**NCDA Board of Directors Meeting Minutes**

**Wedesday, October 24 – Thursday, October 25, 2018**

**CPI – Portland, OR**

**Present:**

Spencer (Skip) Niles, President

Paul Timmins, Past President

Kathy Evans, President-Elect

Seth Hayden, President-Elect-Elect

Brian Hutchison, Treasurer

Lisa Severy, ACA Governing Council

Sharon Givens, Trustee

Celeste Hall, Trustee

Patrick Akos, Trustee

Carolyn Jones, Trustee

Lakeisha Mathews, Trustee

Hyung Joon Yoon, Trustee

Melissa Venable, Secretary

Deneen Pennington, NCDA Executive Director

**Agenda**

The meeting was called to order by President Spencer (Skip) Niles at 3:01 PT.

**Approval of the Agenda** (Skip)

MOTION was made by Brian Hutchison to approve the agenda.

Seconded by Seth Hayden.

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

**Approval of the September 2018 Minutes** (Melissa)

MOTION was made by Lakeisha Mathews to approve the minutes.

Seconded by Kathy Evans.

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

**Sept 2018 Membership Report and [Annual Stats](https://ncda.org/aws/NCDA/asset_manager/get_file/260054?ver=3" \t "_blank)** (Deneen)

Deneen provided an overview of the demographics of current members, and a comparison with past years. NCDA membership revenue is steady. Next report will include newly approved organizational membership. Number of members who have earned credentials is fewer than anticipated. Number of credential holders who are also members is also fewer than anticipated.

Discussion included:

* There is some interest in running membership numbers by State in addition to region.
* The ACA-NCDA membership overlap is hard to track. ACA seeing some overall decreases as well. Similar trends.
* Consider adding an item on the NCDA membership form asking what other organizations they are members of.
* Revisit 2020 plans for membership growth.
* Consider issues related to brand identity. Different messages needed for different audiences.
* Consider setting strategic goals by membership categories.
* Explore partnership potential with NACE – visibility, branding, offering different things from NCDA.
* Consider timing of membership dues coming in around conferences and renewals.

**[Treasurer's Report](https://ncda.org/aws/NCDA/asset_manager/get_file/260055?ver=4" \t "_blank)**(Brian)

Brian presented an overview of the current report, which was provided in advance, through the end of September. The past two years we have been operating at a loss, which was an intentional investment into the credentialing program through reserves and the Second Century Fund, the latter of which has been exhausted. We need to plan to not only meet our next budget, but also build the reserve fund back up. NCDA’s financial auditors recommend reserve of at least $800,000.

*Credentialing*

Discussion Included:

* Concerns about internal and external marketing
* Lack of initial marketing research
* Need to create a value-added approach

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

Seconded by Seth Hayden.

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

**Proposed Budget for FY18-19** (Brian)

Brian introduced the proposed budget, which was provided in advance, and gave an overall summary of what is anticipated for the year ahead.

Discussion included:

* Reducing the amount dedicated to involvement at ACA events
* Board travel – the proposed budget reflects increased estimates related to an overall increased cost of travel.
* There was an increase last year in board travel to outside meetings
* Consider a strategic approach to board travel to state division meetings, with Intentional rotation across states.
* Consider cutting President’s travel.
* Projected expenses for Credentialing should include marketing needs, potential changes to the Director’s job description.
* Credentialing Commission is requesting funding match from first year. Credentialing technology needs an overhaul, potentially a new system.

**[BREAK – Resume Thursday Morning]**

**Meeting Resumed – 8:02am PT, Thursday, October 25**

Brian resumed presentation of the proposed budget, walking through revenue and expenses in a line-by-line review.

*Expenses*

Discussion included:

* Funding for ICCDPP participation, discussion about which Brian recused himself. NCDA presence in global conversations is important to represent the U.S. and establish a voice in relevant conversations about career development and policy-related discussions.
* It was observed that there is difficulty in isolated line item decisions as many areas impact other areas, and the organization has a host of priorities and responsibilities.
* Important to focus on the membership getting benefit from decisions, participation, partnerships, etc., and sharing results of international meetings for example in NCDA publications and conference presentations.

*Revenue*

Discussion included:

* Many items are based on historical data and projections. New items and more dynamic items include Credentialing.
* Conferences – some locations more profitable than others. Discussion of creating more regular cities/sites. For example, California, Atlanta, Chicago – collecting additional data from attendees on why they go to a particular conference. Incorporating state division partnerships. Strategic selections for CPIs.
* Webinar partnership with CERIC has been profitable.
* There is the potential for increased NCDA Webinar activities as led by committees, trustees, etc. encouraging more in the coming year. There is a potential for part of TEC role to guide this, as well as recommend bigger picture professional development ideas for the future. Administration of CEUs, recordings, and webinar operations remain at HQ.
* Consider requiring registry for newly trained instructors – updating fees for materials and registry package.

