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***NCDA Board of Directors Meeting***

**December 10, 2024 | Via Zoom**

**2:00 – 4:00 pm Eastern**

*Marty Apodaca, President Carla Cheatham, Trustee*

*Carolyn Jones, Past President Deanna Knighton, Trustee*

*Dirk Matthews, President-Elect Markell Morris, Trustee*

*Bret Anderson, President-Elect-Elect Jim Peacock, Trustee*

*Julia Makela, Secretary Courtney Warnsman, Trustee*

*Missy Wheeler, Treasurer Galaxina Wright, Trustee*

*Kathy Evans, ACA Governing Rep Deneen Pennington, Executive Director*

**Meeting Called to Order by Marty at 2:03 PM ET**

**1. Roll Call (Julia)**

13 in attendance. Kathy is absent today.   
A quorum is present.

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

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

Seconded by Carolyn.

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

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

*Please see the copy of the October 2024 minutes provided by NCDA Headquarters on the Board webpage.*

**MOTION** was made by Courtney to approve the October minutes.

Seconded by Jim.

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

**4. NCDA Task Force Update (Marty)**

The NCDA Task Force has been assembled. Members include:

* Current Presidents - Carolyn Jones, Marty Apodaca, Dirk Matthews, and Bret Anderson
* Additional Board Members - Deanna Knighton, Carla Cheatham
* Brain Trust and Membership Representatives - Celeste Hall, Rebecca Dedmond, Spencer Niles, Craig Bryant, Elle O’Flaherty

The taskforce met once, with a primary focus on communicating tangible items regarding the needs of NCDA for sustainable future growth. We want to reiterate our direction for this work and to be more clear in our communications. This is an exploratory process – not a planned transition. The purpose is to understand our current situation and express the needs of the organization. We are working toward a roadmap to help the organization grow as a whole.

**5. Membership Report (Deneen)**

NCDA has recorded 6,380 members at the end of November, which is an increase of 1.5% from the October Board meeting. Membership is also up 10.5% in comparison to the same time last year. Credentials awarded have grown to 5,324. Demographic breakdowns of membership remain fairly stable.

Deneen is currently researching questions about member retention that the Membership Committee recently raised. More will be shared on this in coming months.

**6. Treasurer’s Report (Missy)**

*Please see documents provided on the Board page regarding the formation of the NCDA Finance Committee. Additional reflections provided here:*

The Treasurer’s Report for November 2024 addresses activity for the new fiscal year. There is little notable activity to report for standard operating revenues yet, as we are so early in the fiscal year. We’ll continue to monitor publications revenue, and conference and virtual event activities have not yet kicked off in earnest. We have received $401,900 related to international and FCD contracts.

There are a few things to note in the expense columns. The audit expenses may look high at this time, but that is to be expected simply due to the timing of these activities. The *Career Developments* magazine costs were also a bit higher at this time as we have had more members request copies and postage costs have increased. We will need to continue to monitor this. There are also some outstanding budget items from the October Board meeting regarding the Government Relations Committee and Research Committee. These will be addressed by the Board shortly.

Finally, NCDA’s reserve and investment accounts with Schwab and Vanguard have increased by approximately $29,000. Guidance on management and use of these funds will be an important part of the work of the Finance Committee that is currently in development.

**7. Action Items for Board Members from October Meeting**

***7a. All Board members are asked to complete the online Board orientation in the NCDA Hub.***

All Board members have been asked to complete this orientation course. Deneen will resend the link for anyone who still needs it.

***7b. Marty will meet with Shawn Boynes (executive director of ACA), inviting the subcommittee to join, to discuss next steps.***

A meeting has been set for January 7, 2025 to discuss our bylaws and compliance issues. We hope to arrive at a solution.

***7c. All Board members, please engage in conversations regarding Leadership Academy mentors and project topics.***

Carla emailed the list of mentees and topics. In the future, we aim to have this discussion earlier, at an in-person Board meeting. But, your engagement via email this time has been greatly appreciated.

**8. Headquarters Update (Deneen)**

*Please see documents provided on the Board page regarding NCDA marketing and multi-year conference revenues. Additional reflections provided here:*

Deneen provided four update reports on the NCDA Board page – three reports from Katy regarding marketing efforts and one general update. Some highlights of these updates include:

* During a recent visit to Philadelphia, future collaborations with the American University of Cairo and their Supreme Council were discussed, as they work to set standards for all Egyptian universities. A key contact in this interaction is Maha Moussa – winner of NCDA’s 2023 International Practitioner of the Year Award.   
    
