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***NCDA Board of Directors Meeting***

**Doubletree Hotel Cleveland East/Beechwood**

***Wednesday, October 23 and Thursday, October 24, 2019***

Attending:

Kathy Evans, President Lakeisha Mathews, Trustee

Seth Hayden, President-Elect Patrick Akos, Trustee

Sharon Givens, President-Elect-Elect Carolyn Jones, Trustee

Skip Niles, Past-President (Oct 24) Paul Timmins, Trustee

Charles Lehman, Treasurer Celeste Hall, Trustee

Melissa Venable, Secretary Courtney Warnsman, Trustee

Deneen Pennington, Executive Director

Not in attendance:

Lisa Severy, ACA Governing Rep

***Wednesday, October 23, 2019***

**Meeting Called to Order by Kathy Evans at 3:08pm ET.**

**Approval of the Agenda (Kathy)**

Items were removed from the agenda and the order of other items was modified.

MOTION was made by Celeste to approve the agenda with changes.

Seconded by Patrick.

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

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

MOTION was made by Carolyn to approve the minutes.

Seconded by Patrick.

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

**Report out on Action Items (All)**

All action items to be addressed in the approved agenda over the course of this meeting.

**Membership Report (Deneen)**

Deneen provided the full report to the Board in advance of meeting, reflecting data as of October 1. Promotional membership numbers are up due to previously approved opportunities. There is a natural influx of member applications expected in January with early bird registrations for the conference. The number of people joining through ACA continues to dwindle; 88% join directly through NCDA. African American membership is up. After one month of tracking member degree levels the numbers show 50%/50% counseling/non-counseling. The age demographic has changed over the last two decades; younger groups are growing. Lifetime membership numbers are down, but no longer offering. Currently, 1400 credentials have been issues with 86% renewing. Next year, 2020, will be the third year of this initiative.

Discussion included:

* We have not had presence at ACA conference in several years, should we do this again? May be time to revisit.
* ~98% of credential holders are members – will add to report as time goes on.
* Saturation of market for credentials? Yet to be seen. We may see continuous need of new people in the field to get training; lots of part-time people in the field now.
* There are administrative changes at GCDF changes, generating calls to NCDA HQ.

**Membership Task Force (Seth)**

Seth, Kathy, Sharon, and Melissa discussed met several months ago to discuss membership issues. There has since been an election. Currently envisioning who should be on this task force, including non-Board members. Charlotte CPI in February could be an opportunity to do something around questions such as: How do we maintain and expand our membership – goals? What makes them stay/not stay? Who else could we reach? How would we do that?

Discussion included:

* The Vision 2020 goal to reach 10,000 members may have been overambitious. But an increase may be in order – 30% over three years as a target?
* What is the current follow-up with those who don’t renew? Many retire, others join for conference discount. Some leave and come back after an absence. HQ conducts outreach three times after they lapse.;90% are students and first-time members.
* What is role / tie-in with the CDAs? Many are connected to state counseling associations. Can we create pathways and partnerships? NCDA membership benefits webinar? Some CDAs have Membership Committee Chairs. Try a new initiative at a state or two and track data after making some offering. New England Consortium might be a good place to start. Carolyn: maybe a webinar to state leaders; make the connections to NCDA more obvious/direct. Do something beyond NCD Month and CPIs. Carolyn shared that there is a state leadership advisory group. Perhaps provide opportunity for state leaders to present at a conference. Is it possible to live stream events to states, e.g., virtual conference? Increased visibility a goal/
* Is there something we can do specifically with first-year members? Establish a tier system as incentive to rejoin?
* Idea of a Committee that touches first-year members at several points during the year.
* Mentorship program? In the past, this drew more mentees than mentors, and a large international interest
* Develop the first-time attendees conference session as a first-year members webinar: Fun, engaging, encouraging connections.
* Add a “Check In to the app” activity at the conference first-timers meeting to assist with connections and tracking.
* Plan for a membership Town Hall event at future conferences/CPI.
* Consider role of Constituency Groups in recruiting.
* Need to narrow list of ideas to one or two and execute them well.
* Who will sustain this work after the Task Force?
* Encourage Counselor Ed participants to solicit/recruit their students.
* Provide materials to members that helps them share with their employers why membership, conference attendance, etc. is a good thing for them to support.
* Chicago, Atlanta, California conference rotation may help awareness and retention – continued connection in these geographic regions.

