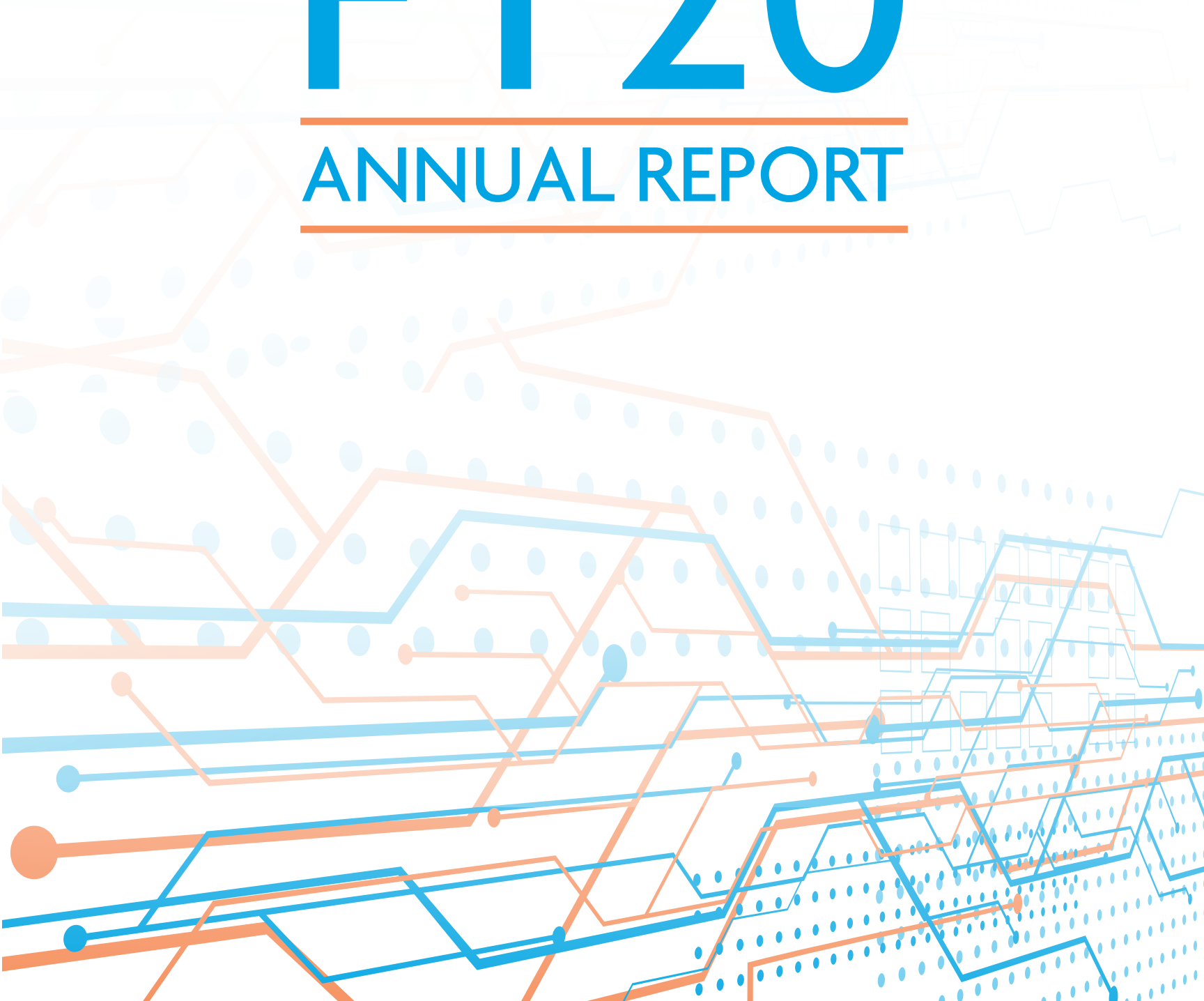




NCARB

FY20

ANNUAL REPORT



Welcome to the FY20 NCARB Annual Report

We're taking the time to reflect on a year of data-driven research and development, unprecedented change brought on by world events, and continuous collaboration with Member Boards and collateral organizations. We also want to explore and introduce opportunities for continuous quality improvement, growth, and transformation in the coming years.

Thanks to the ongoing commitment of our members, volunteers, and staff, we have been able to focus our efforts to continue addressing expectations and evaluating the status of our programs and services. Among our accomplishments, we've enhanced our role in advocating for issues related to reasonable regulation and served as an important voice in the architecture community; created new tools and resources for all of our stakeholders, including licensing boards, candidates, Certificate holders, and supervisors; grown our capacity to study and share data relative to the organization, regulation, and the components of the path to licensure; and invested time to research emerging technology and trends to keep up with the profession's evolving pace.

Alongside the entire architecture community, NCARB has navigated and responded to unforeseen challenges brought upon by the COVID-19 pandemic. As we continue working to facilitate the licensure and credentialing of architects, while considering the health, safety, and welfare of the public, we have taken this opportunity to re-approach many of our efforts, including remote delivery of the Architect Registration Examination® (ARE®) supported by online proctoring.

Throughout this report, you'll be able to explore:

- A timeline of our key efforts from July 2019 to June 2020.
- An update on our services and initiatives based on our refreshed Strategic Plan's six measurable objectives: Program and Service Excellence; Awareness in the Architecture Community; Stakeholder Systems, Tools, and Resources; Data Analysis and Thought Leadership; Advocacy Support, Outreach, and Influence; and Future-Focused Research and Development.
- Volunteer reports featuring highlights from our Board of Directors, committees, and regions.
- An overview of NCARB's organizational structure, business updates, the current *NCARB Bylaws*, and financial statements.

The FY20 NCARB Annual Report offers insight into our latest initiatives—all aimed to best support and guide regulation in the years to come. We encourage you to become familiar with them as NCARB continues to seek out opportunities for ongoing improvement, transformation, and resilience.

On behalf of the Council, it is our pleasure to welcome you to the FY20 NCARB Annual Report.



Terry L. Allers FAIA, NCARB, Hon. FCARM
2019-2020 NCARB President/Chair of the Board



Michael Armstrong
NCARB CEO



VIDEO: Terry L. Allers, FAIA, NCARB, Hon. FCARM



VIDEO: Michael Armstrong



TABLE OF CONTENTS

- FY20 TIMELINE** 4
- YEAR IN REVIEW**10
 - Program and Service Excellence..... 11
 - Awareness in the Architecture Community.....17
 - Stakeholder Systems, Tools, and Resources.....25
 - Data Analysis and Thought Leadership..... 29
 - Advocacy Support, Outreach, and Influence..... 33
 - Future-Focused Research and Development.....37
- VOLUNTEER REPORTS** 40
 - FY20 Board of Directors..... 41
 - Officer Reports.....43
- COMMITTEE REPORTS** 62
- SPECIAL INITIATIVES** 87
- REGION REPORTS**108
 - Region 1.....109
 - Region 2..... 114
 - Region 3.....120
 - Region 4.....126
 - Region 5..... 131
 - Region 6 136
- BUSINESS OPERATIONS**145
 - Bylaws148
 - Organization Chart 159
 - Strategic Plan + Reader’s Guide.....169
 - Financial Statements 177
 - Acronyms.....197



FY20 TIMELINE

Each year, NCARB takes on both new and recurring initiatives to serve its members, architects, licensure candidates, and the public. Explore key updates in this timeline of the organization's work throughout FY20.

JULY

Leadership Participates in NAAB's Accreditation Review Forum

For the first time ever, NCARB's Board of Directors met with the full boards of all the architecture collaterals—AIA, AIAS, ACSA, and NAAB—to discuss the future of architecture education during the NAAB's 2019 Accreditation Review Forum.

NCARB Staff Give Back ▶

At their annual off-site all-staff retreat, NCARB employees continued their tradition of corporate social responsibility by preparing over 10,000 meal packets for the international relief organization Rise Against Hunger.



AUGUST

◀ NCARB Hosts Biennial Licensing Advisors Summit

During the three-day training event held every other year, staff and leadership provided resources, shared information, and participated in community-building activities with NCARB's Architect Licensing Advisors Community.

Council Holds Second NCARB Scholars in Professional Practice Event

Thirteen professional practice professors gathered at the University of Hartford for the second NCARB Scholars in Professional Practice training event.



SEPTEMBER

◀ **NCARB Sponsors Interschool Design Competition**

Architecture students from six local universities got a firsthand look at how creative design solutions can improve their community during the 2019 Interschool Design Competition.

Model Law Task Force Releases First Draft of Updated Document

In its fourth year of work, the Model Law Task Force shared a first look of the updated Model Law for feedback and insight from licensing board members.

