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***NCDA Board of Directors Meeting***

**April 18, 2025 \* Via Zoom**

**11:00 am – 12:30 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*

**Friday, April 18, 2025**

**Meeting Called to Order by Marty at 11:06 AM ET**

**1. Action Items from February that have already been resolved / completed**

* Audit information and e-vote approval
* Board to Release Statement on Executive Orders
* Establish Pro Bono Work Program
* Move Module 6 to Resources – start RFP
* DICI Committee Update on Multicultural Competencies – on website

**2. Roll Call (Julia)**

13 in attendance. Markell is out today.   
A quorum is present.

Elle O’Flarhety is joining us at the beginning of the meeting to provide Government Relations updates.

**3. Approval of the February Meeting Minutes (Julia)**

*Please see February 2025 Meeting Minutes provided on the NCDA Board webpage.*

**MOTION** was made by Julia to approve the February 2025 meeting minutes.

Seconded by Deanna.

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

**4. Government Relations Update (Elle)**

***Fiscal Note***

Elle shared that Fiscal Note is now online, with the Government Relations Committee now receiving reports. The next goal for this project is for the Board to receive these reports in the coming week. The committee is also working on website updates to incorporate this tool, with the help of Melanie. A future step will be seeking the approval of the Board on a message that can go out to membership regarding Fiscal Note to identify interest in receiving email updates.

***Hill Day***

Hill Day has proved to be a challenge to organize with volunteers who are not professional lobbyists. As such, we would like to delay Hill Day until Fall. This would provide several benefits: (1) more time to organize, (2) putting us in rhythm with a proposal for a short-term lobbyist who could dedicate time to this organization, (3) coinciding with ACA’s Hill Day – which we typically do, and ACA has also delayed until Fall. Board members agreed with the decision to delay Hill Day until fall.

**5. Membership Report (Deneen)**

*Please see the April 2025 Membership Report provided on the NCDA Board webpage.*

Total membership numbers, as reported in the April report are at 6,262 members. This is slightly down from this time last year, but we tend to get a lot of traffic in April and May due to conference registrations. Growth is expected soon.

We have also just begun to track secondary constituencies (in addition to primary). These are beginning to show in the report. It will take some time for current members to have the opportunity to report this statistic, but data are coming in.

We have recognized that many of the King Saud University FCD students are not renewing their memberships, and we anticipate that our international numbers maybe impacted as they rotate off. This appears related to our lack of materials translated to Arabic – a gap in offering programming and resources to motivate their membership. More information on retention broadly will be coming in June.

**6. Treasurer Updates (Missy)**

*Please see the March 2025 Treasurer’s Report provided on the NCDA Board webpage.*

***Treasurer’s Report***

*Revenues.* We are 50% through our fiscal year and the conference is still ahead of us. We are not doing poorly, however, we have some work to do to prepare for next year’s budget. We lost the Mathematica contract (as the effort was shut down by the U.S. Department of Education) so there are more expenses at this point versus revenues but we can take a deeper dive into the overall net income of this contract once expenses have reached their end. Overall, we did not lose money on this work. It is just that the last income was received on September 15, 2024, which was recorded in the last fiscal year and makes this year’s income appear to be a loss.

On the revenue side, the conference subtotals are little less than 50% at this time. Registration is down and the hotel is not booking as we expected. We will want to continue to monitor this as we have received cancellations from our Canadian colleagues and international visas are reportedly harder to attain. In addition, we have heard from individuals whose universities are not financially supporting attendance due to DEI-focused sessions in the program. Our revenue is at 62% of where we budgeted for the year, but this also includes the carry over King Saud University funds.

The Credentialing Commission revenues are slightly over where they were last year. The membership revenue is missing February and March ACA memberships, as our contact within ACA resigned and his duties are being covered by others at this time. Publications are down as well, but no new products have been released. Our total revenue including the carry over funds is $1,357,759.