Next Steps:

1. Who is in the task force? State CDAs, Constituency Groups, LA membership project (incl. look at past related projects) ACTION ITEM: Seth - Task force to serve under the Strategic Planning group.
2. How do we collaborate with state CDAs
3. Focus group/town hall at Charlotte CPI with a planned experience
4. Tier system renewals – research for options, history, other association examples, first three years.
5. Split focus on recruitment and retention as separate things
6. Describe active membership: what do you do in first year? Second year? (e.g., present, publish) and provide suggestions (first-timers meeting, new membership packet, targeted email) for moving forward.

**Year-End Treasurer's Report (Charles)**

Charles provided an annotated report and led a by-line-item discussion. Highlights included:

Revenue:

1. Conference – slightly under budget
2. Credentialing – improved on past two years
3. Membership – well above projections
4. Professional Development Webinars – less than expected (note: not a huge expense to produce these)
5. Publications – Came in well under projections. More discussion to follow in the agenda.
6. Training and Education – needs more discussion for coming year. Came in under what was planned. Some is due to delays in getting projects started. Some is due to less activity than expected.
7. Approx: $100,000 less than planned revenues
8. Need to be more conservative in projections in the coming year.
9. This year will be the first without Second Century Funding

Expenses:

1. Training and Education – expenses were less, but shortfall on revenues
2. $76,000 deficit last year, we and pulled money out of reserves and Second Century Fund.
3. Conference details: Symposium at Houston conference was not as cost-neutral as anticipated.
4. Credentialing Commission: hit revenue target – neutral overall

Reserve Accounts:

* How big a reserve should you have? How volatile is budget from year to year?
* Right now, reserve looks sufficient if we do not keep running deficits.
* Goal: auditor wants to see at least six months of operating expenses in the reserve.

Discussion included:

* last year’s budget was considered to be conservative, yet still running behind
* return from minimal investment in credentialing hasn’t occurred, yet, but is still anticipated
* hotel rates are going up for conferences, including: AV equipment, WIFI, Food, coffee
* last year’s budget didn’t include a Leadership Academy expenditure
* new three-city conference plan should have a positive impact on conference expenses

When we look at this year’s proposed budget tomorrow, we should be able to balance.

MOTION was made by Patrick to approve the treasurer’s report.

Seconded by Courtney.

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

**Print Magazine Revisited and Intl Membership Implications (Deneen)**

Continued from previous discussions documented in meeting minutes. Deneen completed additional research on the financial implications of moving to digital publication of Career Developments Magazine. Postage rates: $3.95 to mail magazine to each international location; also expenses related to design and editing. HQ normally orders extra copies to take to events. Typically budget $60,000 per year for the magazine.

Proposed: offer both print and digital or just digital only to members for one year to see what the demand is for print. Digital format would be PDF, which could be put under members only section of NCDA website. Personal download and printing would be possible. There is some concern about mass sharing and downloading. Print copy could be copied and shared, too, however. For US members offer print or digital. For International members offer digital only, with an upcharge for print. Anyone in their first year promotional (free) membership will only get digital. It will take a full year cycle to see the impact. Continue with extra print copies for events. Some concern in avoiding confusion between Career Convergence (CC) and Career Developments (CD). Need to work with graphic designer on file sizes and versions for print vs. web to save storage space and increasing related technology fees.

Discussion included:

* Confusion of web-based CC and CD generally not anticipated.
* Why continue with CC? – an open-to-all publication, with writing opportunities
* Why continue with CD? – both publications offer leadership opportunities in different contexts.
* Worth watching to see what happens. Good conversation for the membership Town Hall.
* Revisit in one-year – data should inform further decisions.

