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***NCDA Board of Directors Meeting***

**October 13-15, 2021 \* Alexandria, VA**

***Wednesday, October 13, 2021***

***3:00 – 6:00 pm***

*Sharon Givens, President Marty Apodaca, Trustee*

*Seth Hayden, Past President Courtney Warnsman, Trustee*

*Lakeisha Mathews, President-Elect Celeste Hall, Trustee*

*Carolyn Jones, President-Elect-Elect Diandra Prescod, Trustee*

*Julia Makela, Secretary David Ford, Trustee*

*Charles Lehman, Treasurer Stacy Van Horn, Trustee*

*Lisa Severy, ACA Governing Rep Deneen Pennington, Executive Director*

**Meeting Called to Order by Sharon at 3:07 PM ET**

**1. Roll Call (Julia)**

11 in attendance in person. 1 attending virtually.   
2 absent (Lisa and David).

A quorum is present.

Additional participants include: MaryAnn Powell representing the National Office.

**2. Introductions and Approval of the Agenda (Sharon)**

**MOTION** was made by Seth to approve the agenda with addition of AARP item requested by Charles.

Seconded by Celeste.

Discussion could we have a brief mention of how pilot project with AARP worked out.

Motion passes unanimously (no opposing votes, no abstentions).

Motivating the work of our new NCDA year, Sharon shared the slogan that will drive our efforts: “Every member matters.” Embedded in this statement is the understanding that all members matter equally.

**3. Approval of the September Minutes (Julia)**

**MOTION** was made by Carolyn to approve the June minutes.

Seconded by Charles.

Motion passes unanimously (no opposing votes, no abstentions).

**4. Report on Action Items (All)**

***Provide CG7 Print and Online Revenue Report (Deneen)****Please see CG7 revenue excel file provided by the National Office. Additional reflections provided here:*

As a follow-up to our discussion in the September 2021 meeting, Deneen has shared CG7 revenue. Subscriptions are consistently growing, and most subscriptions are coming from NCDA members. The engagement with CG7 and resulting revenue supports our decision to add a Coordinator. The cost of the Coordinator role will be $500 per quarterly review, or approximately a $2,000 annual stipend.

***School Career Development Task Force Update (Celeste)***

Celeste is connecting with Rebecca Dedmond, who has contact with our National Career Development Standards Braintrust and is seeking input on an update of standards. This group is in favor of a K-12 update, perhaps adapting a different format as a place to start.

Carrie Sanders, a Professor at Radford University, has reached out to inquire how we can coordinate better with the K-12 audience. We are seeking input on conducting a website constituency page audit, with questions such as: How do you perceive the webpage? What could we do to make it more usable and practical for you? This is an ongoing process.

Additionally, Patrick Akos will present the Harris Poll Presentation at the American School Counseling Association (ASCA) Conference. They will also attend our NCDA conference. This will be an opportunity to build stronger collaborations with this constituency group.

***Review Committee Requests to form a Plan for Professional Development Next Year (Sharon)***

Sharon reviewed all NCDA Committee requests. The most substantial requests are coming from DEI Committee seeking professional development funding and support.

*Professional Development Planning Discussion*

Committee requests spurred an in-depth conversation regarding how NCDA can manage professional development desires and needs. Many questions were posed, including:

* Can each constituency have quarterly webinars?
* What might Committees offer?
* Could there be a mixture of webinars, TedTalks, Podcasts, Twitter Chats, Presidential talks?
* When should CEs or Continuing Education be offered?
* Where do our members look to other places for education? And why?

We recognized a desire for continuing education to look more uniform, but we would need someone to organize it. We are not set up as a professional development program. Perhaps this could be similar to NACE’s model or ASCA’s model. Descriptions of what was desired included: streamlined, consistent, and “hub”. There is a desire to create a brand that draws people to us. It would be nice to have a professional development focus the way that credentialling works, with a person overseeing the process to make sure it is implemented well. Perhaps smooth professional development delivery can lead to additional memberships?