  The conversation was very positive. The team from Egypt is looking to expand FCD training and framework to career centers throughout their system. They would like to train faculty with NCDA materials and certification, as well as to bring a one-credit hour course that all students are required to take. This could possibly expand across higher education in Egypt.
* While in Philadelphia, we also confirmed the 2029 conference location and hotel. It will be our first return to the North Atlantic region since the 100th anniversary conference in Boston in 2013. NCDA is all set with conference locations through 2031.
* We hosted an advocacy virtual event with CERIC and CCDF to celebrate National Career Development Day. There were over 900 participants in attendance. There is a 90-minute video of this event, which is really good. Please check it out.
* The first phase of the King Saud University contract is coming to a close at the end of December. We’ll be moving into the second phase. Work is still going on in Qatar. Things are smaller scale now, but we are watching what is going on in Saudi Arabia and Egypt. There is still much potential for growth here.
* The CCSP standardized assessment is just about ready to go live. The launch is planned for January 2025.
* Please review Katy’s reports which offer a brief overview of the last calendar year. We have 400 new followers – which means an increase of over 31,371 followers since Katy started. We should plan a targeted discussion about marketing in a smaller group, including Katy. Where would we like to take this work next?

**9. Action items from the October Meeting.**

***9a. Conference revenue and attendance history (Deneen)***

Deneen provided a PowerPoint file which offers an overview of conference attendance and revenues from Boston (2013) to San Diego (2024). Our centennial conference in Boston brought in the largest attendance (1,509). Our 2024 San Diego conference was the second largest attendance (1,367), with both the greatest revenues and expenses. Hospitality community expenses have made revenue generation much more challenging for in-person events. Annual conferences are no longer anticipated to be the revenue generators that they once were.

***9b. Additions to the NCDA membership form (Deneen & Julia)***

Deneen shared updates to the NCDA membership form based on conversations at the October Board Meeting. Members will now be able to (1) indicate both primary and additional constituencies, as well as to respond to a question regarding ways they may be interested in “getting involved in NCDA”, either in committees or our “vibrant publication community.”

Courtney mentioned a technology platform that could create automatic follow-up emails based on member responses. She will share this information with Deneen.

***9c. Finance Committee (Missy)***

The NCDA Finance Committee held a first meeting on December 3, 2024 to discuss committee membership and scope of responsibilities. There is interest in recruiting two members-at-large to engage in this work, and a first draft of the description for this role was created. They hope to send out a recruitment email as soon as possible, in order to finalize the committee membership. The Board brainstormed potential groups to recruit from – e.g., inviting all committee members, state leaders who manage finances, past treasurers. This position could be a place to recruit future NCDA Treasurers.

**ACTION ITEM:** Draft recruitment emails will be shared with the Board via email. Please provide feedback by Friday, December 15.

Once established, the Finance Committee will work on a formal description of the scope of responsibilities for the group. This, along with the committee membership roles, could be added to the Policies Manual, as there is little detail on this committee currently included.

Early discussions for the group will be to explore investment strategies and determine policy and practice directions for the organization (e.g., investments, resource allocation, forecasting).

***9d. Request Technology Committee review links on the “Internet Sites for Career Planning” webpage. (Deanna)***

**ACTION ITEM STILL IN PROGRESS:** Deanna has reached out to the Technology Committee. She will share an update with the committee response / progress during our February Board Meeting.

**10. Committees / Councils**

***10a. Nominations and Elections Committee***

*Trustee role description in the Policy and Procedures Manual.*

It was noted that the description of the Trustee roles in the Policy and Procedures Manual (page 19), uses the phrase: “A trustee is a person, duly elected, to whom the management of the Association is being entrusted.” Rather than the word “management”, it was discussed that the word “governance” is a better fit in order to delineate the work of the Trustees from the work of NCDA Headquarters – our management services contractor.

**MOTION** was made by Courtney to change the phrase “management of the Association” to “governance of the Association” in all Trustee positions in the Policies and Procedures Manual, as well as add “governance of the Association” to all Board roles.

Seconded by Missy.

Motion passes (10 yes, 2 no, 0 abstention).

*2025-2028 Trustee-at-Large role description.*

Additionally, the description for the Trustee-at-Large role in the 2025-2028 election cycle was shared.

**MOTION** was made by Dirk to accept the Trustee-at-Large role description.

Seconded by Jim.

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

Additional discussion is needed regarding the potential travel costs for this role. Deneen conducted some background research and will prepare some recommended options. At a maximum, we anticipate a $14,000 increase in travel costs if someone is coming from a faraway location. One possibility is to request two in-person and one virtual engagement. This may be preferable to participants too, as such long travel for two- to three-day meetings may be a lot to ask.