*Requests*

* *Counselor Education Academy* – there is potential tie-in with credentialing or potential to run as a PDI, with revised approach/structure. Focus needed on goal of improving education of career counselors, beyond teaching a career course. Curriculum and structure discussion should take place with Commission and Counselor Education representatives.
* *Leadership Academy* – maintenance of this initiative is important for succession of NCDA leadership. Need to review expectations of the organization and participants. Consider a succession program for academy leaders. Reduced funding and smaller incoming cohort this year. Plan for review and revamp.
* *Veterans Committee* – approved request for funding to attend conferences, with presentation/report to board with tie in to the work of the organization ad strategic planning/long term plan. Outcome-related expectations for the return on investment of this request.
* *Government Relations* – Consultant attendance at conference funded. Increase to Tier 2 and social media marketing campaign funding not approved at this time. Discussion included the current political climate and limitations as presented by the committee and lobbyist at the June meeting. May need to reconsider as changes in climate occur.
* *Diversity Committee* – Request for event funding at the Houston conference approved. The Board asks for a follow- up on outcomes and return on investment of this request.

Overall discussion Included:

* + Consider more direct tie-in of budget with strategic plan.
  + Need for more purposeful communication with all initiative leaders.
  + Consider Board’s role in both academies – creating stability, ensuring experience meets intent.
  + Consider ways to increase accountability in a volunteer organization, focusing on processes.

*Credentialing*

Expenses and revenues from the previous year were reviewed.

Discussion included:

* There is a need for more data about the potential market (e.g., market analysis) for each credential, particularly a proposed new credential.
* The role of marketing in the credentialing initiative, and a marketing role/position, need to be further discussed.
* The Board expressed great appreciation for the volume of effort and accomplishments achieved by the Coalition thus far.

MOTION was made by Brian to approve the propsed budget as discussed.

Seconded by Paul Timmins.

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

**Committee/Council Reports**

**[Ethics Adjudication Process](https://ncda.org/aws/NCDA/asset_manager/get_file/260056?ver=3" \t "_blank)**(Lakeisha)

Lakeisha presented a diagram/decision chart developed by the Ethics Committee, and asked all Board members to review more closely and provide feedback. The Committee has concerns related to liability, which Deneen addressed with information about coverage for NCDA.

Questions remain: where is the ACA component? Who refers a member for the process and when, when there is dual membership? What are the possible outcomes? Discussion included that a possible path would be a recommendation from the committee that would go to the Board for decision.

**Awards Committee Challenges** (Celeste)

Celeste reviewed changes to responsibilities and procedures that occurred in the past year. Section 10 of the Policies and Procedures Manual was a reference for the discussion moving forward.

Discussion included:

* Concerns about communication and coordination of the awards committee with other committees.
* A subcommittee of Fellows expressed concerns in a letter to the President – they would like to have more input into the selection of Fellows. A similar concern was raised by the Research Committee, regarding the research award.
* There is a need to review collaboration approach, role of committee and committee members in award determinations, and the process/logistics vs. selection of recipients, and the development of selection rubrics.
* Suggestions included: a permanent member of the Research Committee on the Awards Committee; review and revise existing policy. ACTION ITEM: Lisa, Carolyn, and Seth will find out more and make recommendations. Deadline for awards this coming year is the end of January.

**Bylaws Challenges** (Deneen)

Deneen presented concerns related to NCDA’s Texas Division in advance of the conference in Houston. The Texas state division has proposed updated bylaws to re-instate the charter. The Texas Counseling Association has established requirements for the TCDA related to compliance. Since the TCDA is under the TCA umbrella, there is question of non-TCA members joining TCDA, which is in violation of NCDA by laws. TCDA is awaiting approval from their membership.

Discussion included:

* The current situation reflects changes since the TCDA’s 2011 charter.
* There are currently different membership models by state. Other states, including Virginia, are already chartered with same situation. Are they out of compliance?
* Should we advocate TCDA split with TCA, as has happened in other states?
* Additional discussion needed.

**Conflict of Interest Statement** (Lisa)

The current and proposed policies were provided in advance. Lisa provided a review of revised policy. The current policy is complex and includes an annual disclosure and signatory commitment, which was changed to be part of incoming leadership process, cutting down on administrative requirements.