As ideas emerged about a professional development role, questions were also raised, including:

* Some committees have their own conferences (e.g., ISSC) and State CDAs also do their own conferences. How does this fit in with a centralized professional development role? What is pulled together and what is not?
* What is the relationship of professional development to the FCD training?
* Can we do a market analysis regarding NCDA’s current offerings and strategic fit of topics, method of delivery, etc.? Where are the gaps in learning?   
  *(A survey was already in development at the National Office for this purpose, with plans to send after this Board meeting.)*
* Could we look at ATD’s website and their competency areas as a scaffold?

**ACTION ITEM:** As a next step, the National Office will move forward with the market analysis and survey, and we’ll use this data to inform next steps.

*DEI Committee Webinars Discussions*

The DEI Committee made a significant financial request in their annual plan of work, including budget, memberships, offering CEs, and offering free webinars. The request was well above association webinar budget and revenues for previous years.

The Boarddesires to be supportive, but also has to equitably balance the needs of all Committees and working groups across the association. We propose meeting the DEI Committee part way. We are asking them to think about the needs that are driving the educational programming that they would like to offer. Can they divide their programming into two groups – training and awareness building. Perhaps a program that builds awareness can be connected to an organizational (e.g., National Career Development Month) or societal event (e.g., Black History Month, Coming Out Month), and may be offered for free. Let’s offer one program for free this year. Then, the other events are considered training, and can be offered as paid events in various venues (e.g., Webinars, CPIs, Conferences). The hybrid model of the conference (and virtual model of the CPIs) decreases the travel barrier. And the typical webinar charge is reasonably affordable at $35.

**6. Membership Report (Deneen)**

*Please see Membership Report spreadsheet provided by the National Office. Additional reflections provided here:*

The document provided shows membership data as of the end of September 2021. NCDA reports a total of 5,438 members, which is consistent with the previous fiscal years. 2,466 credentials have been awarded, and the recertification rate shows 65% staying active. We are actively exploring reasons credentialed individuals choose not to recertify or fall behind on paying fees. What can we do to motivate their continuation? All other trends remain fairly steady.

Julia and Deneen are continuing to work to update the demographic questions.

**7. Year-End Treasurer’s Report (Charles)**

*Please see Treasurer’s Report spreadsheet provided by the National Office. Additional reflections provided here:*

As demonstrated by the Treasurer’s Report, NCDA has had a financially successful year. Charles highlighted a few items, such as:   
  
*Revenues*

* Advertising revenues were related to the addition of posting job listings.
* Registration for the both the virtual conference and virtual CPIs was higher than anticipated. We still have some funds available for conference scholarships.
* Credentialling Committee exceeded anticipated certificate numbers. Additionally, revenues were higher than anticipated regarding maintenance fees.
* Membership held up well, with small increases
* Webinar participation garnered less attendance than budgeted for.
* Publications came out fairly even.
* A small amount of Second Century Funding came in ($100), and this was spent out this year
* Curriculum sales increased more than expected, with some contract funds moved into education and training.

*Expenses*

* The Board, Council, and Committees did not travel due to the pandemic, thereby keeping these expenses low
* We pay two advance deposits for CPIs, which is why this appears in the current fiscal year report
* The Career Development Magazine went semi-annual, just for this year, saving some production cost
* Technology costs were also lower than anticipated.

*Credentialling*

Specifically reflecting on Credentialling, we have exceeded the annual goal for number of applications in several categories and have close to a $50,000 profit in this area now. While this looks good, we have only processed 439 applications this year, and yet we sell 3,300 training manuals per year. That is a very small percentage converting to credentials. What are the barriers, and how can we improve the conversation rate?

*Account Balances*

In overall reflections, we recognized that NCDA is carrying more than $1M in reserves. The Board would like to move a percentage of the Cash Flow Contingency funds into Reserve and Investment funds, to provide a cushion in the case of future challenging times.

**Action Item:** Charles and Deneen will discuss what percentage of Cash Flow Contingency to alternately invest and will bring a proposal back to the Board.

**MOTION** was made by Charles to approve the Treasurer’s Report.

Seconded by Courtney.

Motion passes unanimously (no opposing votes, no abstentions).