Staff and Volunteers Lead AXP Portfolio Sunset Review

Three years after the portfolio's launch, staff and volunteers conducted a formal review and audit of the program's effectiveness and received approval from the Board of Directors to continue the program, which has provided an alternative pathway for seasoned professionals to document AXP experience.

◀ **NCARB Launches First Supervisor Training Videos**

In response to President Allers' charge to create new resources for AXP supervisors, NCARB staff shared the first of several videos helping guide supervisors through reviewing experience reports and supporting candidates.



Supervisor Training

How to Create an AXP Supervisor Account ◀

OCTOBER

FY20 Think Tank Meets at NCARB's Office ▶

The Think Tank, composed of 12 licensure candidates, met at NCARB's office to begin their work of exploring impediments on the path to licensure, reviewing the supervisor and candidate relationship, and diving into architectural ethics.

Inaugural Meeting of NCARB's New Licensure Advisory Forum

NCARB's newly created Licensure Advisory Forum, made up of representatives from related organization across the profession and beyond, met for the first time to discuss the licensure path.



NOVEMBER

NCARB Releases Key Findings of Public Polling Data

Publicly released the key findings of the survey of U.S. voters on topics regarding public perceptions of regulation, licensing, and the architecture profession. The survey was commissioned by NCARB and conducted by Benenson Strategy Group (BSG).

Staff IDEA Work Group Launches ▶

A new staff-led initiative focused on Inclusion, Diversity, Equity, and Agility (IDEA) began its work to promote representation and celebrate staff diversity.



DECEMBER

◀ Volunteers Gather for Annual Committee Summit

NCARB's volunteers met in Oklahoma City to collaborate and discuss shared charges, with the new inclusion of NCARB's Futures Collaborative, Licensure Advisory Forum, and Model Law Task Force allowing deeper conversation regarding current initiatives.

NCARB's Program Continuum Advisory Committee Holds First Meeting

The chairs of NCARB's Education, Experience, and Examination committees gathered at Committee Summit for the first meeting of NCARB's new Program Continuum Advisory Committee to explore the overlap between licensure requirements.

NCARB President Attends AIAS Forum

President Allers and NCARB staff joined architecture students at the annual AIAS Forum event, providing more information about the path to licensure.



“Our committees and other volunteer initiatives provide us with an opportunity to bring together a variety of voices. It’s vital that we draw from the experience and insights of a wide range of people, whether we vary in our gender, age, and ethnicity, or in our professional background, experience, firm size, location, and interests.”

—NCARB President Terry Allers, FAIA, NCARB, Hon. FCARM



JANUARY

◀ **Council Refreshes Continuing Education Program**

NCARB's Monograph Program, which provides free continuing education to Certificate and active Record holders, was rebranded as the Continuum Education Program, with a new emphasis on lifelong learning.

FEBRUARY

ICOR Organizations Hold New Board Member and Executive Orientation ▶

NCARB, in partnership with CLARB, CIDQ, and NCEES, hosted a three-day training event for new members and staff of licensing boards, providing an overview of each organization's mission and support.

NCARB and NOMA Release Joint Survey

As part of their new partnership, the two organizations jointly released a survey exploring experiences along the path to licensure, with a goal of understanding where and how people of color and other underrepresented groups are disproportionately impacted.

Comment Period for Updated Education Standard Begins

The Education Committee provided suggested changes to the *NCARB Education Standard* to remain in alignment with the NAAB's updated requirements for an accredited degree program. The new standard will go into effect in early-2021.



“Our momentum is inspiring new conversations regarding the potential of our services to Member Boards and future/current architects, the impact of our data and research upon opinion leaders in elected office and in the media, the possibilities that exist with a fresh perspective toward regulating design and global engagement, and the ongoing value our work provides to the public.”

–NCARB CEO Michael Armstrong



MARCH

◀ **Region 1 Hosts Regional Summit**

Just prior to the COVID-19 pandemic, licensing board members met in Cambridge to discuss regional business, consider elections to the FY21 Board of Directors, preview draft resolutions for the FY21 Annual Business Meeting, and explore the future of licensure.

◀ **Pandemic Causes Transition to Remote Work**

In response to the COVID-19 outbreak, NCARB staff began working remotely in mid-March, and all scheduled volunteer and membership in-person meetings were converted to virtual meetings.

Prometric Test Centers Close

As test centers across the country closed, temporarily pausing candidates' ability to take the ARE, NCARB provided support through free appointment rescheduling, rolling clock extensions, and more.



APRIL

NCARB Focuses on Remote Proctoring Efforts ▶

With conversations on remote proctoring already on the table prior to the pandemic, NCARB staff, volunteers, and leadership pushed to enable remote testing as soon as possible.

Council Hours Provide Membership and Staff Engagement

To support members during the pandemic, NCARB staff began hosting regular "Council Hours" to provide a forum for members to engage with each other, share current circumstances, and receive support from NCARB staff.

NCARB Board of Directors Transition to Virtual Meeting

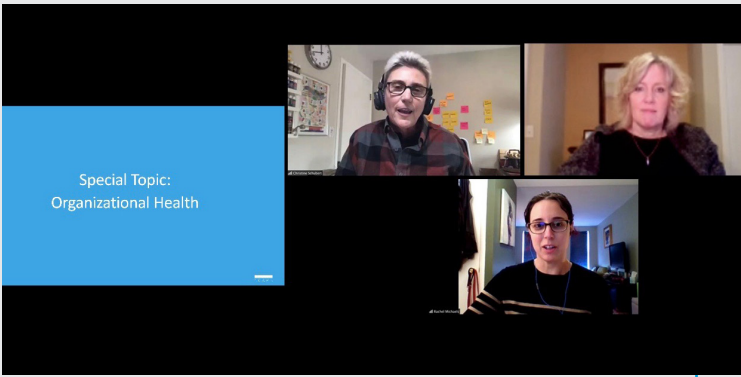
In response to the ongoing pandemic, NCARB's Board of Directors held their April meeting virtually, allowing the continuation of NCARB's strategic efforts.



MAY

◀ **New Organizational Health Team Takes Shape**

NCARB welcomed a new team focused on improving organizational health—including employee cross-training, agility, and more—to its department structure.



JUNE

Council Publishes Statement on Combating Racism

In light of conversations about equity, diversity, and inclusion happening around the country, NCARB released a statement sharing its plan promote inclusion and combat racism in its programs, structure, and beyond.

NCARB Hosts Virtual Annual Business Meeting

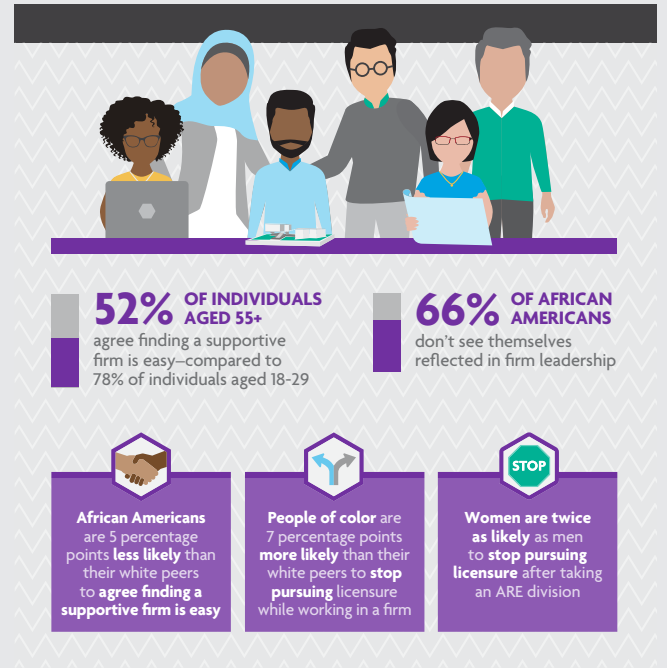
President Allers presided over NCARB’s first ever virtual Annual Business Meeting, which despite the lockdown, enabled elections for NCARB’s Board to take place and for members to prepare for the year ahead, keeping the Council moving forward

NCARB Releases 2020 NCARB by the Numbers and Previews Joint Survey Data ▶

The ninth edition of NCARB’s annual data publication was released, featuring the latest information on the time to licensure, demographics in the profession, and more. This edition also featured a preview of early findings from the NCARB and NOMA *Baseline on Belonging* study.

Prometric Test Centers Reopen

In compliance with local guidelines and restrictions, Prometric test centers began to reopen, allowing candidates to make ARE progress once more.





YEAR IN REVIEW

In June 2019, NCARB released a refreshed Strategic Plan and mission statement. The updated Strategic Plan was designed to provide a framework for organizational initiatives over the next five to seven years—positioning the organization for future success as it prepared to enter the first fiscal year of its second century.