Discussion included:

* Kathy Evans disclosed that she received an extension on an NCDA book proposal that will now be published while she is President, with all proceeds going back to NCDA.
* Should the new statement apply to other volunteer leaders, such as TEC? It was decided that as a baseline, it should be on file for everyone in a leadership position. In the case of TEC, this may mean clarifying processes for selecting trainers. An application process would be more transparent. A similar process would also apply to the CDQ Advisory Board.

Amendments would extend the new statement to include the Credentialing Commission, TEC, and Board members (i.e., revenue generating entities).

MOTION was made by Seth to approve the new conflict interest statement with amendments.

Seconded by Carolyn Jones.

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

**Values Study** (Joon)

Joon shared a handout with next draft of shared values, definitions, and behavioral indicators. He also provided an overview of the total project. Eight values have been identified, with no hierarchy, meant to reflect the functional values of the organization – attitudes we need to present to our colleagues and members. A goal of this project is that these values can help us maintain alignment with member expectations.

The discovery phase of the project has been completed. It is ideal for the entire organization to be engaged in the dream phase, envisioning the future and having ownership in direction. This is followed by the design phase – how to make it happen – and then the destiny phase – implementation.

There is a plan to ask members to determine priorities of the values at this moment, to guide strategic planning and decision-making.

Discussion included:

* Development of options for moving forward and next steps.
* Tie-ins with marketing efforts.
* Describing connections to long term plan and/or Vision 2020 to crate a strong, vibrant organization.
* Dissemination – Joon plans to write a Career Convergence article in Feb/March, or send out as news item along with a survey link for evaluation. A paper has been written for submission to CDQ or other journal.
* The label for the “knowledge” or “competency” value was discussed and Competency was selected.

MOTION was made by Celeste Hall for Board endorsement of the shared values.

Seconded by Sharon Givens.

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

The possibility of forming a task force of approximately 7 people (Board, HQ, Committees, Credentialing) to develop activities to gather voices of members – values, future possibilities, next steps, action items at different levels of the organization -- was discussed. ACTION ITEM: Joon will draft a proposal to create a task force and share it with the Board during the December Board conference call.

A booth in the summer conference expo area was also proposed, and endorsed by the Board. This will allow for discussion of outcomes, measures, accountability, and more to follow.

**[Organizational Membership](https://ncda.org/aws/NCDA/asset_manager/get_file/260059?ver=3" \t "_blank) and Plan for International Affiliates** (Deneen and Paul)

NCDA’s by laws changes passed in June add organizational membership as a consolidated billing option. A first organization has joined. Organizations joining will initially coordinate with Natalie, and be given an option of renewal date.

Policies and procedures were discussed, including the possibility if sending an NCDA logo for member organizations to use. NCDA reserves the right for refusal or denial of membership. Headquarters will vet membership applications, then pass to the President for a decision. An organizational directory is in progress.

There are still a few International Affiliates to be notified, which will be done by Paul and Deneen.

MOTION was made by Patrick Akos to move forward with proposed administration for organizational members, including distribution of a logo.

Seconded by Paul.

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

**Update from Training and Education Council** (Sharon)

Sharon’s update included that the meeting in Chicago went well, and that there are three main programs to focus on. The leadership team is operating at a positive and efficient level. The Council is working with Deneen to get a handle on materials (NCDA will house all artifacts) and ways to centralize and move forward with training the trainers.

An action plan was developed for each group, including time lines and deliverables. New revenue is anticipated. Coming up: work on the application process, requirements, advertising, and selection decisions that will be uniform for every program.

**Request for OWDS Training** (Bret through Deneen)

There is continuing interest and inquiries for the past OWDS training. Bret is self-employed is willing to updating the curriculum. It also needs to be put on a new platform for the online portion. He and others may be interested in the project. A proposed royalty agreement can be put in place for sales in the first year with proceeds to go to the curriculum developer.

Deneen shared that the materials will be packaged like FCD training. This is seen as an untapped market, and NCDA holds the copyright. Bret is chair of TEC for the next year. Deneen will extend an RFP to release on the NCDA website and move forward with royalty contract.

**"Bundling Discussion"**

Potential opportunities to combine training and credentialing were discussed. The discussion led to keeping training and credentialing as separate entities.

**Credentialing Commission Presentation** (Cynthia Marco Scanlon, Connie Pritchard, Windie Wilson, James Westhoff, John Long, Jessica Worny Janicki, Tina Anctil)

Cynthia provided an overview of the Commission’s Annual Report and Presentation Packet, handed out in the meeting. Skip recognized the work and commitment of the Commission to move the project forward, and the accomplishments achieved one year into this new initiative.