MOTION was made by Charles to provide the following delivery options for *Career Developments Magazine* starting with the Winter Issue 2019:

**US-Based Paid Members Only:**

Option 1: Digital delivery only OR

Option 2:  Print and Digital at no additional charge

**Outside of US Paid Members Only:**

Option 1: Digital delivery only OR

Option 2: Print and Digital at a $25 additional fee annually

Seconded by Melissa.

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

**CPI – Charlotte Logistics and NASCAR tour (Kathy and Sharon)**

Sharon has organized potential NASCAR tour for attendees that would cover what careers are connected to the race industry, pathways, etc. There is an education and training component to focus on as well as a tour and visit to the museum. Sharon will visit in December to finalize coordination. The plan is to run as a PDI on Thursday morning, during board meeting. Cost involved: room rental, entry, coffee break, bus, plus per-person charge based on number of participants ($50 minimum). We already have a contract. Spaces should be reserved for CPI participants.

Also planning on an employer panel for the banking industry as a breakout or keynote – in progress.

Discussion included:

* How can we make CPIs a different event, not just a mini-conference, to attract attendees. CPI as an “experience” – this approach could be continued at one CPI a year, bringing in industry participation in the local area. Could be a way to reenergize this type of event and programming.
* Some concern about board meeting schedule at this CPI, since not all board members will go on the NASCAR tour. Could tour be moved to the afternoon? Deneen will check.
* Will fee for the tour be part of registration for CPI? Or make optional at time of CPI registration?
* Consider rate changes overall for PDI; it has been many years since raising these prices.

**Conflict of Interest and Duty to Disclose**

All Board members in attendance signed updated form, as discussed in Houston (June).

Some concerns remain related to:

* expertise needed for leadership positions, particularly in TEC; perception is that there is a limited number of people who can fill these roles; consider RFPs for these roles
* application review for these roles (move to multiple-reviewer model?)
* decisions often currently made in silos
* instructors currently directly benefit from revenue and are the only ones involved in selecting participants – ethical considerations in recruiting and selection. Instructors could put themselves into position to find leads before publicly available.
* need policies on how recruiting is conducted and applications are processed; a lack of specific guidance and accountability. Would include items such as: how many people review, how to vet the reviewers, rubrics, blind review. There is a process for conference proposals to be reviewed by at least two people.
* Oversight needed; TEC could submit an annual program of work
* This is the organization’s third largest source of revenue, consider restructure, potential for paid vs. volunteer leadership.
* Look at model with NCDA editors – currently new editors are proposed, voted on, given appointments.

Actions moving forward:

* Annual work plan with dates to be approved upon – transparency, accountability and consequences
* Establish policies and procedures co-created with TEC Board Liaison
* Deviation from plan requires request and approval
* Board assigned sub-committee

Patrick moved to create a Board sub-committee (made up of Celeste, Carolyn, Mary Ann, Sharon [in a consulting role], and representatives from the TEC and Credentialing Commission [to be determined later]) to work with the TEC and Credentialing Commission to develop ethical and transparent policies and procedures related to training programs, to be drafted by February 2020.

Seconded by Seth.

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

The meeting paused at 5:58 pm.

***Thursday, October 24, 2019***

The meeting resumed at 8:07 am.

**Request from PAC (Deneen)**

Ivy’s new contract was signed in September; fees have increased. Additional revenue anticipated through credentialing applications and royalties. Ivy ideally wants three NCDA leaders to participate in the annual Shanghai conference. Asking NCDA to pay for airfare this year; PAC pays other expenses. Skip has already been approached. Kathy is not interested. This would be December 11-16 travel. Deneen will send info to all, anyone is eligible. Partnership with PAC has been beneficial and is going strong.