There are many factors to consider here. What happens if we have multiple international board members? How do we strategize funds? Are they role-dependent? What happens if the president elect is located internationally? There is much more travel at the president role. Currently, the Policy Manual says that we reimburse at the level of the highest domestic airfare. All of this should be considered in our continued conversation about defining NCDA’s focus. How will we prioritize this? And what is financially feasible?

**ACTION ITEM:** Please add a continued discussion of “financial strategies to support Board members from international locations” to the February Board Meeting agenda.

*Updated Nominations and Elections Rubrics.*

Julia provided copies of the new set of rubrics for the following Board positions: Secretary, State Trustee, Treasurer, ACA Governing Council Representative. Thanks were given to all who contributed to the rubric development in recent months: Deneen, Lakeisha, Kathy, Missy, Deanna, Markell, and Stacy. A vote was requested to move forward with using this set of rubrics for this year’s elections.

**MOTION** was made by Missy to approve the use of the Secretary, State Trustee, Treasurer, and ACA Governing Council Representative rubrics.

Seconded by Deanna.

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

Julia shared that a rubric would be created for the 2025-2028 Trustee-at-Large this based on the most similar rubric in our current collection – simply adjusting the first criterion (key competencies) to be tailored to the needs of this particular role, as described in the role description that was just approved. An approval would be sought by eVote in the coming week.

**ACTION ITEM:** Please watch your email in the coming week for a requested eVote on the 2025-2028 Trustee-at-Large rubric.

*Treasurer-Elect Role.*

An idea was shared to consider the possibility of a Treasurer-Elect role, to be elected one year before the current treasurer’s end of term. This would provide an opportunity to shadow the current treasurer, and to learn the financial priorities and practices of the association.

It was suggested that, after drafting initial Finance Committee descriptions of membership, scope of responsibilities, and investment strategy / policies, the committee could consider a proposal for a Treasurer-Elect role. They could draft a description for the Board to consider, if they find this is a direction they recommend us moving in.

***10b. Membership Committee***

The Membership Committee has expressed frustration on a lack of follow-up since their presentation to the Board at the conference. They have shared a variety of ideas, such as:

* Membership auto-renewal or three-year membership renewal, with a bonus CE for those who engage in this repeat renewal process.
* Micro-learning opportunities for new members to help them navigate to the association. This could be something similar to the Board orientation, but perhaps in 5-minute videos, covering topics such as an introduction to the constituency groups.
* Questions were also raised regarding membership pricing and difficulty of navigating the website if you don’t already know what something is called.
* Our current membership numbers are large, but how many of these are promotional memberships? And how many promotional members renew? How do we steward members along to encourage renewal? Retention is key as we think about membership goals – perhaps it is equally important to track retention as compared to the overall membership count. But, we don’t have information on this.

**ACTION ITEM:** Please add a discussion of “membership stewardship and retention” to the February Board Meeting agenda, with commitment to take concrete action.

***10c. Publications Development Council (Julia)***

*Please see document provided on the Board page regarding a proposed PDC Taskforce. Additional reflections provided here:*

Following up on the Board conversation regarding insights gathered about the Publications Development Council activities, structure, and needs, the PDC team has developed a proposal for a 2025 Taskforce to “reimagine the PDC for a future of healthy, productive, and sustainable contributions to NCDA.” Details are provided in the proposal. The Board is asked for their approval for Melanie and Julia to move forward with steps to invite members, establish a chair, and convene the group.

**MOTION** was made by Julia to establish a Publications Development Council Taskforce, as outlined in the submitted proposal.

Seconded by Jim.

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

***10d. CDQ Editorial Board Members (Galaxina)***

*Please see document provided on the Board page regarding proposed updates to the CDQ Editorial Board Membership. Additional reflections provided here:*

The CDQ Leadership Team has successfully retained most current CDQ Board members (a few reached their third consecutive two-term limit and must now rotate off) and recruited several new members. NCDA Board approval is sought for these changes.

**MOTION** was made by Julia to approve the incoming CDQ Editorial Board.

Seconded by Galaxina.

