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***NCDA Board of Directors Meeting***

**Wednesday, October 12 – Friday, October 14, 2022 \* Westminster, Colorado**

*Lakeisha Mathews, President Celeste Hall, Trustee*

*Sharon Givens, Past President Diandra Prescod, Trustee*

*Carolyn Jones, President-Elect David Ford, Trustee*

*Marty Apodaca, President-Elect-Elect Stacy Van Horn, Trustee*

*Julia Makela, Secretary Jim Peacock, Trustee*

*Deanna Knighton, Treasurer Courtney Warnsman, Trustee*

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

**Wednesday, October 12, 2022: Meeting Called to Order by Lakeisha at 3:05 PM MT**

**1. Roll Call (Julia)**

11 in attendance. Diandra and James joined virtually on Friday, October 14.

A quorum is present.

**2. Approval of the Agenda (Lakeisha)**

**MOTION** was made by Lisa to approve the agenda.

Seconded by David.

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

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

*Please see the copy of the September 2022 minutes provided by the National Office on the Board webpage.*

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

Seconded by Sharon.

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

**4. Annual Strategic Priorities and Plan for the Week (Lakeisha)**

***Board Member – My Vision of Leadership Activity (Need:)***

The theme for this year is: The Future Looks Bright.

The future of NCDA looks bright for many reasons. Here are some focus areas that will support this theme and our efforts this year.

*1. Succession planning.*   
When engaging in a leadership role, it is important to plan forward for when we move on from our engagement, thinking: “when I finish, I want to equip the people after me to be empowered to go forward.” As such, we will focus on:

* Committee co-chairs succession
* The Leadership Academy exit process
* Committee Chair Board Promotion
* State CDA Board Promotion

*2. Social Justice.*   
We endeavor to closely examine the social justice issues that our members care deeply about. Where do they want help with advocacy? A good example of this was the DEI symposium at the end of last summer’s conference. It provided a space for people who want to “sit in the DEI topic” – bringing a variety of DEI topics together and exploring as a community. Some areas to focus include:

* Membership survey
* DEI Calendar
* DEI Symposium @ Global Career Development Conference

*3. Continuing our Strategic Priorities.*   
We will also continue key strategic priorities from the past year, including:

* Mentoring program implementation
* Membership growth
* CCSP Standardization – work with the Credentialling Commission
* Professional Development & Webinars – what is the revenue model for this?

***Upcoming Events***

Several upcoming NCDA events were reviewed, including:

* Career Coaching Fundamentals, Applications, and Future Directions   
  November 16, 2022  
  1 – 6pm Eastern  
  Registration open until Nov 13
* 2023 National Conference in Chicago, IL
* Spring Career Practitioner Institute in Annapolis, MD, with a special focus on providing training for private practitioners.

***Introspection***

NCDA Board members were encouraged to reflect on: “Where can I make my greatest impact?” We all bring strengths and talents to our work. How will we get engaged – individually, as a Board, and as an association? This will be a continual conversation to encourage intentionality in our outreach and encouragement of member involvement.

***Strategic Plan Check-in: SWOT Analysis***

Finally, we reviewed progress on the current NCDA Strategic Plan, reflecting on Strengths, Weaknesses, Opportunities, and Threats for each of the primary goal areas. See Appendix A at the end of these notes for a summary of reflections.

***Hot Topics: Key Conversations for NCDA’s Future***

The Board also wrestled with some strategic questions about NCDA’s relationships and future growth. Highlights from those discussions follow:

*1. Membership Growth: Who are our future members? Where will our membership growth come from?*

Several potential focus areas were discussed. For example:

* We could focus on professional identity, reaching out into key areas such as social workers and rehab counselors, school counselors, coaches who are interested in credentials, international credential holders, workforce and employment security commissions, adult educators in community colleges. Each of these areas may have unique needs or relationships that we could leverage. For example, the organizational membership may be very appealing to workforce educators, while joint memberships with ACSA or SHRM may be appealing to our school counselors and industry connections, respectively.
* A focus on welcoming back past members, as well as retaining incoming new members
* A focus on graduate students, with seeking ways for continued connection. For example, connecting on LinkedIn, since their contact information is likely to change. Considering the leadership structure of the graduate student committee – can it be co-chaired by a graduate student and a professional member for more consistent leadership (as the graduate students turn over more quickly)?
* Reviewing how we are connecting with the State CDAs. How do we include them into the parent organization? How do we track their involvement? Might we bundle opportunities to incentivize engagement at the national level?