**8. Introduction of the Budget**

***Overall Budget (Charles)***

*Please see Proposed FY2021-2022 spreadsheet provided by the National Office. Additional reflections provided here:*

Charles presented a draft budget that he and Deneen had worked on. Discussion from the Board was welcomed. Some highlights included:

*Revenue*

* Advertising budget remains similar to last year.
* There are considerable changes to the conference budget. An effort was made to budget conservatively, as we are unsure what offerings membership will choose at this time. (See more discussion below.)
* The two Career Practitioner Institutes are currently planned as in-person events, which corresponds to previous years.
* For Credentialling, we are anticipating a little less revenue related to the maintenance fees that were garnered earlier this past year.
* Four professional development webinars are included in this budget
* No plans have been made for Second Century Funds at this time
* The anticipated $20,000 for professional development revenue is a conservative estimated increase, as we are building this year.

*Expenses*

* Expenses for the Board will increase as in-person meetings and travel pick up again
* The new Career Teaching Academy will start in this year
* Committee expenses have returned to previous levels, along with some additional requests to consider
* We have a major dissemination project ahead of us with results of the NCDA Harris Poll. We saved $8,000 on this work in the past year, and will be using these funds this year for speakers, conference materials, etc.
* The Career Development Magazine will revert back to quarterly distribution
* Many other expense estimates remain the same (e.g., Career Practitioner Institutes, Management Services, International)
* Recommendations are being made for a staff position dedicated to professional development at approximately 20-24 hours per week.

***Credentialling Commission Budget (Deneen)***

Note that we provided an offer this year for maintenance fees – either $40 per year, or three years for $100. Many people selected the three-year option. We’ll need to take this into account for future budget expectations.

It was also recognized that, currently, customer service and keeping response times down is difficult at certain times of the year. Particularly as we grow it is getting more and more challenging. This continues to create a sense of urgency regarding decisions around the way credential reviews are assessed and processed, as well as how reviewers are recruited and compensated. *(See Section 14 for more discussion on Credentialling Commission and strategies to address these challenges.)*

***Conference Budget (Deneen)***

The conference budget plans for both live (in-person) and virtual components. Figuring out the pricing is a challenge, with this being our first experience in this hybrid format. We are currently budgeting for 800 paid attendees at the conference (likely more with Board members, Leadership Academy participants, etc., who have registration assistance). 800 attendees is a little more than half of our typical paid attendance. For the virtual only component, we are currently budgeting at 500 attendees. This might be too low, but it is hard to know with both live and virtual. We are starting with a conservative estimate.

Regarding expenses, we anticipate greater costs for audio visual, as we plan to record the keynote presentations. We will also have expenses for the conference app and virtual platform. Attendees who want access to both in-person and virtual environment will have an “upcharge” for access to both because it is two different experiences.

For the in-person, our room night target is 2,200 room nights, and our current contract requires us to hit 80%. We will ask for this to be reduced to 70%. Reflecting on the geographic draw of California, the location has traditionally been good for bringing in our international members. However, in the current environment, we are not sure if they will come.

Long term, we are not sure how the live vs. virtual conference attendance will settle. But, the current model is appealing, and the budget seems reasonable. The advertising video is on the conference webpage and being pushed to social media. We will continue to revisit this after the new year and as we approach the conference.

Also, please note that the National Office is requesting a 5% increase in the management fee because this is like planning 2 conferences (in-person and virtual) at once. Additionally, they have not increased fees much in 3 years.

***Committee / Council Reports and Budget Requests / Plans of Work (Charles)***

*Please see two PDF documents with proposed budgets for the Career Teaching Academy and the International Student Services Committee. Additional reflections provided here:*

*Career Training Academy*

The Career Training Academy is aiming to have a strong inaugural cohort of 15 individuals this next year at the conference, with two co-facilitators. A detailed budget was provided with benefits to NCDA outlined.

*International Student Services Committee*

The International Student Services Committee has proposed two research projects regarding membership, with a focus on diversity and inclusion. They have been doing this work for some time and financing it through their own institutions. However, with budgets tightening due to the pandemic, they are now looking for financial assistance. Carolyn reports that they are doing great work, and that there would be substantial benefit to NCDA.

