be required to research or respond to urgent matters that must be addressed between scheduled meetings.
- Committee Chair has an added responsibility of working closely with the assigned staff liaison to develop meeting agendas/materials and to prepare and present proposals and recommendations to the Board. This may include the need to participate in Board conference calls or meetings with participation typically via telephone or web conference.

The Committee Chair and new Committee members are also required to participate in an orientation video conference held prior to the beginning of their term of service.

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 Committee members from being held personally liable for the actions of the organization or any member thereof.

STAFF RELATIONSHIP/ROLE

The staff liaison is the primary point of contact for routine and ongoing Committee activities. The President/CEO is also available to support the Committee Chair and members as they carry out their roles and responsibilities.

Performance Requirements

Committees and Task Forces may not commit to expenditures and may not express opinions or represent positions in the name of CRCC, unless specifically authorized by the CRCC Board of Directors.

Proposals for activities or programs that may involve expenditures of funds must be submitted, prior to the start of work, to the staff liaison for review and approval by the Board.

Recommendations to the Board must be submitted as formal proposals that present conclusions and summarize relevant data and findings.

Members of the Standards & Examination Committee are prohibited from sitting for the CRC examination or participating in the development of preparatory material, which may include financial gain, for a period of five (5) years from the expiration of their term of service on the Standards and Examination Committee.

Recommendations to the Board must be submitted as formal proposals that present conclusions and summarize relevant data and findings.



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



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.