*Expenses.* For expenses, note that Board expenses have well exceeded where we were last year. We need to monitor this. Additionally, our Magazine overall all costs are on track to exceed our budget. Postage and printing are already over their budgeted amounts. U.S. members can request a free print copy; international members are charged $15, but this is no longer covering costs.

Bret, Deneen, and Missy are working on a new Treasurer’s report that will allow us to take a deeper dive into the costs of goods including postage, printing, travel, etc. This will also help us budget better and assist the Finance Committee’s work. This may be one area we need to investigate further. Our expenses at this point in the year total $1,661,971.

*Investments.* The market is entering a time of instability so we will also see fluctuations in our investment revenues. As reported from the audit, we had recovered some of past depreciations but still experienced a loss in our fixed income investments. As evident on our account balances tab, you will notice a loss from the Schwab and Vanguard accounts. As a reminder, we have not invested any of the funds from the King Saud University profit.

***Finance Committee Updates***

The Finance Committee has not met since February. The committee’s next step is to work on financial forecasting policies. That work will be informed by the work Deneen, Bret, and Missy are doing. More updates are coming soon.

***Budget Request – New FCD Chapter 6***

Mary Ann has collected 13 proposals for a revision to the FCD Chapter 6 to focus on “Overcoming Employment Barriers”. They are seeking $10,000 to support the development of this chapter.

**MOTION** made by Missy to approve $10,000 for a revision to the FCD Chapter 6.

Second by Marty

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

**7. Headquarters Update April 2025 (Deneen)**

*Please see the Headquarters Update, Marketing Suggested Additions, and Marketing Report April 2025 documents provided on the NCDA Board webpage.*

***International and Domestic Contracts***

*King Saud University.* They are in their fourth course conducted by their certified instructors. Each course has 10-15 participants each. They continue to pay NCDA for the CCSP credentialing. The “licensing phase” is going according to plan.

*Maximus Gulf.* Negotiations have halted as we work through our licensing template with their legal team. They have asked for several items that we cannot offer (e.g., perpetual license, copyright authority). We are already working with others in this region doing this work, and we simply cannot give up copyright. We hope to come to some resolution; and Deneen is continuing to pursue this collaboration on NCDA’ terms.

*Abu Dhabi Education and Knowledge (ADEK).* This partnership continues with small cohorts scheduled twice annually.

*Qatar Business and Finance Academy.* This partnership continues with small cohorts scheduled quarterly.

*Mathematica.* The US Department of Education has shut down this agreement. We were notified about one month ago.

***Credentialing***

The standardized CCSP assessment is now fully functional in the first quarter of the year. During this initial time, we are still offering the case study option and thus far, 63% are selecting the multiple choice over the 37% case studies. This is speeding up the process and eliminating the need for CCSP reviewers. As of the end of March, we had 459 new credentials awarded since the start of the fiscal year.

***Exhibits and Marketing***

The new NCDA exhibit booth debuted at the ACA Conference in Orlando last month. It was well received and lots of information and materials were shared with attendees. Some were very familiar with the association and others had no idea what services NCDA provides. The next exhibit will be at the NAWDP Conference in Virginia Beach this month. ASCA’s Conference in July will be the final show for this fiscal year.

***NCDA Conference in Atlanta***

Current work is focused on the conference, which includes awards, scheduling the exhibit booth with worker volunteers, plans for the graduate student scholarship winners, and producing the AV show for the general sessions.

***Trinity Audio use for Career Developments (Deneen)***

Deneen explored options for adding audio service to a publication with Trinity Audio. To add the audio service, the publication must be web-based. We’re excited about using the service for *Career Convergence* – which is already web-based. What about adding *Career Developments*?

The Editors suggested starting with *Career Convergence* and exploring the demand from our audience first. For example, the April *Career Convergence* (as of 4/15 – two weeks after publication), received 150 audio hits when the publication went out to 26K email addresses. This seems like limited use initially. Maybe some time is needed for familiarity and uptake?