*2. Inclusion of Global Membership (ISSC, GCC): How should we approach our global brand and services for institutional members? Are we moving towards becoming an international organization?*

We are already moving toward the direction of becoming an international organization. Yet, we have some complex questions to address – how intentionally have we been taking these steps? Are we ready and positioned to do this well? If we don’t, who will?

If we do make the move to be truly international, what are the expectations? What structures do we need to have established around the world? Do we hold international conferences? Are we prepared for this regarding staffing and resources? We also note the lack of international representation on the Board at this time. The new Trustee-at-Large position is a step in this direction, but we have more growing to do if we want to move in this direction.

*3. Partnership Goals: Will NCDA always be affiliated with ACA?*

For now, yes, the relationship is good. There is much that we can learn from them structurally, and many content benefits as well (e.g., staffing, advocacy). However, we recognize that there are some challenges. A perception exists that ACA offers little regarding career development. Additionally, there is a strong feeling that ACA needs to be more willing to recognize the value of non-counselors if we are to continue a strong, positive affiliation. The trauma experienced by NCDA members from past struggles among state CDAs and State Counseling Associations is a major pain point. How do we alleviate it, and move forward to a more productive and inclusive future relationship?

We recognize that we have a foundation in ACA – as one of ACA’s founding members. And, we value that relationship. We hope that we can find a way forward that remains beneficial for all parties, and can be more mutually supportive.

**5. Introduction of the Budget**

*Please see the draft FY2022-23 budget spreadsheet and the committee budget request document provided by the National Office. Additional reflections provided here:*

***Overall Budget (Deanna and Deneen)***

The Board received a brief overview of the budget on the first day, so that we could take a closer look before in-depth discussions. Historical comparisons were made based on averages over the past five years, to make certain we are on track regarding revenues. It was noted that, in the past year, we have been good stewards of organizational funds. In September, we ended the year with $70,000 in revenues – except needing to consider lost investments, which are expected in the current financial market.

Looking forward, we started the meeting within $1,700 of a balanced budget for FY2022-2023. A few items were brought to the Board’s attention for consideration such as Committee budget requests and ACA membership for the Board. More discussion would occur the following day.

**Adjourn 5:54 PM MT**

**Thursday, October 13, 2022: Meeting Called to Order by Lakeisha at 9:12 AM MT**

**6. Report Out on Action Items**

***Nominations Rubric Changes (Sharon, Seth and Lakeisha)***

*Please see the copy of the Policy Update and Application documents provided by the National Office. Additional reflections provided here:*

Deneen made updates to the nomination materials and shared with the Nominations Committee. We plan to offer an open forum where people can ask questions about running and Board service. All Board members are encouraged to help with recruitment. We are in a season where people are not quick to jump to volunteer. We will need to be proactive in seeking people out. Positions that are up for elections include:

* President-Elect-Elect
* Secretary
* Trustee for School Career Counselors and Specialists
* Trustee for Higher Education Career Counselors and Specialists

**7. Membership Report (Deneen)**

*Please see the September 2022 Membership Report spreadsheet provided by the National Office. Additional reflections provided here:*

At the end of September, we had 5,345 members. We expect to end the year at around the 5,500 mark. Our membership numbers are steady, but not growing. Only about 7% of members are coming through ACA, but that is misleading because many pay ACA directly. It makes it difficult to tell how many hold memberships in both organizations.

Regarding demographics, for the first time, we have reached 40% members of color. We have also had a big increase in our international credential holders. Age follows a typical curve, with the fewest members in the youngest and oldest age brackets. Geographic region has been holding steady.

**8. Year-End Treasurer’s Report (Deanna and Deneen)**

*Please see the September 2022 Treasurer’s Report spreadsheet provided by the National Office. Additional reflections provided here:*

At the end of September, we are pleased to share the overall good financial year for the association, which resulted in an over $72,000 net profit (before accounting for investments). Of particular note, publications sales were up for the first time in five years. The Credentialling Commission and Advertising and Job Listing revenues also increased over previous years. The annual conference did not bounce back as strong as expected, but cost saving measures helped buffer the impact. Additionally, travel budget went well over expectations due to rising costs in this area. We will need to budget more for travel in the future.