Discussion included:

* Are we willing to pay airfare $1500-1900 per person?
* Paul, who previously attended, shared the need to send someone who can speak to key issues. You will be expected to speak, network, participate in panels, have your picture taken, etc. and work with translators.

Two people should be sufficient. Consensus was to provide necessary funding and $2500 per person budgeted.

MOTION was made by Patrick to approve funding for two NCDA leaders to participate in the PAC conference.

Seconded by Sharon.

Seth will check his schedule. Aaron to represent credentialing is interested. Sharon is also interested.

Is there a way to bring this experience back to the membership? Perhaps Ivy could present a session at the conference in Minneapolis?

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

**Coalition Update (ASCA Discussion also) (Skip and Charles)**

Skip and Deneen had a phone conversation with Bill Symonds. They discussed the possibilities and challenges for this coming year regarding financial commitments. Ideas were discussed and a fairly minimal NCDA presence is anticipated at the summit in January. Rebecca will be there, and Celeste may be interested in attending. There is a perceived disconnect/philosophical differences in the Coalition’s overarching goals and approach, and those of NCDA.

SCDA curriculum developed through past work with the Coalition but is owned by NCDA.

Bill was invited to fund participants associated with NCDA, however NCDA is not a partner or endorser.

**CMA Annual Evaluation (Skip)**

Skip led discussion of Review/Evaluation of work in FY 18-19. What are NCDA Board’s Top Priorities? Strategic Planning important to answering this question. Summation of discussion included:

* Board needs to better understand what HQ does and to what degree (% of time spent on task categories and assignments) and expectations for how the Board operates (vision and implementation vs. a working Board).
* Board needs to provide more specific guidance on Institutes
* Marketing and social media presence are improved and can likely be scaled to some extent.
* Skip will use evaluation form based on contract with CMA and circulate to board for feedback in the next two weeks. Skip and Kathy will then meet with Deneen.

ACTION ITEM: Seth – create a draft approach to task analysis.

**Strategic Planning Task Force (2025) (Kathy)**

Talking with Seth and Lakeisha to frame the work going forward. Joon has also agreed to participate from the values study perspective. Look at next CPI for Board involvement in Strategic Planning – need time in Board Meeting to devote to the process. Get more organized, beyond just putting out fires.

Caution about using Values Study as only 5% of the membership participated.

Start fresh or build from 2020 Vision document? How are we progressing in those areas?

A need to revisit Strategic Plan periodically for it to be a consistent document. Paul provided a review of the previous strategic planning process. Different models are possible, such as a three-year plan that is revised and adjusted annually.

Potentially bring in an external facilitator. Issue a call for proposals? Ask for outcomes we are expecting, discussion, plan, follow-up, pre-work, process observations. Need someone with experience with nonprofits. What does ACA do?

**Introduction of the Budget**

***a. Overall Budget (Charles and Deneen)***

Two primary items for discussion – travel and conference. Charles and Deneen have worked on the proposed budget to include a request for research and some late items. It’s a balanced and reasonable budget with a focus on building the reserves to previous levels. Charles provided an overview of the proposed budget. Highlights and discussion included:

* Membership – anticipated increased conference-driven membership based on number of proposals received.
* Decrease in expectation for professional development income
* Increased expectations for publications revenue, based on CG7
* Training – hard to determine, way under this past year. Conservative estimates for this year.
* Board expenses – slightly less anticipated than in previous years, due in part of location of events
* Tennessee CDA is going inactive and donating current account balance to other State CDAs to be directed by Carolyn and Deneen – opportunities for incoming Presidents? Not included in current budget, could carry over to next year.
* Leadership Academy needs to be included in budget for next year. They are requesting $500 for conference breakfast this year. Add to Committee expense (vs. Conference) to track.
* Veterans Committee requested support for two conferences. SVA previous with good results. DOL/NASWA, also previously attended. Little opportunity for legislation in coming year, eliminate DOL/NASWA from this year, but revisit next year.
* Research committee request for $10,000 not yet budgeted; there is a link to current strategic plan. Discussion:
  + CDQ as dissemination of research.
  + Harris or Gallup poll was successful in the past, could we do this again?
  + Connexus foundation providing research grants and eager for more connection with NCDA – connect with Research Committee. Kathy and Skip attending in January, Patrick could get involved.
  + Patrick to return to Research committee with ideas discussed beyond $500 for student grant. $5000 seed grant proposed for work on specific topics.