Adding *Career Developments* would require creating a webpage, adding the articles individually, and then adding the audio service. Additionally, the cost would increase about $70 per month. Let’s review data on the use of the product with *Career Convergence*, and then decide if it is worth expanding use in a future fiscal year.

***Live Streaming the Conference***

NCDA’s current event app, CVENT, has live stream capabilities built in. The subscription for its use will increase $5,000 to enact the live stream option. At the hotel, we would add audio visual support to videotape 7 pre-determined presentations in one “live stream presentation room”. Those labor costs may increase by $5,000 for that service. We also need to increase the broadband Wi-Fi service at the hotel to allow for live streaming (could add $20K+ or more). Mary Ann has partnered with an excellent AV support team who we hope will start traveling with us to provide this support. They have been instrumental in helping us negotiate in Atlanta. They are independent and are not Marriott-based service providers. CMA will need to increase its time for this service as well. Estimated total cost for this option is: $35K+

It is too late to add this option this year, but it is something to consider for next year. This year’s virtual registration numbers are currently low, but that is to be expected at this time. The rush for virtual registrations tends to come in during May and June. It is unclear whether a live stream option would increase virtual conference registration numbers. How important is it for access to be live?

***Marketing Additions - Katy***

NCDA’s social media engagement has been growing exponentially. Since Katy joined us, we have experienced growth from fewer than 13,000 followers across four digital platforms to nearly 38,000 followers across five platforms: *LinkedIn, Facebook, Instagram, X,* and *Threads*. This increase has been entirely organic, with no advertising expenditure by NCDA.

Katy urges the Board to approve a 2025 Digital Ad Spend on *LinkedIn*, as we are experiencing impressive growth and engagement here from constituents across the U.S., as well as significant increases in the global market, particularly in the Middle East, Asia, and North Africa. NCDA’s *LinkedIn* platform has nearly 21,000 engaged followers, resulting in an annual impression reach of over 175,000.

Katy would like to be able to run paid ads on *LinkedIn*, with A/B Testing to explore what may be most effective for our audience. The primary aim would be to non-members and past members, perhaps seeking those who could be interested in rejoining. They would run two types of ads – one for the conference or credentialling, the other would seek page follows. We’d look to see what gets traction / attention / engagement.

Katy expressed that a target ROI for this initiative is hard to define because we do not have anything to compare it to at this time. However, being conservative, she might aim for at least 5 click-throughs per platform, at least 10 registrations for the conference.

Katy also requested assistance with growth opportunities in terms of content generation – in particular, interview style videos. Could we answer questions… for example, what does NCDA mean to you? We could come up with some questions and perhaps record content and the conference that could be used in the coming weeks.

Today though, we are looking for financial approval for an initial Digital Ad Spend campaign budget. Katy is seeking approximately $700 per month, which is $500 for *LinkedIn* and $200 for *Facebook*. Katy could then get this started and come back with a report to share the results.

**MOTION** made by Jim to approve $700 for an initial campaign budget.

Second by Missy

*Discussion…*

We discussed amending the motion to three months in order to cover the time up until the conference, at limit of $1,200 per month. (The *LinkedIn* ads actually run for 14 days, so this would allow for two ads per month as needed.) After this time, we can review reports and strategize next steps.

**Revised MOTION** made by Jim to approve a budget of up to $1,200 per month for three months, for initial social media marketing campaign.

Second by Courtney

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

**8. Conference Update (Deneen and Marty)**

*Please see the Board Conference Schedule provided on the NCDA Board webpage.*

We have 718 people registered for the conference as of this morning. This is just slightly behind last year, but not yet concerning.

Please review your schedules. Marty has assigned some people to do announcements and introductions. If your name is on this list, more information is coming.

We have a new freight company to transport materials to the conference. The pricing is good, but they want a lot of lead time – everything must be shipped by the end of May. We need to back up our printing schedule. So, we're working far in advance to get things to Atlanta with the least amount of expense.