Regular audit procedures will start in the first week of November. We are already preparing for this, and we will now be returning to regular auditing practices (following modifications during the pandemic years). The audit report will be available for the Board during our December meeting.

**9. Work Group and Officer Report Updates**

***Global Connections Committee (Lakeisha and Carolyn)***

We are pleased to have our new Trustee-at-Large, Jim Peacock, elected and in place for a special focus on global connections. Jim and Carolyn have had an introductory meeting with the Global Connections Committee (GCC) to begin the transition.

The GCC has asked about the ambassador option – can they move forward? The first step is to clearly define the role. Many questions were raised, such as:

* There seems to be some uncertainty remaining regarding who is represented – how many countries? It this a “global ambassador”? Or, there appears there my be interest in a focus on the Middle East?
* As this moves forward, how is an ambassador(s) selected? How will it be a fair process?
* What will the key functions of the role be?
* What infrastructure or reporting is needed? What are the intended or desired outcomes?
* Would there be a time limit on the role? How would it be transitioned? What planning would be in place for smooth transitions?

The Board acknowledges that the work done by the GCC is great. Moving forward, we want to provide support in a way that makes good decisions for the organization as a whole. How do we create something equitable, sustainable, and meaningful? The trustee-at-large position on the Board is a demonstration of our interest in this. The next step is to get something in writing so that we all understand the roles and commitments, and can build something that moves us forward confidently, together.

**10. Planning for the 2023 Annual Conference (Lakeisha and Deneen)**

*Please note link to the 2023 Annual Conference webpage on the Board website. Additional reflections provided here:*

A preview of the 2023 Annual Conference was shared with the Board, with many details already in place. The conference site in Chicago is a beautiful location, with water-front views. We have excellent keynotes lined up including Tucker Bryant and Monica Band (See: <https://ncda.org/aws/NCDA/pt/sp/conference_home>).

Our goal is to get attendance back up to 1,200 participants. As a good sign, we already have people booking hotel rooms! We plan to bring back the International Reception this year and are working on including a variety of meet-up events (e.g., a visit to the Ice Cream Museum) to experience the city together. The Illinois Career Development Association is working on a community service event. The agenda is being adjusted to move most programming to Thursday and Friday, as our dates run close to the fourth of July weekend (June 29 – July 1, 2023). Finally, AARP is planning to be a conference sponsor over the next three years.

**11. Plans for FY 2022-23 Professional Development (Deneen and Melissa)**

*Please see the 2022 professional development calendar spreadsheet provided by the National Office. Additional reflections provided here:*

***Podcasts***

NCDA Podcasts are now being released at a rate of two podcasts per month. We are building up a good following and can see that we have an international audience. People are clearly tuning in.

***Trustee / Committee Webinars***   
Looking forward, we will be aiming to support two Webinars per month – one trustee session and one additional program, perhaps from an NCDA Committee? We recognize that this pace may be challenging in some months, for example in August with schools starting or in December with winter holidays and travel. Yet, in general, two per month can be a goal.

***OnDemand Training / Learning Management System***

OnDemand training programs are in development now. We are excited about the new Learning Management System the NCDA Hub. The system will have an annual price per user to NCDA. If we can get people going in and give them an incentive to do more than one offering, we will really benefit. The first release will be a series on Career Services for Veterans, based on our new monograph. We may also do refresher courses for the CCSP through the system. Development is really starting to role forward, and it is exciting.

**12. Detailed Introduction of the Budget**

*Please see the draft FY2022-23 budget spreadsheet and the committee budget request document provided by the National Office. Additional reflections provided here:*

***Professional Development (Deneen)***

As this is the first time NCDA is offering professional development in new media (e.g., Podcasts) and we are continuing our development years, the professional development budget is a little unbalanced between expenses and revenues. We do not yet have good data to go on in this area. We are working on building up our listener population. With this, we can then seek out advertisers to sponsor podcasts, which will offset costs. It just takes time to establish.

***NCDA Teaching and Leadership Academies***

We have committed to the Counselor Educators Academy this year and the Teaching Academy next year. The Leadership Academy is a two-year commitment.