***Adjourn for the Day***

**A MOTION** was made to adjourn by Celeste. Marty provided a second. Unanimous vote to adjourn at 6:14 PM ET.

***Thursday, October 14, 2021***

***3:00 – 6:00 pm***

**Discussion Called to Order by Sharon at 3:03 PM ET**

**9. AARP Career Expo and Other Association Contracts**

The NCDA collaboration with AARP Career Expo was an “overwhelmingly positive” experience. AARP shared that, based on user feedback, NCDA received the highest ratings of any collaborative organization they have partnered with! Over a 10-day period, NCDA members volunteered to respond to Q and A message boards (24 posts made) and to engage in 20-minute, one-on-one consultations (10 consultations conducted). A full report on the event is forthcoming. Yet, current feedback suggests that this pilot event was a considerable success. We are looking forward to the opportunity to build additional collaborations in 2022.

Additional contracts are also in development with Mathematica (US DOE Career Navigators), King Saud University in Saudi Arabia, and Abu Dhabi Department of Education and Knowledge (ADEK). More information will be forthcoming on these projects as well.

**10. Work Group Requests**

***Awards Committee (Julia)***

*Please see the proposed revision to the Outstanding Career Practitioner Award provided by the National Office. Additional reflections provided here:*

As Outstanding Career Practitioner Award is one of our most popular award categories, drawing a considerable number of nominees each year, the Awards Committee would like to enhance the award criteria in order to offer greater guidance and transparency to members and applicants. The proposed criteria mirrored language in other award descriptions and related NCDA resources.

The Board was in full agreement regarding the value of updating the criteria for selection. Discussion of the requested amendments to the proposal, including the removal of a bullet describing training and credentialing requirements and refining language to refer to “career development profession” (rather than “career counseling and career development profession”). Amendments were primarily motivated by the importance of recognizing and honoring the variety of professional identities, training and educational backgrounds that career practitioners bring to NCDA. There is value ensuring that the Outstanding Career Practitioner Award remains a recognition that members broadly can aspire to achieve.

A motion and action plan were put into place, with the goal of helping the Awards Committee to implement this new description for the 2022 awards cycle (as follows).

**MOTION** to Amend and Approve Outstanding Career Practitioner Award Criteria for Selection made by Julia. Second by Courtney.

Motion passes unanimously (no opposing votes, no abstentions).

**ACTION ITEM:** Julia will connect with Awards Committee Chairs to share amendments. If the Committee is comfortable with the current document, we can move forward on implementing the changes for the 2022 awards cycle. Further discussion is also welcome. The Awards Committee may suggest changes if needed, and the Board will engage an electronic vote to make an effort to complete approvals in time for the 2022 awards cycle.

**11. Planning for the 2021 November Virtual CPI (Sharon and Deneen)**

Information on the November Virtual CPI can be found at: <https://www.ncda.org/aws/NCDA/pt/sp/cpinstitute> *Additional reflections provided here:*

Planning for the November Virtual CPI is going quite well. Sharon will lead a “Future of Work” panel. We will also have a keynote presentation on the Harris Poll. (This will also be presented on at the ACA Conference.) Other presentations are offered in a pre-recorded fashion and presented Simulive. We are also hoping to receive the federal proclamation of National Career Development Month before then.

Registration was low one month before the event (71 as of October 16, 2021), but growing. This has been typical with virtual events. The recorded sessions will continue to be sold after the events.

Planning meetings will continue next week.

**12. Planning for the 2022 Annual Conference (Sharon and Deneen)**

The new annual conference page launched last week. Because we had extra 2020-2021 funds, we launched this before the end of the fiscal year.

We are working on keynote speakers. So far, we have received 242 proposals. The typical number is 350-450 proposal submissions. Considering the current environment, the current number of submissions is considered “respectable”.

One challenge in conference planning is that our budget for keynote speakers is very low. We look for three speakers within $15,000. Most speakers today run between $8000 - $10000, and then add travel and it can be $12000 – $15000 per speaker. We would like to have someone we have never had before. We need to think about the budget for this if we want to attract new, current, high profile speakers.