Throughout FY20, NCARB's Board of Directors and senior staff leadership worked to establish parameters that would guide the implementation of the Strategic Plan and measure its success. The plan featured three strategic goals: to facilitate licensure, foster collaboration, and maximize value. To achieve these goals, NCARB established six strategic objectives, which are presented within an “enhance, grow, transform” framework that identifies the kind of opportunities available for NCARB.

The FY20 NCARB Annual Report is structured around these six strategic objectives, to better reflect the progress that NCARB is making toward accomplishing its mission and goals in service of its members and the public:

- Program and Service Excellence
- Awareness in the Architecture Community
- Stakeholder Systems, Tools, and Resources
- Data Analysis and Thought Leadership
- Advocacy Support, Outreach, and Influence
- Future-Focused Research and Development

Learn more about NCARB's initiatives for its members, volunteers, licensure candidates, and architects throughout FY20—and understand how those initiatives fit into the bigger picture of NCARB's Strategic Plan.



PROGRAM AND SERVICE EXCELLENCE

NCARB strives to be responsive to feedback from its members, volunteers, and customers, and to restlessly seek to improve its programs and services. NCARB's strategic objective to pursue Program and Service Excellence is a commitment to go further to implement improvements, maintain forward momentum, and meet the needs of key stakeholders.

While NCARB may not have released any major updates to the Architectural Experience Program® (AXP®) or Architect Registration Examination® (ARE®) in FY20, subject-matter experts worked throughout the year to ensure NCARB's core programs continued to evolve with the practice of architecture. As NCARB begins its second century of collaborating with licensing boards to protect the public through the facilitation of licensure, the initiatives begun during this fiscal year will help position the organization for future success and enhanced service.

PROGRAM UPDATES

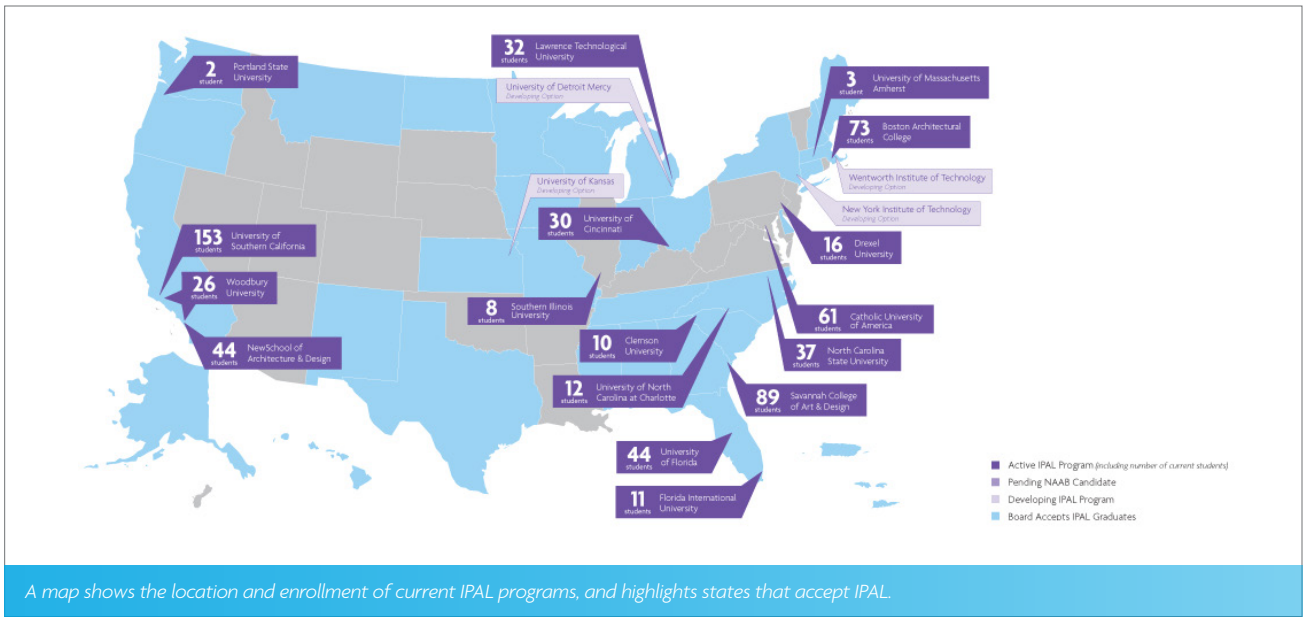
IPAL Celebrates Five Years

By providing an opportunity to overlap the core licensure requirements, the Integrated Path to Architectural Licensure (IPAL) enables dedicated students to shorten their timeline to licensure—without compromising the rigor needed to protect the public's safety. In FY20, the program celebrated its fifth anniversary. Participation in the initiative, which allows architecture students to complete their education, experience, and examination requirements concurrently, has been steadily growing since 2015. This year, NCARB welcomed Wentworth Institute of Technology's Master of Architecture program into the initiative, bringing the total number of schools offering or developing IPAL options up to 21.



At the close of the 2019-2020 school year, there were approximately 650 students enrolled in IPAL options around the country. As the number of students graduating from IPAL options increases, NCARB is seeing a growing number of students become licensed within days or weeks of graduation. In addition, more licensing boards continue to update their rules to allow IPAL students to test prior to graduation.

In the years ahead, NCARB will work with its members, architecture schools, students, and firms to encourage greater engagement with the IPAL initiative.



Changes to the NCARB Education Standard

NCARB’s *Education Standard* is a resource that approximates the requirements of a NAAB-accredited program, used by NCARB and the NAAB to evaluate degrees earned from architecture programs not accredited by the NAAB.

In July 2019, the NAAB held an Accreditation Review Forum, where the boards of directors of the AIA, AIAS, ACSA, NCARB, and NAAB gathered to discuss the future of architectural education. Based on conversations held during the forum—as well as public comments, the input of its Steering Committee, our licensing boards, and more—the NAAB updated its Conditions and Procedures for Accreditation in February 2020. Together, these documents set out requirements for NAAB-accreditation and govern the accreditation process.

Based on changes to the NAAB’s Conditions and Procedures for Accreditation, NCARB Education Committee members and staff experts reviewed the *NCARB Education Standard* and provided suggestions to ensure the *Education Standard* remains in alignment with the NAAB’s requirements. The updated *Education Standard* was approved by NCARB’s Board of Directors in June 2020 following a 120-day comment period for licensing boards. It will be made publicly available in fall 2020 before going into effect in January 2021.



As the architecture profession moves forward and regulation continues to evolve in the years ahead, NCARB anticipates pushing for further changes to accredited education. Constantly reviewing these requirements ensures that leaders in architecture are working together to remove unnecessary barriers to practice, reduce the time to licensure when possible, and prepare architecture regulation to embrace the future of practice.



AXP Portfolio Undergoes Sunset Review

When NCARB overhauled the experience program and renamed it the AXP in June 2016, it also began offering a new pathway to demonstrate professional experience: the AXP Portfolio. Available only to individuals with significant experience in the profession who are unable to complete the AXP through the traditional hourly method, the portfolio method allows seasoned designers to meet the AXP's requirements by building an online portfolio as evidence of their experience. Candidates are required to provide examples of past work that demonstrate competency in each of the AXP's 96 tasks.

The portfolio option was created with the condition that after three years, NCARB would conduct a sunset review to ensure that it met the rigor and performance standards NCARB requires. NCARB convened a team of 26 volunteer architects in FY20 to audit a random sample of completed portfolios and assess their strengths and weaknesses. The review revealed that the portfolio option offers a rigorous alternative path to AXP completion and did not raise any concerns about the competency of successful applicants. The Board decided to maintain the portfolio as a permanent pathway, given its performance and critical provision of additional inclusivity to the licensure path. With the input of the audit team, NCARB is making several enhancements to the AXP Portfolio, including:

- Beginning to update the system used to build online portfolios to better guide applicants and their supervisors
- Creating a training video for supervisors reviewing AXP Portfolios, along with new messaging for candidates and supervisors to further clarify processes and expectations
- Standing up a biennial audit team to review a sample of completed portfolios as needed

Since the AXP Portfolio launched in 2016, over 600 individuals have applied to complete the AXP through this method—many of whom were able to complete the program through the traditional hourly method instead. Over 30 candidates have successfully completed their AXP Portfolios, and more than 120 are in the process of building (or are able to build) their portfolio.

Developing Business Continuity Exam

As part of NCARB's efforts to ensure business continuity in the case of emergencies or other extreme circumstances, NCARB worked with hundreds of volunteers and psychometricians to create an additional form for each division of the ARE. These forms—or versions of a division that would be delivered during an exam administration—are stored securely, and will enable NCARB to continue delivering the ARE in the event of a massive exam content breach.