Some discussion was engaged around the Counselor Educators Academy regarding outcomes and deliverables. Those involved in the Counselor Educators Academy stressed the importance of integrating career development into graduate courses across the counseling curriculum, and noted that this program sets the seeds for this approach to take root. Encouragement was also made to tie the Counselor Educators Academy to the larger organization through the NCDA Strategic Plan. Program participants teach graduate students and future members of our profession. Can we encourage them to understand the value of NCDA, so that we are clearly investing in our future through this program?

***NCDA Committees.***

Standard budgetary requests are entered for *NCDA Awards* and the *National Career Development Month* activities. The other costs here are requests from specific Committees.

One larger request came in from the *Global Connections Committee* to fund conference travel to IAEVG for the Co-Chairs. We have not funded this type of travel for Committee Chairs / Co-Chairs in the past; only Board members when they are specifically representing NCDA. From an equity standpoint, it is difficult to approve this particular request for one Committee, so a decision has been made to deny this particular budget request.

The *Government Relations Committee* was a part of “Hill Day”, supported by LobbyIt. This was a powerful experience. It requires purchasing 9 months of LobbyIt services at Tier 1, and 3 months at Tier 3, along with funds to get the staffer to come to our conference. Hill Day is viewed as something worth doing annually. NCDA participants would include at least 3 Board members, the Government Relations Chair, the President, and President-Elect.

*Career Developments* is having a difficult time keeping volunteer editors. There is some current discussion that maybe we should pay the executive director, who takes the lead role as there can be many pieces to pick up. Since we are not printing as many copies anymore, there are some funds that we can repurpose there.

***Annual Conference***

We are currently projecting 900 paid people at the early bird rate, which is about 250 more than last year. We think this is a reasonable number for Chicago.

Last year we had a good response to the virtual conference option, but it cut into our live numbers. This year, we will still have a virtual package. However, we will start selling it in May, and it will only include the three keynotes and the featured sessions. We recognize that we have an audience (e.g., international) who will not be able to come. However, trimming back on the virtual will make the price tag much more affordable as we save on staff time and energies.

Hotel costs are rising sharply, and live conferences simply cost more. However, the conference is our biggest PR events for the year. They build membership, and they build our relationships in the exhibit hall. At this point, we expect at $70,000 profit. We need to get to 1,200 in-person attendees in order to make 6 figures. We are working back to that.

***Board and TEC Expenses***

The “big ticket” expenditures for this year are our Facilitating Career Development (FCD) enhancements and the School Career Development Advisor (SCDA) curriculum. Yet, these will also be revenue generators with time.

***Publications***

For the most part, the publications budget is pretty standard. Some publications are selling particularly well – most notably, the new second edition monograph by Sampson & Lenz and the Career Coaching monograph.

***Management Fee***

Board members were encouraged to take a good look at the management fee, which is the most significant expense to our budget. They have asked for a 4.5% increase due to increase costs (e.g., the Mathematica contract demanded different insurance requirements). They also noted that the Conference is becoming more complicated because it is growing, which requires two more staff members attending and spending more time. This is not a bad thing – just growing.

**13. Credentialling Commission Visit**

The Board met with the Credentialling Commission for an update on progress. It has been approximately five years since NCDA initially rolled out our credentials, and we now have just under 3,000 credential holders. Our initial focus was building members engaged in credentialling. We are now transitioning some of this focus to professional development and continuing education. We want to retain credential holders as they reach the potential for audits. There is some interest in connecting professional development offerings to the NCDA Hub, as that becomes available. We’re already starting collaborations to move in that direction.

The Credentialling Commission’s recent meeting focused on the revisions of case study questions to ensure that they are “as relevant, refined, and sharp as they should be.” In particular, they are starting the process of developing the CCSP standardized assessment this month. In the meantime, the CCSP reviewer process is going well. We are paying CCSP reviewers through the end of June. There are no current backlogs in reviews to be completed, and payments have been reasonable.

Reviews for all other credential types seem to be doing fine – not overburdened or lagging. We have also worked on managing membership expectations, acknowledging that the turnaround for reviews is 6 – 8 weeks. We want to do better, but this is the reality for the process. As long as the expectations are reasonably set, members seem okay with this.