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

***10e. Research Committee, International Student Services Committee (ISSC) and Assessment, Evaluation, and Outcomes (AEO) Committee (Deanna, Jim, & Julia)***

Action items from the October Board meeting called for the facilitation of connections across the Research Committee, ISSC, and AEO committees to support increased awareness of research activities across NCDA. As Board Liaisons to these groups, Deanna, Jim, and Julia facilitated this discussion. The conversation was well received and meaningful, with interest in exploring several follow up topics, such as:

* Understanding NCDAs history of what research has been done by Committee members with support from NCDA.
* Better understanding of where project files, data, findings, and results presentations are being stored. How can we create a repository that is overseen by NCDA so that this history is not lost?
* Development of guidelines or strategies for file transfer and storage.

The Research Committee expressed willingness to help NCDA develop a brief survey of committee leadership to inquire about engagement in research that has received any NCDA support the past 3 – 5 years, to create a baseline of understanding for our history – what are we building from?

We also acknowledged that during the October Board Meeting, a motion was made to approve $500 in this year’s NCDA budget for the Research Committee’s request for research project funding, however, that the Board would “request for more information on desired research projects” before funding was released. These funds are still currently being held in the budget and the discussion of them can be revisited in the February Board Meeting.

***10f. Government Relations Committee (Carolyn)***

*Please see proposal documents provided on the Board page regarding lobbyist and advocacy support. Additional reflections provided here:*

Board members are asked to closely review the provided proposals submitted by the Government Relations Committee. It is a substantial request for financial support. Questions should be sent to both Elle and Carolyn by Friday, December 20, 2024. Missy is also requested to provide input from a financial perspective – what would a $90,000 investment look like, versus $42,000, versus other options? An eVote decision is needed before the first of the year.

**ACTION ITEM:** Please review options and continue this discussion virtually as an eVote is needed by the first of the year.

***10g. Counselor Educator Academy Update (Galaxina)***

The Counselor Educator Academy received 30 applications by deadline, with application reviews due in yesterday. Updates on selections and acceptances will be provided at our next meeting.

***10h. Idaho Career Development Association and Graduate Student Committee (Markell)***

The Idaho Career Development Association (CDA) has been put on hold. They have separated from the State Counseling Association due to long standing leadership difficulties that mirror what we have experienced in other states when state counseling associations require CDA leads to have counseling backgrounds. The separation means that the Idaho CDA has lost key infrastructure and had to surrender their funds. They need to pause to consider what the future holds.

The NCDA Graduate Student Committee is also in a state of transition. The previous Chair graduated and left, taking the committee information with them. The Committee needs to now rebuild its structure. Markell is consulting with the committee.

**11. Conference Reviewers Request (Deanna)**

Several of the conference program reviewers from the higher education constituency requested a more comprehensive rubric for reviewing proposals. Could we discuss this in our February meeting?

**ACTION ITEM:** Please add a discussion of “conference rubric reviews” to the February Board Meeting agenda.

**12. Marketing Consulting Proposal (Dirk)**

*Please see document provided on the Board page regarding marketing consultation. Additional reflections provided here:*

Dirk requested a sample proposal of what a marketing consulting proposal might look like from a faculty member colleague. Reviewing this example helped Board Members confirm that this is a direction that we are interested pursuing. Example driving questions include: What are our organizations current marketing strengths and weaknesses? Who comes across as our closest competitors, and how do we compare? How can we better position ourselves?

**MOTION** was made by Courtney to seek to two additional marketing consultation proposals for NCDA.

Seconded by Carolyn.

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

**ACTION ITEM:** Dirk will lead take steps to seek additional marketing consultation proposals.

**ACTION ITEM:** Please add a discussion of “marketing consulting proposals” to the February Board Meeting agenda. We will want to address: Who will review proposals? Where does this fit in the budget?

**13. Training and Education Committee (TEC) and Credentialling Commission (CC) Preferred Exhibiting Locations (Dirk, Bret)**

*Please review the 2024 and 2025 Possible Conferences lists provided by the TEC and CC provided on the Board page. Additional reflections provided here:*

Board members were asked if they were planning to attend any of these conferences. Having Board member available to present with the TEC / CC speaks volumes.

**ACTION ITEM:** Please share any overlaps in conference attendance plans with Dirk and/or Bret to help make connections.

It was also noted that the Board approved a budget of $30,000 for CC travel to industry conferences in this fiscal year.

**14. Other Agenda Items Tabled for the February Meeting**

IAEVG Conference Update (Carolyn)

Leadership Academy (Carla)

**MOTION** was made by Courtney to adjourn.

Seconded by Carolyn.

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

**Adjourn**

Adjourn at 4:06 ET.

*First draft of meeting minutes was submitted to the President and Deneen Pennington on January 2, 2025 by Julia Panke Makela. Last Updated January 6, 2025.*