Without this business continuity version of the exam, candidates' licensure plans could be put on hold by the loss or breach of exam content, while staff and volunteers worked to develop new exam content. Throughout FY20, groups of volunteers met to write and review new individual items and case studies, completing the majority of the work required to prepare the business continuity exam. The finished product will be finalized in mid-FY21.



Members of NCARB's Education, Experience, and Examination committees meet jointly to discuss the path to licensure.

Reviewing NCARB's Programs

As conversations regarding equity, diversity, and inclusion continue in the architecture profession and beyond, NCARB is dedicated to evaluating its programs for disproportionate impact on underrepresented or minority groups, and to examining the path to licensure holistically to ensure its rigor and requirements remain appropriate. For these reasons, several new initiatives were started in FY20 to further evolve and enhance the licensure process:

- **Fairness in Licensure Group**—Comprised of NCARB staff experts, this team began the process of exploring NCARB's programs for areas of disparity through studies on language barriers, exam performance, and more. In addition to commissioning an independent audit of its programs, NCARB staff and volunteers were charged with focused efforts to evaluate the AXP and ARE to assess unconscious bias and disproportionate impediments on the path to licensure, especially for candidates who are Black or African American. The work of this team will continue in FY21 and beyond.
- **Program Continuum Advisory Committee**—New this year, NCARB created a collaborative committee composed of members from the Experience Committee, Examination Committee, Education Committee, and Policy Advisory Committee, with the goal of broadly exploring the requirements for licensure candidates and architects as they develop, demonstrate, expand, and maintain their competency to practice architecture.

Continuum Education Updates

In early-2020, NCARB's Monograph Series was renamed the Continuum Education Program. Through the Continuum Education Program, NCARB seeks to provide continuous learning and professional development for individuals at every stage in their architecture careers, ranging from students to seasoned professionals.

Originally launched in the 1990s to provide self-study continuing education (CE) materials for architects seeking to meet license renewal requirements, the refreshed Continuum Education Program emphasizes the importance of lifelong learning. Over the next several years, NCARB will work to develop additional CE resources as part of the Continuum Education Program.



"We face several new challenges and opportunities as NCARB steps into its second century. Our organization is prepared to respond to these strategically. Through introspection regarding our role and our response to the challenge of inclusion, and future-focused planning regarding our evolving programs and services, we will further our mission to serve the public by best equipping our Member Boards to regulate the profession."

—NCARB CEO Michael Armstrong



NCARB will continue to release regular self-study CE courses—formerly called mini-monographs—as a free benefit for NCARB Certificate holders and licensure candidates with an active NCARB Record. The courses are also available for purchase for individuals without an active NCARB Record.

In addition, NCARB made several other recent updates to its CE services during FY20 to align with evolving continuing education requirements. As of September 2019, NCARB no longer offers long-format courses for CE credit, although long-format courses are still available as reference material.

SERVICE UPDATES

Enhancing Customer Relations

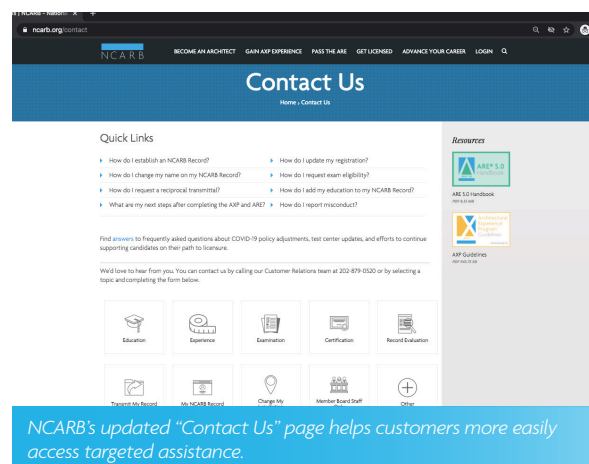
NCARB's Customer Relations team is one of the Council's largest departments, offering essential service to Member Board Members, Executives, board staff, licensure candidates, architects, and more. To further improve the service offered to these key stakeholders, staff undertook several efforts in FY20 including:

- **Restructuring the department**—As a result of a business process re-engineering study and several rounds of visioning, NCARB's Customer Relations team made several key changes in FY20 that enable staff to focus on specializing in specific areas of NCARB's services. In addition, a new team was created to establish a continual focus on process improvements to benefit members, customers, and staff.
- **Systems upgrade**—Staff worked to begin the process of implementing a new document management system, expected to launch in early-FY21. This system change will increase efficiency in processing transmittals and other customer requests, and pave the way for additional enhancements in the future.

Enhancing Customer Communications

NCARB also worked throughout FY20 to update and improve customer-facing communication including:

- **New "Contact Us" form**—With feedback from users and staff, NCARB updated the "Contact Us" form on its website to make it easier for customers to receive targeted assistance as needed. The new form offers more options to specify the request, streamlining the response process for NCARB staff.
- **Automated email review**—Throughout the year, NCARB holistically reviewed its automated messaging to customers over the entire span of their relationship with NCARB, ensuring that communications were consistent in style and tone. New messaging will roll out in early-FY21.



Responding to COVID-19

In March 2020, the COVID-19 pandemic led to business closings across the country and necessitated the transition of NCARB staff from in-person to remote work.

As its members, customers, and volunteers navigated the impact of the outbreak, NCARB closely followed the ongoing developments in order to provide support. While NCARB's physical office closed, its full team continued to operate remotely, and all standard services provided by staff remained available. Several efforts to prioritize business continuity at the staff level conducted over the past several years enabled NCARB to transition to remote work smoothly, as the infrastructure and tools necessary to support online work were already in place.

Prometric temporarily closed test centers in the United States and Canada from March 18 – June 1, 2020, to protect the health of candidates and staff. To ensure candidates were not unfairly impacted, NCARB provided several updates to candidates including:

- Free rescheduling for all ARE divisions
- Alerting candidates to canceled exams and partnering with Prometric to streamline the rescheduling process
- A total of a 15-month rolling clock extension to candidates with valid passing scores on ARE divisions (the final extension will be issued in early-FY21)
- Ensuring the ARE was correctly designated an “essential exam” to enable candidates to return to test centers as soon as possible
- NCARB sped up its timeline to pursue a version of the ARE that will be available via remote proctoring—a goal already in place prior to the coronavirus's spread

“As our community navigates the COVID-19 outbreak, we know this is a difficult period for many of our customers. We want to reassure you that NCARB is closely following the ongoing developments and is working hard to provide you with the services you need in this time of uncertainty.”

—Update on NCARB Services
March 2020

Throughout the pandemic, NCARB remained focused on its mission to facilitate the licensure and credentialing of architects, at a time when the health, safety, and welfare aspect of its work was brought to the forefront. Customers facing challenges as a result of the coronavirus were encouraged to reach out to staff for assistance with questions or concerns regarding NCARB services.



AWARENESS IN THE ARCHITECTURE COMMUNITY

Though most people spend the majority of their lives in or around the built environment, many remain unaware of the responsibility architects have to ensure the safety of that environment. By raising Awareness in the Architecture Community of the role of the architect and the important work of NCARB and its Member Boards, NCARB can better accomplish its mission to protect the public.

In FY20, NCARB continued its efforts to conduct outreach to students, licensure candidates, and architects. In addition, the Council furthered its partnerships with external organizations both within and outside of the architecture community. The organization continued engaging with its membership through individual NCARB-to-board visits; larger meetings of volunteers, Member Board Members, and Executives; and new virtual sessions. And with targeted communications to the press and on social media, NCARB continued to position itself as a thought leader in the profession and beyond. Following the onset of the COVID-19 pandemic in March 2020, NCARB smoothly converted to virtual outreach and messaging as in-person events were cancelled.

CUSTOMER OUTREACH

By engaging with our customers—and potential future customers—NCARB can help create early awareness about the steps individuals need to take to become an architect, share important news about program updates, and provide one-on-one support to candidates navigating the licensure process.

Outreach

Every year, NCARB's experts travel to campuses, firms, AIA chapters, and industry events to share insights into the path to licensure. Through outreach efforts, NCARB is able to reach new audiences, grow our community, and inform candidates and architects across the country.

After the coronavirus began to spread across the United States in spring 2020, NCARB's outreach team embraced the transition to virtual webinars. The new format provided unexpected benefits, allowing staff to connect with customers in rural areas that are sometimes difficult to reach, and enabling customers to join the virtual events more easily on their own time.