A change was made, as discussed in the February 2022 Board Meeting, to bundle the pricing for the sale of the FCD student manual and the CCSP application. There has not been any strong push back or statements of opposition. We will continue to watch it to see how many students go on to pursue the credential. Another report will be made in February and at the meeting at the annual conference in Chicago.

We have also been moving ahead with career pathways across the world. There is interest in training people in the CCSP credential in both Singapore and India. In fact, in India there is a possibility that the I-Dream project could train as many as 1,800 professionals per year in a 20-week program based on our manual. In Singapore, the program will be connected to a Polytechnic institution.

Finally, we revisited the idea of a coaching certification. We have been nudging coaches toward the CMCS credential. Yet, it may be time for an environmental scan for the coaching credential to help inform our decision making. Perhaps we can work toward this in February? The pull from the International Coaching Federation is strong – will people come to us over that? But, ICF is not career focused and is quite expensive. Maybe we offer something different? There is no harm in asking the questions.

**Adjourn 4:34 PM MT**

**Friday, October 14, 2022: Meeting Called to Order by Lakeisha at 9:09 AM MT**

**14. Revisit the Budget**

*Please see the draft FY2022-23 budget spreadsheet and the committee budget request document provided by the National Office. Additional reflections provided here:*

The Board addressed remaining questions about the budget.

Counselor Educators Academy asked for their Chairs to have free conference registration. They receive a $250 stipend now. This is not something that we offer to Chairs of other pre-conference programs (e.g., Leadership Academy). If we do it for the Counselor Educators Academy, we would need to have parity for other programs – a fairness issue. And, we are not currently in a financial place to do it for all.

**MOTION** made by Celeste to remove the $900 chair conference registration budget item from the Counselor Education Academy budget request at this time due to the precedent that it would set. (We are not in a place to do it for all at this time, so it is not appropriate do it for one, out of fairness.)

Second by Lisa.

Motion passes (8 yes votes, 3 no votes, no abstentions).

**MOTION** made by Lisa to approve the budget as amended.

Second by Carolyn.

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

**15. Plans for FY 2022-23 Professional Development (Deneen for Melissa)**

Deneen and Melissa led the Board in discussion of the FY 2022-23 Professional Development planning, exploring Podcasts, Webinars, OnDemand Training, and the new Peer Mentoring program.

***Podcasts***

The plan for the NCDA Podcast series is to release two episodes monthly. Board members were encouraged to share ideas for new episodes. A common thread linking one episode to another was encouraged. Could this be keeping a host consistent? Perhaps the way that our research is integrated into them?

***Trustee/Committee Webinars***

Trustees for each constituency group shared some ideas around their plans for the year.

*David, Trustee for Counselor Educators and Researchers* shared an interest in looking closer at anti-woke laws (e.g., anti-gay, anti-trans) and their impact on counseling programs removing discussion about diversity, social justice from their programs all together (e.g., Texas, Florida). How do we tie this into career development? Without discussion in training programs, where will counseling and career development professionals develop skills and competencies to work affectively with client populations? This topic could be addressed in NCDA webinars or podcasts.

Another direction could be the importance of teaching intercultural competencies in helping new counseling and career development professionals to be more marketable. We need to prepare job seekers and counselor educators to talk about these issues, as well as to support our employer counterparts.

A key focus will be how do we respond in a timely way to current events?

*Courtney, Trustee for Private Practice, Business/Industry & Agencies* shared that her “Tuesday Talks” have been fantastic. They bring together representatives from each part of this constituency to provide insights on topics that need to be addressed and they are working on a strategy to bring this information to the membership.

*Celeste, Trustee for School Counselors and Specialists* has been focused on developing core groups within elementary, middle, high school, and administration to be leaders in these areas. They would help schedule meetings, identify best practices, and foster career conversations at each level. These smaller leadership roles and responsibilities help generate interest and identify people with potential for deeper involvement. In the short term, their team is completing program submission reviews for the annual conference.

*Stacy, Trustee for State Divisions*, is excited to be working with the editors of the Career Developments Magazine on a column called “In the States.” This will be a place that state associations can contribute articles to share their impactful activities. They will have their first article in the Spring 2023 edition (December 8 article draft deadline).

Additionally, the speaker request honorarium form has now been updated, with input from the Board and assistance from Melanie.