**9. Committees / Councils**

***9a. Research Committee (Galaxina)***

Galaxina provided and update from the Research Committee regarding potential projects and directions they are exploring. They include:

* Working with ACES and SVP to update a white paper regarding the impact of career interventions. This paper was originally published in 2013.
* Following up on the request to NCDA Committees to indicate on their mid- and end-of-year reports to share any research they have interest in pursuing or exploring.
* Considerations of where data should be held for research projects that are NCDA supported, including potential ethical concerns.
* Consider a more visible space on the NCDA website for research activities.
* Considering a research track within the conference schedule in years to come.
* The development of NCDA research briefs (similar to ACA’s practice briefs and ACES teaching briefs), with the Research Committee providing a peer review process in their production.
* Creating more opportunities to make connections between experienced researchers and student researchers

The Board is prepared to review specific questions and action items concerning these activities, as the committee presents them. We can take an eVote if they are brought to our attention between meetings.

***9b. Career Convergence Editor Approval (Courtney)***

*Please see CV for J. Minor provided on NCDA Board webpage.*

**MOTION** was made by Courtney to approve J. Minor as the new Career Convergence features editor.

Seconded by Dirk.

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

***9c. Counselor Education Academy Update (Galaxina)***

The Counselor Education Academy held a planning meeting in March, and the program is moving forward during the pre-conference. One new addition this year will be inviting a panel of career researchers to present. Marty will also attend on Monday at 2pm. Everything is coming together well.

***9d. Bylaws Revision Draft and Nominations & Elections Update (Carolyn)***

*Please see the Bylaws Revisions Draft document provided on NCDA Board webpage.*

We would like to present by NCDA Bylaws change at the annual meeting at the conference. Our challenge has been that ACA’s Bylaws revision is to be finalized July 2026. We may have to make our change now and then add amendments following ACA.

However, we are acting now because of one change that is time sensitive. The ACA role that Kathy is in is being changed from an “ACA Governing Council Representative” position to an “ACA Governing Council Representative / Advisory Council” position. As the position changes, it will no longer have voting rights within ACA. Rather, it is part of an advisory committee to the ACA Board of Directors. This means that Kathy’s position needs to be up for election now – we need to re-open the slate to recruit for this position.

Because of the requirements for this position (must be a past NCDA president and a member of ACA), the pool of qualified applicants is small. The Nominations and Elections Committee can reach out directly to them to seek candidates, and we will follow up with an eVote to the Board to approve the slate.

**10. CMA Contract**

**MOTION** made by Courtney to extend CMA’s contract by one year.

Seconded by Jim.

*Discussion*

A dissenting opinion was expressed that the 2-year CMA contract was a business decision to align the contract timing with the planned exploratory taskforce to examine association management trends and needs for our rapidly growing association. There was an interest in maintaining the current contract timeline, following a decision that had been made. It was expressed that seeking a contract amendment midway “seems inappropriate” at this time.

There was recognition that communication regarding rollout of the intended exploratory taskforce was unclear and not handled well. While the Presidents had led some steps to clarify, response was often been delayed. Emotions had run high, and this experience has long been difficult for all who have engaged – the Board, CMA, and members of the Brain Trust.

Misperceptions about the Taskforce have led to delays in this group meeting and pursuing the work. In recent months, we also recognize that parallel important planning activities have been occurring across the organization that should inform this work. These include the formation of an NCDA Finance Committee and current efforts to seek a comprehensive external review of Marketing. We need better guidance on these issues to help inform the taskforce work.

A pause is needed at this time to reorganize. We would like to first gather input from the Finance Committee and Marketing review. Then, we would like to revisit starting a taskforce to examine management association trends and needs for our rapidly growing association. This may also include revisiting the makeup of taskforce membership. We hope that good communication around a fresh start can help address the issues that have been such a struggle in recent months.