Outreach Presentations

In FY20, NCARB made 91 presentations to 5,235 people at:

- 39 Universities
- 30 AIA Components
- 15 Professional Conferences
- 5 AIA Conferences
- 1 AIAS Conference
- 1 Firm

Interschool Design Competition

For the third year in a row, NCARB sponsored the Washington, DC, area’s annual Interschool Design Competition, an event that helps architecture students connect what they’re learning in the classroom to the skills they’ll use in real-world practice.

On September 22, nearly 50 architecture students from universities in the Washington, DC, area gathered to participate. The annual competition, which is organized by AIA Northern Virginia, AIA Potomac Valley, and AIA|DC, was hosted at the National Building Museum. For the 2019 competition, each team was asked to design a proposed National Immigration Memorial across from Union Station that included a welcome center, space for reflection and contemplation, and exhibits dedicated to the immigrant experience.



Students participate in the 2019 Interschool Design Competition.

With support from NCARB, students were able to earn AXP for their participation in the competition and were provided with a free NCARB Record for one year.

MEMBER BOARD ENGAGEMENT

Regular communication between Member Boards and the Council helps both groups better accomplish their mission, collaborate, and serve the public. By circulating information on local issues, raising awareness of deregulatory efforts, and communicating both NCARB program changes and jurisdictional requirement updates, NCARB can seek out new ways to support architectural licensing boards as they carry out their important work.



CEO Armstrong visits the North Carolina Board.

Member Board Visits

During FY20, CEO Michael Armstrong conducted visits to seven licensing boards to meet jurisdictional leadership and discuss board priorities, including Arizona, Connecticut, Florida, Minnesota, North Carolina, and Vermont. In addition, staff virtually visited the Wisconsin Board. These meetings provided NCARB staff and leadership with a forum to engage with Member Board staff and leadership, assessing ways NCARB can better support the work of the board.

They also created an opportunity to discuss any upcoming changes to the licensing board’s rules and requirements, as well as a chance to consider any potential areas where alignment with national programs may be possible.

NCARB sought out additional feedback from Member Boards through conference calls, virtual meetings, and the online Member Board Community. This open communication allowed for more dialogue among jurisdictions, including reviewing drafts of FY20 resolutions (which were ultimately postponed until FY21) and the updated *NCARB Education Standard*, sharing legislative updates, and discussing other important topics.

Council Hour

Beginning in April 2020, NCARB began holding weekly “Council Hours”—virtual meetings exclusively for Member Board Executives (MBEs) and their staff in light of the impact of the COVID-19 pandemic. These weekly, one-hour, informal meetings provided an opportunity for MBEs to ask NCARB staff questions, share information with their colleagues, and check in with one another. Recordings of the meetings were made available on the online Member Board Community.

Annual Business Meeting

As the coronavirus crisis continued to impact the United States throughout April and May, the NCARB Board of Directors made the decision to hold an “essential business only” virtual version of the organization’s Annual Business Meeting. On June 19, 2020, members from the 55 U.S. architecture licensing boards convened virtually for NCARB’s 2020 Annual Business Meeting, presided over by President Terry L. Allers, FAIA, NCARB, Hon. FCARM. The streamlined meeting enabled NCARB’s members to conduct essential business and prepare for the organization’s new fiscal year, which begins each year on July 1.



During the meeting, attendees elected the FY21 NCARB Board of Directors, received important updates on NCARB initiatives, and discussed current concerns through a virtual town meeting. In addition, attendees gathered with their individual regions prior to the virtual meeting to consider local issues and shared agenda items for the coming year.

Incoming FY21 NCARB President Robert M. Calvani, FAIA, NCARB, shared his vision for the year ahead with attendees. During his term, Calvani will focus on ongoing challenges in the regulatory world such as incidental practice and responsible charge, as well as an embrace of emerging issues, including equity, diversity, and inclusion; the upcoming Analysis of Practice; and online proctoring for the ARE. “We’re moving into a new fiscal year with a strong foundation but a sober focus on how to best support current and future initiatives,” said Calvani.



“Discussions regarding the future of regulation and the future of NCARB—including NCARB culture as it relates to diversity, equity, and inclusion—are exposing, and in some cases unearthing, critical topics that require thoughtful and forward-thinking action. Together we can make an important contribution to each Member Board’s work, to each licensure candidate’s path, and to each practitioner’s ability to practice across jurisdictional boundaries.”

—Terry L. Allers, FAIA, NCARB,
Hon. FCARM
FY20 NCARB President/
Chair of the Board



NCARB CEO Armstrong moderates a discussion about the future of licensure, featuring the FY20 and FY19 chairs of NCARB's Futures Collaborative.

VOLUNTEER AND COMMUNITY INVOLVEMENT

In addition to customer and member outreach, NCARB worked to raise awareness of our role and ongoing work through volunteer and community engagement. These events bring together individuals who play a role in NCARB's initiatives, offering them a big-picture view of NCARB's efforts throughout FY20.

Licensing Advisors Summit

On August 1-3, 2019, over 230 licensing advisors gathered in Minneapolis for an exclusive training conference designed to help these dedicated volunteers guide individuals on the path to licensure and beyond. Licensing advisors include students, professors, and architects from across the country, who share information about the process of becoming an architect with their local community.

Every other year, NCARB, with the support of the AIA, hosts a Licensing Advisors Summit to provide hands-on training featuring the latest program updates and information. Between summits, advisors are invited to engage with staff and colleagues at local retreats and participate in an online community with tools, resources, and expert advice.

At FY20's three-day summit, advisors heard from keynote speakers Randy Deutsch and Renée Cheng on the future of the profession and ways licensing advisors can support equity and inclusion. Attendees also participated in workshops about NCARB programs, ethics, best practices, outreach, and more.

NCARB Scholars in Professional Practice

In FY20, NCARB held its second annual Scholars in Professional Practice event, from August 8-10, 2019, with 13 professional practice professors in attendance at the University of Hartford in West Hartford, Connecticut. The training is designed to engage professional practice professors with the licensure process and ultimately enhance the way these classes prepare students for real-world practice.



Professional practice professors attend NCARB's 2019 Scholars in Professional Practice event.

During the three-day event, attendees got the chance to share best practices, receive training on curriculum development, and enhance the delivery of professional practice courses. Through a mix of presentations and interactive sessions led by subject-matter experts, attendees explored topics related to teaching professional practice, including hiring practices and firm needs, teaching methods and student engagement, ethical decision making, and negotiation skills.

Committee Summit

Each year, hundreds of volunteers—including licensure candidates, architects, educators, and other professionals—help NCARB develop and maintain its major programs and initiatives. On December 6-7, 2019, NCARB volunteers gathered in Oklahoma City for the organization’s annual Committee Summit.

Each of NCARB’s volunteer groups focuses on a different aspect of NCARB’s work—from candidate-focused programs like the ARE to internal items like NCARB’s policy and governance documents. The annual Committee Summit is designed to give volunteers the opportunity to see how their work aligns with the rest of NCARB’s efforts, providing a big-picture, holistic understanding of each program or project.



NCARB’s Think Tank and Re-Think Tank engage with the Education Committee during Committee Summit.

During this year’s summit, members of various committees focused on engaging in joint sessions that explored the entire licensure process for architects—from education to examination and beyond. In addition, members of NCARB’s Think Tank of licensure candidates and Re-Think Tank of recently licensed architects met with other volunteer groups to provide feedback on the AXP and ARE, and to highlight common issues that prevent candidates from earning a license.

For the first time, NCARB’s Futures Collaborative—a group of experts exploring ways that changes in architectural practice over the next 10-25 years may impact regulation—also attended the summit, sharing insight into how NCARB’s programs might adapt to their findings. NCARB’s Licensure Advisory Forum also attended the Committee Summit for the first time, meeting with committees to discuss the licensure process and potential impediments. These two groups added a new dynamic and layer of conversations to the event.

New Board Member Orientation

On February 12-14, 2020, new members and staff of licensing boards for architecture, engineering, interior design, and landscape architecture gathered at NCARB’s office in Washington, DC, for a training event. Because these professions often share joint licensing boards, NCARB partnered with its counterpart organizations in these fields to provide a holistic view of regulation in the AEC industry and address opportunities within the evolving regulatory environment.



New board members attend an orientation session at NCARB’s office.

Together, NCARB and the Council for Interior Design Qualification (CIDQ), the Council of Landscape Architectural Registration Boards (CLARB), and the National Council of Examiners for Engineering and Surveying (NCEES) form the Interorganizational Council on Regulation (ICOR).

During the three-day training event, board members and executives got the chance to share best practices, meet and connect with regulators from across the country, and talk about the role licensing boards can play to help educate policymakers and the public about their work to protect public health, safety, and welfare.