*Deandra, Trustee for Higher Education Career Counselors and Specialist* shared efforts to promote our involvement in CAS, especially regarding updating the language related to DEI.

***OnDemand Training***

The first 2 OnDemand courses are pretty much ready to go. We will offer the Veteran’s course and an orientation course to explain how the NCDA Hub works. Our current challenge is that things go through the membership database for payment. How do we link members to their specific course? We are working on the details with the vendor, and expect to be ready to launch in about one month.

***Mentoring***

The mentor matches have been completed, with approximately 34 matches in the current cohort. We have asked mentors to contact their mentees within 2 weeks.

We currently have more people signed up to be mentors than mentees. Not all membership areas are equally represented. Most interested mentors who did not get a mentee were from the Counselor Educator community. (We only had two mentees from Counselor Education.) Perhaps when people join or renew, we can ask if they want to be a mentor or mentee? We will wait until the next round and may be able to streamline the application.

**16. Review of International Business / Contracts (Deneen)**

*Please see the FCD training contracts update document provided by the National Office. Additional reflections provided here:*

Deneen shared that organizations around the world are looking to us for expertise and want to integrate our curriculum. Please see the provided report for a brief overview of current relationships.

**17. Review of NCDA’s Collaborations**

***AARP***

Sharon and Lakeisha completed a webinar with AARP in recent months. Their virtual production studio is wonderful!

***ACA***

Collaborations with ACA were discussed earlier. The relationship with ACA is recognized as meaningful and beneficial, yet we also want to ensure that the value of our full membership is understood and appreciated.

***ASCA***

Sharon attended the ASCA conference and presented on our recent Harris Poll. The session was well attended with 60 participants. There is a sizeable career development competent within this conference. Each time we attend, we notice how amicable and warm the reception is, with notable overlap in some interest areas. The relationship is good, but they may not yet be ready for a joint credential. At this point, we’ll stay focused on relationship building.

Workplace learning may be a good place to focus on. It is a gap for them at this time, and a strength for us. We can stay in contact and perhaps invite them into our discussions (e.g., conference). At a rough estimate, 95% of people in the ASCA session on the Harris Poll had not heard of NCDA.

***CAS***

CAS (Council for Advancement of Standards in Higher Education) offers a set of Career Service and Experiential Learning standards that are a often viewed as a good fit for our higher education members. We currently pay to be a member of the organization ($700 per year). NACE also participates. Lakeisha and Deandra are “at the table”, contributing to revisions of the standards. It is an important place to maintain a voice.

***CERIC***

CERIC is an organization where we have perhaps had some of our most robust relationships, with many NCDA leadership members participating and presenting programs. Lakeisha will be attending Conexious in January.

***Coalition for Career Development Center***

Sharon will represent us here, and we are in a good place with this organization. They have called on us for expertise or contribution for several topics. The last conference was virtual, and Sharon presented a session with Joe Cook from ASCA. The organization is hiring a new full-time staff member and individual meetups will be happening with Board Members to explore what we can contribute to the Coalition. We want to encourage the idea of joint credentials with ASCA, believing that together we can offer a strong product.

***Complete College America***

Complete College America (CCA) is an organization focused on raising higher education completion rates in the US. They have a focus on bringing career exploration early into college exploration, admissions, and transition, believing that a strong plan coming in will help motivate students through programs and help them leave gainfully employed. The alternative – dropping out without a degree – is seen as carrying a lot of debt and no marketability. So, CCA is reaching out to higher education systems, providing funding and resources, and encouraging reshaping the college experience to integrate career across the entire life cycle. They are looking for best practices and standards, recognizing that every campus is different.

CCA is looking to NCDA as the “content experts.” They want higher education experts to speak and offer trainings in different states. How can we get them lists of names in a equitable and efficient manner?

***IAEVG***

The International Association for Educational and Vocational Guidance (IAEVG) is a European-based organization that sees NCDA as a strong US partner. IAEVG is academic- and policy-driven. They do not have a headquarters office like NCDA; rather they look for groups to plan their meetings.

We are an organizational member ($1,200 per year), which provides access to their journals and publications. We do have attendance at meetings every other year, however have relied on past NCDA presidents who are already quite involved in the association. This has worked well to date.