**13. Strategic Plan Update (Seth)**

Kathy Evans has been spearheading our efforts to keep a continuous focus on our strategic planning goals, as we make progress toward the essential to the work of the association. In the past year, we focused on specific goals related to Membership, Professional Identity, and Diversity, Equity and Inclusion. Updates on progress were shared in the September 2021 Board meeting.

There is a sense that we are communicating the Strategic Plan well within committees – ensuring they are aware of the elements and thinking about the contributions that they are making to it. As a next step, we would like to improve communications across the organization (e.g., across committees) regarding contributions and accomplishments. Committee Chair meetings bring out redundancies when they communicate with each other. Also, the Leadership Academy projects have not yet been incorporated here. We are currently lacking an internal communications person who can serve as a hub for this type of information collation and sharing. *How might this be addressed?*

Questions were also asked regarding the focus of the National Office and the Board for Strategic Planning efforts in the coming year. *Do we want to maintain our focus on the three selected goal areas? Or, do we add a focus on an additional goal at this time?*

**14. Credentialing Commission Update (Aaron)**

It has been a good year for credentialling, both financially and by numbers of credentials obtained. A quarterly newsletter is planned, starting with this fall, to help build community among credentialed career professionals. There is considerable interest in credentialling internationally, particularly in the Middle East, which indicates opportunity for growth.

The challenges are the time, energy, and effort required in communicating with career professionals and moving them through the process. Many questions come in regarding which credential and how to apply. It seems that individuals read the materials on the website, but do not trust themselves. They want to be talked through the process. Maybe some 5-minute videos could help to address common questions?

Several issues regarding credentialling were covered in-depth. They included:

* ***Quality Control in Reviewing***With the help of Marilyn Maze, the Credentialling Commission has been doing a “deep dive” into the quality of case studies and interrater reliability of reviewers. They are looking for any indicators of potential bias in questions (e.g., cultural bias) or ways in which reviewers may systematically score differently. This will inform whether case studies, rubrics and/or reviewer training need to be revised in any way. A report will be ready by the end of November.
* ***Supervision Credential Revision and Direction***Additionally, the Credentialling Commission is working on an assessment process for the supervision credential. Currently, the process is to complete the course that is provided through NCDA and then to submit a video, which is reviewed. However, this course has not been offered in two years. We want to open it to a broader audience, and are working on an assessment with case studies with a rubric.
* ***Certified Career Counselor Educator (CCCE) Moratorium by the end of December***Due to a lack of applicants (only 25 to date), we are discontinuing the CCCE credential. It does not seem to fit into the reward system of a faculty member to pursue this credential -- not compelling enough. All CCCE credential holders have been contacted with the options to keep this credential or transfer to another. Currently, we have only 11 active CCCE credential holders.
* ***Exploring Adopting Enrollment Periods Starting in 2022***In order to manage the flow of applicants in a more sustainable way, the Credentialling Commission is proposing to establish a schedule of 3 enrollment periods throughout the year. *(See handout with proposed schedule.)* There are currently approximately 2,500 individuals that we are tracking in the credentialling system. We hope to build that to 5,000.   
    
  *Question from the Board asked:* With the schedule, when do the volume of requests come in? Does this schedule fit the rhythm of our constituents needs / annual work schedules?   
    
  Commission members also advocate for everyone’s maintenance renewal date to be December 31st each year. This is also to simplify administrative processes, keeping the renewal work focused to one time per year and allowing attentions to be focused elsewhere throughout the year.

The Credentialing Commission brought several requests to the Board as well:

* ***To be able to pay those who review credentialling assessments.***
* ***To approve Dr. Monique Johnson for CMCS Commissioner role.***
* ***To add a public member at-large position, and to approve Michelle Gross for this role.***Michelle Gross could provide an insider/outsider view for our process. She has been involved in credentialling throughout her career. Her perspective would be valued, and she may be able to help us create the assessment for the CCSP.
* ***To extend the CMCS Fast Track Option Extension*** *(This credential has been marketed to coaches who want to recognize their focus in career development. It is not marketed as a “coaching credential.”)*This is an education and experience credential. We would like to extend the option until September 20, 2022, because it took a while to get infrastructure and marketing up. More time would be helpful on the fast-track option in order to “get this up and going.”