EXTERNAL ENGAGEMENT

NCARB worked throughout the year to engage with external partners, including the architecture collaterals and other related organizations. One key area of joint focus was “Ready to Rise,” an initiative shared by all six architecture collaterals to raise early awareness of architecture as a career path. Together, the collaterals aim to provide materials for K-12 students and guidance counselors that encourage a career in architecture.

Licensure Advisory Forum

In 2019, NCARB created the Licensure Advisory Forum (LAF), which is made up representatives from various architecture and architecture-related organizations—including the six architecture collaterals as well as the Association of Licensed Architects (ALA), the Society of American Registered Architects (SARA), and the Society for Design Administrators (SDA). The forum's goal is to provide feedback on the entire licensure process and identify ways the organizations can work together to address common issues.

The LAF took the place of the former Experience Advisory Committee, which provided a similar opportunity for discussion and engagement focused solely on the experience component of licensure. Through the LAF, stakeholders from across the profession can participate in comprehensive discussions regarding the development and maintenance of competency to practice architecture, encompassing education, experience, continuing education; and how it can inform the examination.



NCARB's FY20 Licensure Advisory Forum members.

AIA

NCARB continues to collaborate with the AIA as the professional society for architects to support the practice of architecture. AIA and NCARB leaders continued to engage at their biannual Leadership Summits and biannual Five Collaterals meetings. In addition, NCARB collaborated with local AIA chapters throughout FY20 in areas facing potential deregulation, helping inform legislators and other key stakeholders about the important role that licensing boards play in protecting the public health, safety, and welfare.

AIAS

In July 2016, NCARB began providing financial and mentorship support to the AIAS Freedom by Design™ program. The organization continued that partnership in FY20, again providing mentorship opportunities with members of state licensing boards and \$50,000 in grants and funding to the community service initiative. Freedom by Design gives architecture students the opportunity to gain real-world experience that counts toward their AXP hours while improving the accessibility opportunities of local community members.

NCARB also collaborates with the student organization by presenting at the annual AIAS Grassroots Leadership Conference, attending AIAS Forum, and meeting with AIAS leaders on a regular basis. In addition, past NCARB President Kristine Annexstad Harding, FAIA, NCARB, served as NCARB's representative on the AIAS Board of Directors, providing regular reports on NCARB's programs and services to AIAS leadership.

ACSA

Throughout FY20, NCARB and ACSA furthered their partnership to better support current professional practice educators. Together, the two organizations began the creation of a library of digital curriculum materials, which pro-practice professors could use to supplement their own syllabi. This work is ongoing and will continue in FY21.

NAAB

In FY20, NCARB attended the NAAB's ARForum19, where attendees from across the profession evaluated the NAAB's conditions and procedures for accrediting architecture programs. In addition, NCARB and the NAAB meet quarterly to exchange updates, respond to questions, and address evolving programs. The two organizations had the opportunity to continue working together on the development of the *2020 NCARB by the Numbers*, which features data on student enrollment and graduation provided by the NAAB. In addition, many NCARB volunteers serve on NAAB visiting teams to help review and evaluate programs seeking NAAB accreditation or accreditation renewal.

NOMA

NCARB became an official NOMA sponsor in FY20 in an effort to better support equity, diversity, and inclusion in the architecture community. Together, the organizations partnered to launch a joint survey to better understand impediments along the path to licensure. For more information about the Baseline on Belonging survey, see Data Analysis and Thought Leadership.

ICOR

In addition to jointly holding the 2020 New Board Member Orientation, NCARB partnered with fellow ICOR members to provide new report templates for joint and single licensing boards facing annual reviews or sunset reviews. These materials are now part of NCARB's advocacy toolkit for membership. The organizations continued to provide joint support to their shared members and engaged on other issues facing the design professions.



NCARB CEO Armstrong presents a laudatory certificate to outgoing NAAB executive Helene Combs Dreiling.

MEDIA AND ONLINE OUTREACH

Throughout FY20, NCARB worked to reach customers and the architecture community in a variety of ways, including via email newsletters, the NCARB Blog, press, NCARB Live webinars, and social media. These platforms help ensure a broader range of readership for NCARB's updates, allowing information to spread beyond NCARB's own network.

Media Coverage

By engaging with architectural media, NCARB was able to reach beyond its typical sphere of influence. During the year, leadership participated in interviews and Q&A articles with various trade and business publications, including *Forbes*, *Fast Company*, *Architect Magazine*, *Architectural Digest*, *Architectural Record*, *Architect's Newspaper*, and more.

Social Media Sentiment

NCARB monitors sentiment in conversations on social media to understand how customers feel about its programs and services, as well as how they perceive the organization's overall brand. Sentiment includes posts on Facebook, Twitter, and Instagram, as well as comments on blogs.

NCARB determines sentiment by reviewing mentions of the organization, programs, and services. Each mention is ranked as neutral, positive, or negative, depending on the tone of the content.

In FY20, NCARB had an overall sentiment of 53 percent positive, 43 percent neutral, and 4 percent negative—a slight improvement compared to sentiment seen in FY19, which was 52 percent positive, 41 percent neutral, and 7 percent negative. A high level of neutral sentiment is typical for a regulatory organization such as NCARB, as many related posts simply reflect individuals sharing program and news updates.

STAKEHOLDER SYSTEMS, TOOLS, AND RESOURCES

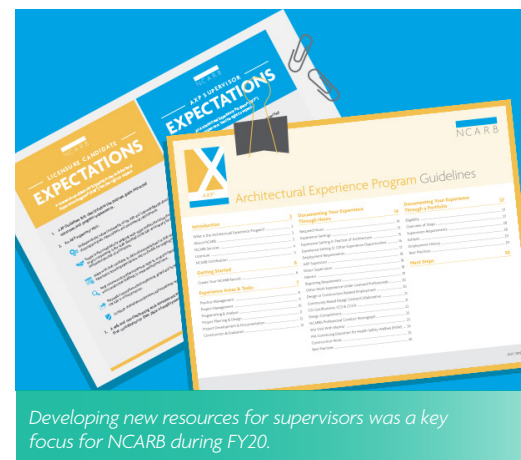
As a national organization responsible for supporting 55 Member Boards and over 116,000 customers, embracing cutting-edge technology and constantly evaluating the resources available to users is an essential part of NCARB's efforts. Through its ongoing commitment to innovate and update **Stakeholder Systems, Tools, and Resources**, NCARB is able to inform the architecture community about the value for regulation, prepare for future advancements in the profession, and provide transparency into the Council's activities.

During FY20, NCARB was able to advance several efforts in this arena, including the development of training materials for supervisors and mentors to successfully guide the next generation of architects. The Council's Model Law Task Force also prepared a modernized version of the *Legislative Guidelines and Model Law/Model Regulations*, which is ready for membership vote in the near future thanks to important feedback from NCARB's members. In addition, NCARB now offers an effective tool for boards to use when auditing their licensees continuing education (CE) credits, as well as a tool to streamline boards' licensing software.

SUPERVISOR TRAINING

In FY20, President Allers prioritized NCARB's efforts to provide supervisors and mentors with a suite of tools to help guide candidates through the experience program. To jumpstart this effort, NCARB began developing a series of accessible training videos on key topics—including the steps to create an account and how to appropriately review both hourly experience reports and AXP Portfolios.

NCARB continues to work on additional resources with input from the Think Tank, Re-Think Tank, and Experience Committee. During the year, these volunteers provided suggestions and drafts for tools including *AXP Supervisor Guidelines*, supervisor-centered CE courses, a concept for a “welcome packet” for supervisors, and more helpful videos. Through these developments and other initiatives, the organization will be able to better understand and support supervisors in their role in developing candidates toward licensure, and track their engagement in learning more about NCARB's current programs.





NCARB's Member Board Staff team present their findings from the Quality Assurance Audit to the Member Board Executive Committee.

ANNUAL QUALITY ASSURANCE AUDIT

NCARB's annual Quality Assurance Audit (QAA) of Records transmitted to architecture boards in support of licensure applications by the Customer Relations Department took place in October 2019. This past year, the audit was completed by a workgroup comprised of board staff from Member Boards across the country who routinely receive and review transmittals from NCARB.

The workgroup ambitiously reviewed and audited 154 randomly selected Records that were transmitted for licensure in the past year. The group later met with the MBE

Committee to share the results of the audit, discuss the process, and present recommendations for future audits. This process assists both the MBE community and the NCARB Customer Relations team to ensure the quality and accuracy of information that leads to a sound licensing decision by any board. Additionally, the audit provided us with useful data to better support the Record transmittal process in the years to come, as well as validation of the important evaluation work that is being handled by the organization.