***Additional Reflections***

Do our members know about these relationships? There may be value in marketing our reach internally to our membership and helping people understand the scope of our work and relationships.

Also, do we want to consider additional connections? NACADA might be added to this list. We are currently talking with them about a joint publication. Darrin Carr (member of the NCDA Publications Development Council) is very active in NACADA. They have a student advising handbook that has not been updated since the 1990s, but has some good connections to career that we could partner on. There have been strong calls for training in career coaching from academic advising communities, so this seems a promising place to get involved.

**18. Committee Structure Policy Change (Lakeisha)**

*Please see the proposed changes to section xi (standing committees, special councils, and special committees) document provided by the National Office. Additional reflections provided here:*

A need has been recognized to help strengthen our volunteer base and succession planning within the NCDA Committee structures. We have experienced challenges that individuals are not able to step down from Committee Chair roles because there is no one in place to pass the role onto. Also, Committee leadership has often lacked diversity and new ideas due to lack of turnover and integration of new individuals.

Lakeisha has drafted new language to be shared with Committee Chairs in their next call. It will encourage them to integrate succession planning to their conversations, and will be something to share at the annual conference.

**MOTION** made by Lakeisha to approve the proposed changes to the committee structure policy.

Second by Lisa.

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

Additionally, it was noted that food is appreciated with committee meetings at the conference. It is a way to demonstrate that we appreciate the work that people are putting in.

**19. Evaluation of Management Contract with Creative Management Alliance (Sharon and Lakeisha)**

Sharon will send out an electronic document to all Board members. Input is desired. Please consider each category carefully, and look for areas for conversation with our management company. Please focus on outcomes with specific examples (e.g., “Can we add this, take away that?”; “Everything was done extremely well, and here is why.”) Context is particularly important. We want to provide detailed and descriptive feedback.

**20. Board Orientation Materials (Deneen)**

*Please see following reference materials available on the Board webpage:*

Board Members Expectations

2022-23 Planning Calendar

Board Member List

Travel Policy

Travel Reimbursement Form

Conflict of Interest

NCDA Promo PPTs

**MOTION** made by Lisa to adjourn.

Second by David.

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

**Adjourn**

Adjourn at 10:56 AM MT.

*First draft of meeting minutes was submitted to the President and Deneen Pennington on November 20, 2022 by Julia Panke Makela. Last Updated December 8, 2022.*

**Appendix A. NCDA Strategic Plan SWOT Reflections**

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| **Example SWOT Reflections** | **Goal 1: Diversity, Equity, & Inclusion** | **Goal 2: Membership** | **Goal 3: Professional Identity** |
| **Strengths** | * Representative Board and innovative ideas * Eagerness of new members to get engaged * Engagement of current DEI Committee | * Membership diversity regarding professional identity, geography, increases in DEI * Membership engagement in expansion of knowledge (publication, presentation, etc.) * Reports of a welcoming, friendly, supportive environment | * Achieved goal of 30% of NCDA members credentialed! * Improved data collection around professional identity, including:   + Updates to membership forms   + Survey of how members identify their professional titles |
| **Weaknesses** | * Need for increased representation in Committees, Leadership Academy, and general membership | * Membership numbers have been stagnant – not decreasing, but not growing either * A need to better market our value outside of higher education / academia * An inaccurate perception seems to exist that to being in leadership requires status (e.g., a doctorate) | * Lack of clear articulation of professional identity of career development field to outside audiences |
| **Opportunities** | * Leverage groups like the Leadership Academy to foster talent – encourage engagement in a variety of ways * Encourage spaces and support for social justice-focused publications * DICI (Diversity Initiatives and Cultural Inclusion) has always been quite active – how can we capitalize on this? | * Increasing engagement with state CDAs * Growing collaborations (domestic and global) * SCDA credential / training * Coaching credential * Increasing virtual offerings with the NCDA Hub * More packaging of dues with events | * Expansion of podcast content and on-demand training with the NCDA Hub * CCSP bundle and development of the standardized assessment |
| **Threats** | * Messaging that “we’ve always done it this way.” How do we respect the history, but also bring people along with the need for change and growth? * Anti-wokeness – people who have been in power wanting to stay in power. | * Barriers to state membership leadership for career practitioners who are not counselors * Individual financial constraints * Time | * State CDA and State Counseling Association partnership challenges |