***Adjourn for the Day***

**A MOTION** was made to adjourn by Lisa. Sharon provided a second. Unanimous vote to adjourn at 5:09 PM ET.

***Friday, October 15, 2021***

***8:30am – 11:30 am***

**Meeting Called to Order by Sharon at 9:02 AM ET**

**In attendance:** 12 In-person as before. Lisa and Diandra virtually

**15. Evaluation and Extension of Management Contract with Creative Management Alliance (Seth and Sharon)**

A discussion was engaged regarding the annual report and evaluation to Creative Management Alliance (CMA). Across most sections of the report feedback, ratings of “outstanding” were provided. In particular, the CMA Team did a stellar job with financial and business management to help keep the association in strong financial state through challenging times, management of the virtual conference and other professional development offerings, and providing excellent customer service and cultivation of relationships with partner organizations. In the coming year, continued attention will be placed on staffing and management related to areas of growing demands such as credentialling and professional development offerings. The Board recognizes the contributions and achievements of CMA and looks forward to taking next steps for contract extension.

**MOTION** was made by Seth to accept the evaluation for Creative Management Alliance with the proposed language changes.

Seconded by Charles.

Motion passes unanimously (no opposing votes, no abstentions).

**ACTION ITEM:** Seth and Sharon will work with Creative Management Alliance on extension of the contract.

**16. Budget Approval (Charles)**

Charles briefly reviewed the comprehensive proposed budget for FY 2021-2021, highlighting items such as, the annual conference based on a hybrid format, committee expenses based on their requests, Creative Management Alliance budget with requested increases, adding funds for credentialling reviewers, dissemination of the Harris Poll, and four editions of the Career Developments magazine.

In total, estimated revenues come up approximately $14,000 short of estimated expenses. This will be covered by carry over funding from the past fiscal year. Additionally, in the past, we have been able to meet all estimated costs with conference income, and the current revenue estimates are conservative.

A remaining question relates to the $2,500 that is budgeted for the strategic plan. How will this funding be used this year? We are still working through ideas around mentoring, or perhaps additional DEI consulting. More discussion is to come on this.

**MOTION** was made by Sharon to approve the proposed FY 2021-2022 budget.

Seconded by Charles.

Discussion occurred regarding credentialling reviewers. The Board would like to approve the $7,500 cost as a one-year expense, with a requirement of developing specific plans going forward – a plan, with options (e.g., a system, test developer, technology) for improving the process going forward.

Motion passes unanimously (no opposing votes, no abstentions).

***Investments majority in vanguard funds.***

At the next Board Meeting, we will revisit the question of funds that are growing in our money market and checking accounts for Cash Flow Contingency. The current thought is to move approximately $150,000 into a conservative investment (e.g., bond fund, conservative mutual fund), and perhaps to move funds over time in the next six months. We might also think about making these moves after the conference to make certain that those costs are all covered. This will be revisited at the next Board Meeting.

**ACTION ITEM:** Charles will explore potential investment options and share potential strategies at the next Board Meeting.

**17. Upcoming Elections**

NCDA’s upcoming elections will be for the following Board Positions:

* President Elect Elect
* Treasurer
* ACA Governing Council
* Trustee for Agencies, Business/Industry, and Private Practice
* Trustee At-Large Leadership Academy.

Please keep and eye out for potential candidates to recommend. The Board will also want to consider whether to keep the Trustee At-Large position dedicated to the Leadership Academy. Is this the focus that is needed at this time, or is another focus desired?

**ACTION ITEM:** Consider the focus of the Trustee At-Large Board position. Does it remain dedicated to the Leadership Academy, or do we need a change at this time?

**Adjourn**

**A MOTION** was made to adjourn by Sharon. Julia provided a second. Unanimous vote to adjourn at 11:08 AM ET.

*First draft of meeting minutes was submitted to the President and Deneen Pennington on November 21, 2021 by Julia Panke Makela. Last Updated November 22, 2021.*