***b. Conference Budget (Deneen)***

* Steady registrations, but costs are increasing (e.g., meals and receptions, wifi, coffee)
* Decreased costs with fewer printed programs, but not everyone uses the app, yet.
* Proposing slight registration fee change across the board
* Proposing increase vendor fees – to cover voucher for lunch based on their feedback
* Digital ad-on options for vendors coming, such as notifications for sponsors and exhibitors, e.g., games in app
* Discussion included:
  + Upcharge for printed program?
  + Coffee – consider cutting back on breaks and/or look for sponsors for cups or signs in the coffee break area.
  + Eliminate bottled water? Encourage bring own water bottle or provide a reusable bottle for a fee

***c. Management Contract (Deneen)***

* Proposed 3% increase for operations. Did not increase last year.
* Webinars and TEC taking more staff time as they ramp up operations. Also website work is ongoing.
* Discussion included:
  + Ways to make all webinars more mainstream in how offered and to whom, pricing.
  + Need for a clear professional development strategy

***d. Commission Budget (Deneen)***

Same expectations as last year, conservative but additional revenues expected. Watch for following year.

Discussion included:

* Deneen and Charles will review expenses and revenue monthly and advise the board of adjustments based on real (not proposed) numbers.

MOTION was made by Charles to approve the proposed budget with $1.476 projected revenue and $1.471 projected expenses.

Seconded by Patrick.

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

**Pre-Discussion Credentialing Commission (Seth)**

Seth, as the new Board liaison to the Commission, shared questions the Commission has about the available time of the new marketing person. Deneen shared that funding this role is moving out of credentialing budget and into the general budget, since it supports efforts NCDA-wide. Commission did not see a lot of marketing effort for credentialing. Aaron meets with marketing person weekly now.

Discussion included:

* Degree to which Commission should be doing outreach in higher education to promote NCDA credentials. Is this a priority for the Board. Consider the hiring trends in higher ed (i.e., coaching and other roles), not necessarily aligned with our credentials.
* Alternative Pathways growing, particularly internationally.
* CMCS credential has potential for expansion – not attracting a lot of takers.
* Does NCDA endorse a plan for outreach? Where is focus for the coming year? Goals?
* Commission is unclear on goals. Deneen will re-share list provided with the Director at hiring.

---- LUNCH BREAK ----

**Meeting with Credentialing Commission (led by Aaron)**

Commission members joined the Board meeting.

The Commission’s full annual report was provided to the Board in advance. Aaron feels that the Commission is moving in the right direction. Current focus is on growth - CSCDA, getting this going in the right market.

Commission didn’t use new Marketing Consultant’s time as much as they would have liked. Need to keep getting the word out. Developing a priority list for the consultant for the next six months and considering a membership survey to find out what hesitations and questions are out there about credentialing.

Alternative Pathways (AP) another potential avenue of growth. Application received from another group in India. Saudi Arabia group internally doing career development has a vetted application, and now requesting full approval. The Board will get more from the Commission soon as a third AP. Working through details of Mindler and how they are doing assessment. Additional interest recently, including a branch of the U.S. Military. The Board requested the Commission connect with the Veterans Committee. A one-page position paper has been developed – Aaron will send to Deneen to disseminate. We need more research about the effect of working with career professionals (e.g. NCDA’s 2011 Harris Poll).

First set of renewals coming up in August. Need to develop a process for 10% spot checks. Some procedural work to be done. Watch for renewal/non-renewal rates.