MODEL LAW EFFORTS

Through a four-year effort spearheaded by the Model Law Task Force, NCARB worked to holistically review and update the *Model Law and Model Regulations*, as well as its Legislative Guidelines in FY20. With a focus on community feedback, NCARB worked with its membership to gather suggested changes and comments, including the implementation of language that will most effectively protect the public health, safety, and welfare related to the contemporary practice of architecture.

The proposed new *Model Law/Model Regulations* is a significant update to the existing document and includes three components:

- **Model Law:** Provides a broad framework of the various authorities an architectural licensing board should be granted by its jurisdictional legislature through statutory language.
- **Model Regulations:** Offers detailed language outlining rules for implementation of the authority and responsibilities granted to the board.
- **Commentary:** Explains the intent of the *NCARB Model Law and Regulations* and notes areas of adaptation for jurisdictions.



Members of the Model Law Task Force gather to discuss ongoing efforts to update the NCARB Model Law and Model Regulations.

Because the *NCARB Model Law and Regulations* recognizes each jurisdiction's constitutional authority to determine the appropriate level of protection for its citizens, any adoption of the proposed updates by NCARB's membership does not mean that all changes are expected to be adopted by all U.S. architectural

licensing boards. Instead, the updated document is designed to be a resource that provides a national model that assists boards in navigating challenging areas of regulation, offers consistent licensing and regulatory standards, and is easily adapted to fit the diverse needs of NCARB's individual members.

Updating the document requires a vote of the NCARB membership, which was originally planned for June 2020. However, as a result of the COVID-19 pandemic, voting on the resolution to approve these proposed changes has been pushed back until FY21. Proposed changes are aimed to benefit consumers, professionals, licensing boards, and the public by increasing competition, choice, and access to services.

SOFTWARE UPDATES

Launch of CE Auditing Tool & Licensing System Updates

In July 2019, NCARB partnered with CE Broker, a trusted platform in the continuing education industry that has experience working with regulatory boards, to develop a tool that licensing boards could use to audit CE credits. The CE Audit Tool reduces administrative burdens for Member Boards when auditing continuing education hours for licensees.

The auditing tool, which has been piloted by the Louisiana State Board of Architectural Examiners, features a user-friendly dashboard, customized

auditing options, automated reports, and more. On a similar front, the Louisiana Board was prepped to pilot NCARB's new state licensing system, a tool that helps securely and smoothly manage licensing and renewals. Initially set to be fully implemented in 2020, the Louisiana Board's use of the licensing system tool was pushed back due to the COVID-19 pandemic. The design of a new reporting feature for the licensing system is currently in development. Several licensing boards have shown interest in utilizing the above-mentioned tools for future purposes.

The screenshot shows the 'Architects' section of the 'LICENSING MANAGER' interface. It includes a search bar and a table of license statuses. The table has columns for status and count.

Status	Count
ACTIVE	3435
DUE	0
EMERITUS	72
EMERITUS DUE	0
DELINQUENT	0
PROBATION	0
SUSPENDED	1
EXPIRED	397
EXPIRED EMERITUS	63
REVOKED	0
INACTIVE	4389
RETIRED	96
DECEASED	289

NCARB's new state licensing system features a user-friendly design for state boards, like the Louisiana Board, to efficiently manage licensing, renewals, and reinstatements.

New Legislative Tracking Software

NCARB partnered with a new legislative tracking service—Quorum Analytics—to grant members the ability to further explore legislation relevant to the practice of architecture. The software, which is hosted on NCARB's online member community, hosts several exciting features, including:

- An interactive map of the U.S. to explore legislation that NCARB is tracking
- A user-friendly table with a comprehensive list of bills relevant to the practice of architecture
- Key legislative categories crafted by NCARB staff

With this implementation, NCARB's member community will be provided with adequate support for future engagement in legislative developments.

ADDITIONAL FY20 RESOLUTIONS

The Board initially approved two other resolutions to move forward in FY20, which would update NCARB's official policy and documentation to align with current practice in two areas.

Like the amendment and restatement of the *NCARB Legislative Guidelines and Model Law and Model Regulations*, these resolutions were also postponed until FY21. The resolutions include:

- **NCARB Certification Guidelines Amendment – Qualifications for Education Alternative:** The proposed edits to the *NCARB Certification Guidelines* represent an effort to clarify that an architect seeking NCARB certification through an alternative education requirement must have held an architect license for the last three consecutive years and that NCARB makes the determination as to whether coursework meets the requirements for certification.
- **Sunset of Resolution 2000-1 (Opposition to Interior Design Licensing):** The Interiors Task Force unanimously supports and recommends the sunset of this 20-year-old resolution. As it stands, the resolution does not properly reflect the current state of interior design licensing and is not in alignment with NCARB's efforts to support multi-disciplinary Member Boards that regulate architect and interior design.

Both of these resolution drafts were issued to NCARB membership in January 2019. Because the resolutions originally prepared for the 2020 Annual Business Meeting were not time-sensitive in nature, the Board of Directors determined it would be more valuable to delay the vote until a face-to-face meeting allowed members to engage more deeply in discussion, and amendment if needed. Resolutions may be put forward for member consideration at the 2021 Annual Business Meeting, as appropriate.



DATA ANALYSIS AND THOUGHT LEADERSHIP

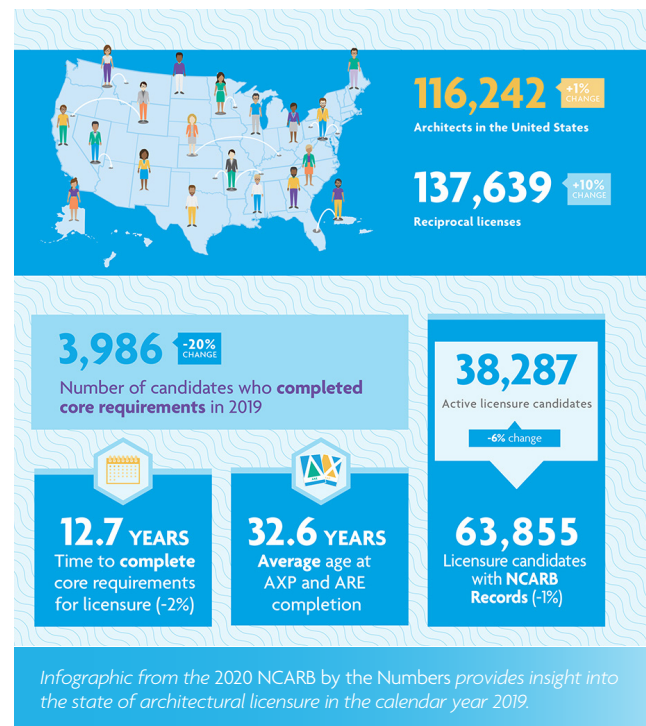
Over the past several years, NCARB has worked to grow its position as a source of essential data and insight into the regulation of architecture. Through efforts like its annual data publication, *NCARB by the Numbers*, as well as other data-focused initiatives, NCARB offers exclusive information regarding trends along the path to licensure and beyond. By providing these insights, and by using its data analysis to support informed decision-making at the national, regional, and jurisdictional level, NCARB serves as a thought leader in the profession.

In FY20, NCARB continued to evolve its *NCARB by the Numbers* publication, adding new insights and offering—for the first time—a “live” look at shifting program data. Plus, through a new partnership with NOMA, NCARB is working to analyze attrition and disparity along the path to licensure.

NCARB BY THE NUMBERS

The 2020 edition of *NCARB by the Numbers* provided insight into several new areas, including breakdowns of race and gender representation at various career stages, a detailed exploration of exam pass rates and retakes, and further insight into when candidates stop pursuing a license.

With data captured at the end of the 2019 calendar year, much of the information in the 2020 edition demonstrated growth and positive evolution: continued increases in the number of U.S.-licensed architects, higher demand for additional out-of-state licenses, increased diversity and gender parity at many career stages, and a slight decrease in the time it takes to earn an architecture license. While some of these trends may change in FY21 as the profession and economy is impacted by COVID-19, the 2020 edition of *NCARB by the Numbers* serves as a baseline for the state of licensure heading into the pandemic. Using the data, NCARB will monitor the coronavirus' impact and identify opportunities to provide support in the years to come.





“There is reassurance in knowing the profession was in excellent health going into this challenging time, and we hope it emerges stronger and more dynamic than ever before.”