Tina – 822 credential holders to date. Maintaining quality of our competency based credentials the number one priority. Reviewing past year’s data, scores of testers: retest rate of 40%, 5% failure. Biggest retest rate is around the CCCE.

Jessica – Developing a market for the credentials is essential. There is a need for commitment to development before recouping investment.

Cynthia – budget conscious thinking has an impact on commission, board, HQ, and members. It was a year of facing challenges, small steps, developing policies and procedures, identifying scope of each commissioner role, and establishing communication channels. Looking forward to next year with a goal of further generating interest among NCDA members. Ideas include: credential special promotion – limited time reduced fees during NCD Month, for example; letters to FCD students from Commission to increase awareness; increased trainer knowledge base and awareness; 2100 student manuals go out annually – this could be a group to target; creating/identifying CEUs to support credential holders – vetting providers of CEU; collaboration with TEC through packaging credentials such as with the South Dakota training for CSCDA.

Connie – Commission is focusing on communication and efficiency, for example introduction of Dropbox as a file repository. Highlighting the value of time of commission volunteers. In Year two, a need to look at programs and operations. Working on developing a documented workflow, documenting all processes, and improving clarity of current terminology.

John – Marketing: we now have data from one year of official operations, beyond task force and pilot phases. Provided an overview of organic marketing efforts to date by coalition members, without specific expertise in marketing. Pricing matches CCE as the main competitor. Can this be tweaked from a marketing standpoint? Three people have contacted them volunteering to assist with marketing. Formed a Marketing Task Force in August, which shared a 15 page report of ideas with the Coalition. Looking for marketing resources.

James – The FluidReview process is complex and work-intensive. Great website, but iterative changes are ahead to improve usability. Study guides are available for most credentials. Diagrams of the application assessment process were presented. International applicants must supply a transcript review. Tracking references has been the most challenging aspect; this could become more automated. Developed training manuals and virtual sessions for reviewers.

Wendi – Provided an overview of the Coalition’s Annual Report. Highlights: administration, credentialing operations, and marketing; collaboration on Presidential Task Force for Training and Education Council; volume of emails and phone calls throughout the first year; progress with the Jump start option at conferences and CPIs.

Cynthia – Members of the Coalition were involved in Bill Symonds’ September event as NCDA representatives, as well as other outreach activities. They have helped navigate issues such as South Carolina’s recognition of the GCDF - now CCSP is also recognized as an option for school counselors. Ongoing work within the CTE community. Collecting testimonials from credential holders.

Discussion included Questions from Board:

* Q: What would the Commission be doing with its time if everything was running effectively?
* A: A lot of policy/procedure needs to be documented for future accreditation. Social media potential is huge – need a plan for integration and execution of outreach. Quality would be higher – with more focus on accreditation piece, looking at quality of reviews, bias, etc. Need to refresh case studies. Time spent at HQ on admin, reference checks, etc. Where is value of references, in which credentials? Reliability, validity of reviewers. Alternative pathways for CCSP for India population, for example. More work with internal task forces.
* Q: What are the rubs?
* A: Beyond marketing needs, there is a need to get more, better data. Training with Fluid Review. Efficiency with data to make better decisions. Fluid Review and HQ systems are not integrated. Renewal emails and reminders have low conversion rates.

Continued Board discussion included:

* Potential removal of special projects portion of the Director’s job description.
* Options for a marketing role/position and funding
* Who should this position report to; accountability measures and timing.

**2019 Houston Conference Update** (Skip and Deneen)

* Deneen and Skip are visiting the location next week. Lots of space anticipated for adding presentations, exhibit hall, etc.
* More time needed for constituency meetings.
* More space for roundtables and committee meetings – past venues have been noisy.
* Redistribute announcement of awards. Ideas: General sessions and other times during the event. Reduced script for each award. Do stage pictures separately. Deneen and Skip will revisit

**Conference 2023 – Chicago** (Deneen)

Two hotels were visited recently, both attractive properties. Discount available if booked by the end of the year.

**Planning for Feb 2019 CPI - San Diego** (Deneen)

Logistical changes may help with cost cutting, such as fewer nights required for board members who not presenting on Friday.

**NCDA's Future Direction**(All)

Conference ideas were discussed, such as adding a mid-year event centered on training, constituency groups, corrections, veterans, mental health, international, or other special or specific topics.

A MOTION was made to adjourn. Unanimous vote to adjourn at 4:12pm PT.

*First draft of minutes sent to the President and Deneen on November 5, 2018 by Melissa Venable*