Addressing maintenance of quality. Making some changes related to completed inter-rater reliability studies. Looking at revising questions every three years. Still using Survey Monkey and Fluid Review. Upgrading Fluid Review soon - system will be down for 20 days. More details forthcoming.

Selected new member of Commission – Debra Ruddell – her Leadership Academy project focused on NCDA credentialing and Higher Education. She has higher education experience and will be working with James to take over CCC.

Aaron had recent legislative visits in DC with Diana and LobbyIt. Still a lack of awareness about career development in general and NCDA specifically. Career Counseling for All bill forthcoming, related to career counseling in schools. Useful expenditure of time and resources.

Seth thanked the Commission for their work and successfully achieving CCSP goals and emphasized the benefit of this to the organization.

Discussion included:

* Role of NCDA Marketing Consultant. Commission needs to direct emphasis. Higher Ed seems to be most fertile ground for growth, among multiple credentials.
* Discriminating between NCDA and NACE. Testimonials from those credentialed in higher education. Intent to use 50% of marketing coordinator’s available time in the coming year.
* Appreciative of improved communication with the Board.

Commission members returned to their meeting room.

The Commission did not mention the scholarship request tabled at the last Board meeting.

Discussion included:

* Would go out in membership announcements.
* Advocate holding membership as eligibility. Otherwise eligibility description is lacking.
* Do not place a name on the scholarship unless they are personally funding the scholarship
* Not a grant, but a waiver of fees. Consider wording.
* Who reviews the applicants and decides? Is there a rubric? Is Board involved in approval process?
* What is the background of this request?
* What is the main objective? Diversity, financial need?

MOTION made by Patrick to accept the request to provide assistance with application fees.

Aaron and John returned to provide more information to the Board.

Discussion included:

* The idea of scholarships started in the diversity and inclusion (D&I) committee – a way to continue the growth of that initiative, related to those who cannot afford the fee.
* Geared toward workforce people who come through the training, but don’t have supervisor support for funding credential application.
* Offer 5 scholarships based on need. Application created to waive fee.
* Promotes credentials, at no cost, but anticipated revenue resulting.
* John developed this as a way to collaborate with D&I, a group that has been supportive of credentialing initiative.
* CCSPs tend to come from lower income work settings.
* Just application fee, not maintenance fees at this point
* Application includes social identity questions. Is the scholarship not just need based?
* Vision is for review of scholarship applications by Commission and D&I committee – rubric would need to be developed
* Ask awardees to provide testimonial when complete? Marketing opportunity.
* Any credential applicable; NCDA membership not required as not required for credentialing

Aaron and John returned to the Commission meeting.

Discussion included:

* Should there be a program to assist with membership dues first?
* We don’t have income data.
* Deneen shared ethnicity of credential holders who fill out the survey – 69% white 14% African American, 9% Asian, 5% other, 3% Hispanic, 1% Native American. Similar profile to general membership demographics.
* If a concern for workforce professionals, should a discount be available?

Patrick withdraws motion.

Further discussion included recognizing need-based issues across NCDA membership and events.

ACTION ITEM: Seth and Courtney – communicate questions and concerns with the Commission to work out the details. Fact finding might include the following:

* Defining details of “need based” eligibility criteria
* Rubric and process for screening and selecting applications
* Not specifically focused on D&I
* Not naming it after someone – this would be a waiver, not a scholarship or grant.
* Maintain the intent to be legitimately helpful
* What is the plan for confidentiality?
* Would or should membership be required?
* How many applications are anticipated? By constituency?
* Membership fees or conference registration waivers as an alternative?

**Center for Postsecondary Readiness and Success (Celeste)**

Celeste attended this center’s advisory board meeting and provided a review of their vision. They talked a lot about their development of competencies, but they are not made readily available. They are trying to get funding for research. Interesting conversations around potential training programs. Celeste shared CSCDA with them. It’s a good thing for NCDA to be at this table. Concrete outcomes to be determined. Group still getting to know each other and develop a plan for work.