It is in recognition of this new project timeline that the proposal to extend CMA’s contract by one year was made. The initial two-year contract timeline was proposed to be aligned with the taskforce timeline. However, with the taskforce timeline delay, we will need more time to figure out the next steps. We recognize that CMA has been “functioning in fear” in relation to the misperceptions of this year and related uncertainties. An extension could come with an acknowledgement of the tasks ahead, providing a clear roadmap of intentions with engagement from all parties involved.

The question on the table led to key questions, including:

* How intertwined are the taskforce and the contract? Are they separate items? Or is one connected to the other?
* Are we making a “business decision” or “relationship building” decision? Can it be both?

The Board was genuinely split on their interpretations.

Motion fails (4 in favor, 6 opposed, 1 abstain)

The Board also discussed that, going forward, the roadmap for responding to concerns needs to be much clearer. When inquiries come in from NCDA Headquarters or Brain Trust members, responses need to be sent within one week – even if that response is “we hear you, and we will be addressing this in an upcoming meeting.” Also, when a message comes to the entire Board, the entire Board needs to be engaged in responses and needs to feel empowered to communicate the unified messaging.

**ACTION ITEM:** The Board will reconnect in a follow-up meeting to plan for next steps and communication.

**11. Action Items from February to be revisited in a future meeting**

* International Pricing Research (Jim, Carolyn, Dirk)
* Conference Rubric Updates (Constituency Trustees, Julia, Mary Anne)
* Committee Approval / non-Approval List (Dirk, Jim, Courtney, Missy, Deneen)

**Adjourn**

Adjourn at 1:08 PM CT.

**Friday, May 2, 2025**

**Meeting Called to Order by Marty at 2:36 PM ET**

**12. Response to Brain Trust Concerned Members Group**

The Brain Trust Concerned Members group has requested a meeting at the conference. The full Board reflected that more consistent and stronger communications are needed with this group, and that we do not want to wait until the conference. We are very interested in reaching out prior to the conference, perhaps with a moderated conversation, providing an opportunity for virtual, face-to-face conversation. We believe that all are acting in good faith for the betterment of NCDA. Better communication in real-time is likely needed to help provide reassurance, reduce stressors, and move forward in productive directions.

**ACTION ITEMS:**

* Missy will begin a Google doc to share with Board members to develop talking points and agenda items for the Brain Trust Concerned Members group meeting. All are encouraged to add ideas by May 9, 2025
* Marty will send a message to the Brain Trust Concerned Members Group regarding the virtual meeting invitation. We will aim for this meeting to occur as early as two weeks for now, but no later than the end of May.

**13. Organizational Analysis RFP**

Originally, we talked about hiring an external consultant for a review of organizational marketing. The RFP subgroup explored putting the request together, it became clear that the need was broader. To better prepare NCDA for future growth, we need a strengths-based review of the organization – that would include marketing, but also the structure of the Board, and the organization of the management association, and the distribution of resources, and so on. We need an organizational consultant who is not affiliated with NCDA, and who has not been engaged in the past – a holistic, fresh perspective.

There was much support for this idea of a “top-down review” that could “level set” to help us move forward in the same direction. The opportunity to have a conversation about how the RFP evolved to its current state was helpful.

**MOTION** is made by Courtney that we approve the Organizational Analysis RFP to hire an external consultant, with the following adjustments:

* Add to the draft RFP a line asking about the submitter’s relationship to NCDA
* Before releasing the RFP, seek a Finance Committee recommendation regarding payment timing and process

Seconded by Jim

***Discussion***The motion would then be sent to Board members for an eVote. This was to allow Board members time to review the RFP with the additional context in mind from today’s conversation before making a decision.

**Adjourn**

Adjourn at 3:45 PM ET.

*First draft of meeting minutes was submitted to the President and Deneen Pennington on May 12, 2025 by Julia Panke Makela. Last Updated May 14, 2025.*