**HRDI Endorsement for FCD in Michigan (Deneen)**

Walter Lodes, former TEC member, has been instrumental in getting FCD competencies as bases for workforce specialist training in Michigan. The State Labor Department’s new Director is a colleague. They have accepted the competencies and want to bundle application fee for credential with training. Board endorsement sought.

MOTION made by Sharon to endorse the addition of the NCDA Facilitating Career Development (FCD) Training as the required related instruction forin the Workforce Development Specialist (WFDS) Registered Apprenticeship in the state of Michigan. We commend Walter Lodes, of HRDI, for his work in making this possible. Furthermore, we offer the quote below to be used for promotional purposes.

*The National Career Development Association’s (NCDA) Facilitating Career Development (FCD) Training is the universally recognized career service provider training in the US and in many countries globally.  NCDA’s Board of Directors is pleased that HRDI has adopted this quality program as its related instruction for the Workforce Development Specialist Registered Apprenticeship.*

Second by: Celeste Hall

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

Deneen shared that another, similar request is forthcoming.

Once open, there may be a lead person, but also opportunities for other trainers to be involved.

**Technology and Job Needs of the Future (Charles)**

Charles shared information about the predicted impact of technology on existing and future of world of work, as well as on the future work of career practitioners. Current economic concerns include a potential lack of jobs due in part to automation and development of new kinds of jobs as others become obsolete.

Charles shared his write-up from Career Developments. Are there new and/or better ways to work with clients and students as career counselors? The input of vocational psychologists may be helpful. What If we end up with a limited number of jobs? Career Counselors may have to work in other ways – how do you contribute? Lifestyle guidance may be helpful for those not working.

Discussion included:

* “Life design specialists” as a new role in career work. Shifts to these roles and job titles already happening in some higher ed settings.
* Important enough to consider in future strategic planning process.
* Prepare membership through continued publishing and presentations.
* Skill set development needed for workers and for career counselors. Need to prepare people differently for a different time.
* Public policy issue also potential for involvement of NCDA
* Some career development theories already include life design concepts: Super, Career Construction, for example.
* In some way work is changing in some ways it’s not, especially globally, internationally. Be careful about predictions and assumptions.
* How to move forward? Ideas: part of next strategic planning, life design work, impact on credentialing development, conference-level keynote that presents hard data about labor markets

Charles will follow up with more work on this.

**CG7 Overview (Melanie)**

Melanie showcased this new resource, which is live now, on screen for the Board. Already receiving purchases. Intended as a website companion to the print book. She presented a walk-through of site navigation, search capabilities, etc.

Discussion Included:

* Possibility of affiliate link income with the direct links to publishers already included in the site?
* Possible to add a flag of some kind indicating clearly the “most recent” entries?
* Other feedback from the Board on look, feel, and navigation.
* Other publications might benefit from this format. Ideas about monographs, training manuals, etc.

Melanie also shared the overview of Board information and materials on the main NCDA site and Members Only Resources. Encouraged Board Members to comment on CC articles.

**Board Orientation (Deneen)**

Deneen provided an overview of the orientation materials and provided downloadable copies through the Board Only web page.

a. Board Members Expectations  
b. Travel Policy and Template  
c. Orientation to Staff Responsibilities  
d. NCDA and ACA Management  
e. Planning Calendar  
f. Conflict of Interest Agreement   
g. Contact List  
h. Leadership Directory and Board Liaison Positions  
i. Policy and Procedures Manual  
j. Website Resources and Headquarters Resources

Discussion included:

* Conflict of Interest agreement – everyone needs to sign and return
* Questions about what happens as issues are disclosed - would they go to Deneen? Then what? This should be on the form.
* Action Item: Deneen. Clarify process, refer to conflict of interest statement in policies and procedures manual, modify form as needed.

A MOTION was made to adjourn. Unanimous vote to adjourn at 3:44pm ET.

*First draft of meeting minutes was submitted to the President and Deneen Pennington on November 5, 2019 by Melissa Venable.*