—NCARB CEO
Michael Armstrong

Key findings from the FY20 edition include:

- There were over 116,000 licensed architects in the U.S. at the end of 2019
- With over 137,000 reciprocal licenses (a 10 percent increase compared to 2018), the architecture profession’s path to mobility is strong
- Eighty-two percent of new architects earned a degree from a NAAB-accredited program
- Candidates took an average of 4.4 years to complete the experience program
- Just under 4,000 candidates completed the exam in 2019—an expected drop from 2018
- Candidates took 2.3 years on average to complete the ARE
- In the last 10 years, racial and ethnic diversity has improved 16 percent for candidates completing the AXP
- However, less than 20 percent of new architects identify as a race or ethnicity other than white
- Women complete the path to licensure 1.3 years sooner than men, on average
- People of color are 31 percent more likely to fall off the path to licensure than white candidates

The digital publication also included live data regarding program completions and more, which will refresh each month throughout FY21. Offering this active insight into the profession has been a goal of NCARB for many years, and will be especially useful to understand the impact of the pandemic.

JOINT SURVEY WITH NOMA

In early-2020, NCARB and NOMA launched a joint survey to identify and understand areas where people of color and other underrepresented groups experience obstacles on the path to licensure. The survey primarily focused on identifying impediments along the path to earning an architecture license that may disproportionately impact people of color. The two organizations released initial findings as part of NCARB’s *2020 NCARB by the Numbers* publication, with additional reports to follow in FY21.

Through the new joint study, which is titled *Baseline on Belonging: Equity, Diversity, and Inclusion in Architecture Licensing*, NCARB and NOMA hope to better understand the causes of any disparities and begin to propose solutions.

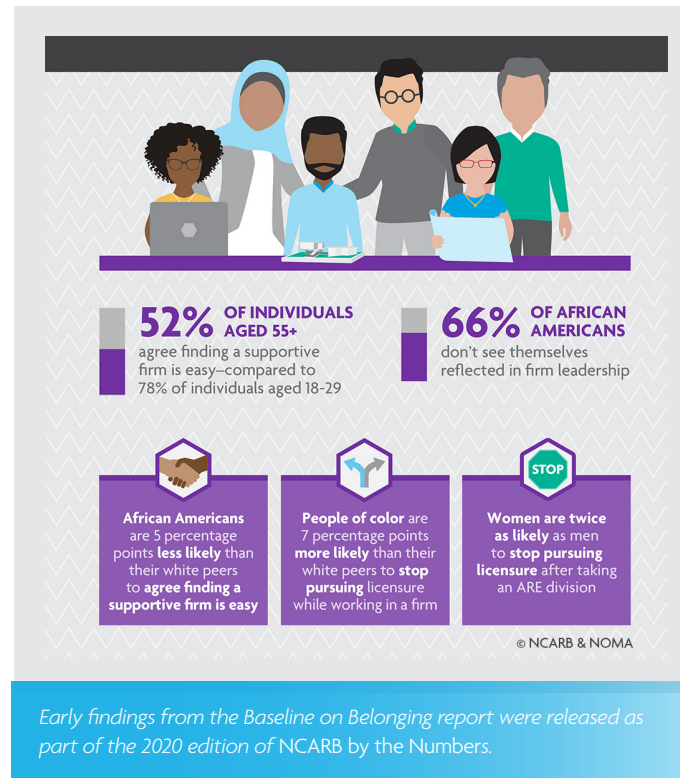
Findings from the survey will highlight areas where NCARB and NOMA can provide additional support and other resources to encourage equity in the profession.

Responses to the study indicate that there is often slight, but widespread, disparity throughout the licensure process and in firm culture. The data suggests that while all people of color—especially women of color—are impacted by these disparities in some ways, responses from African Americans indicate challenges at nearly every stage of the licensure process. In addition, responses also suggest older candidates face challenges completing the AXP, and point to ways the ARE may pose a more significant obstacle for women than for men.

Key data points from the initial survey indicate:

- African Americans are slightly less likely to report that finding a firm willing to support them through the AXP was easy
- Asian and Latina women are less likely to agree they receive the variety of experience opportunities needed to complete the AXP
- The reported ease of finding an AXP-supportive firm decreases with age
- Latinos are the least likely to say they are confident they can afford the ARE
- Latino and African American candidates are more likely to work in a firm that doesn't provide them with financial support toward the cost of the ARE
- Women are twice as likely as men to stop pursuing licensure after taking an ARE division
- Two-thirds of African Americans cannot identify people similar to themselves in firm leadership
- Forty percent of African Americans report facing or witnessing discrimination in the workplace

In FY21, NOMA and NCARB will continue to analyze the survey results and release in-depth reports on five key topic areas: education, experience, examination, firm culture, and career development.



"The Equity in Architecture Licensing Survey is a step in the right direction toward creating more awareness around the challenges facing our emerging professionals. The disparities illustrated by the survey results will help NOMA, NCARB, and other industry partners to design a more equitable path to licensure in support of our most vulnerable candidates, while still maintaining vital professional standards."

—NOMA President Kimberly Dowdell,
AIA, NCARB, NOMA



NCARB's Diversity Collaborative is responsible for exploring the impact that NCARB's leadership pipeline has on diversity at the national level and recommending solutions.

THOUGHT LEADERSHIP AND DIVERSITY

The joint survey with NOMA is just one aspect of NCARB's efforts to be a voice for diversity in the architecture profession. The organization released a statement outlining its efforts and commitment to combat racism in June 2020. These efforts include:

- **Partnership With NOMA:** In addition to the joint survey efforts, NCARB is committed to supporting NOMA in its efforts to combat racism and improve diversity.
- **NCARB Programs:** NCARB is committed to evaluating its programs, including the AXP and the ARE, to assess unconscious bias and disproportionate impediments on the path to licensure.
- **NCARB Leadership:** In recent years, NCARB members, leaders, and the Diversity Collaborative have worked to encourage greater diversity in the volunteer community. This work is ongoing, as the Council works with its members and external partners to ensure greater access to positions.



“We hope to foster greater diversity in the architecture profession and ensure that the regulation of the profession is not disproportionately impacting any one group of people over another.”

—NCARB FY20 First Vice President Robert M. Calvani, FAIA, NCARB



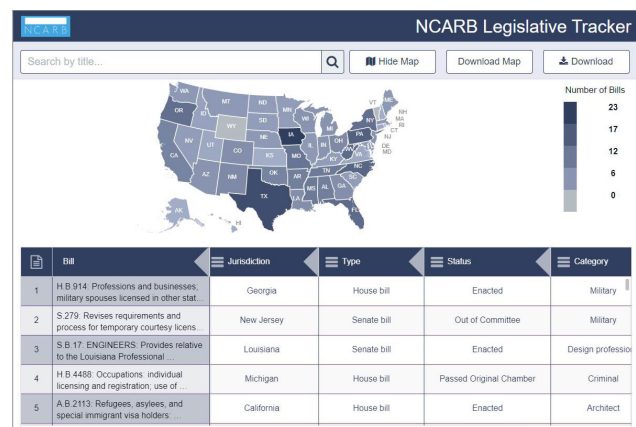
ADVOCACY SUPPORT, OUTREACH, AND INFLUENCE

Recently, the professional licensing world has witnessed an increase in legislation that challenges the need for current and established regulatory methods. This was especially apparent once the COVID-19 pandemic hit, with many policymakers pushing for greater ease and access to occupations and professions, including architecture. NCARB is committed to enhancing its **Advocacy Support, Outreach, and Influence** by working with its members, staff, and external organizations to analyze trends and challenges, while keeping the public’s health, safety, and welfare in mind.

Throughout FY20, NCARB evolved its tools and resources regarding legislation and issue tracking. These advancements allowed NCARB staff to quickly review bills, proactively monitor pieces of legislation that could impact specific licensing boards, and successfully engage in advocacy efforts nationwide. NCARB also helped launch a coalition with organizations that represent professional and regulatory interests to offer a balanced approach to professional licensing. Data gathered from public polls in FY20 also offered more insight into the public’s perception of licensure and other key subject areas.

LEGISLATION TRACKING SYSTEM UPDATE

In preparation for a busy legislative session, NCARB transitioned to a new and improved legislative and regulatory tracking system in November 2019. The Council Relations Department and members have since been able to better track vital legislation and various sources of relevant data to support the team’s advocacy and outreach efforts. This information enabled NCARB to analyze potential licensing-related implications and to coordinate strategies with key stakeholders. In addition to tracking legislative and regulatory developments, NCARB monitored publicly discussed issues and social media channels, and researched legislators and elected officials. This comprehensive approach to a fast-paced and ever-changing regulatory world allows NCARB’s staff and members to stay informed and engaged.



NCARB’s Legislative Tracking tool provides members with an in-depth breakdown of bills across the country.

Some of NCARB's nationwide legislative tracking accomplishments include:

- Reviewing 2,585 legislative bill profiles and adding priority positions (high, medium, or low) and other context on more than 400 bills
- Receiving 1,727 updates regarding action on bills, regulations, and legislative keyword mentions, plus 152,089 total individual document alerts
- Exploring the profiles of more than 4,484 public officials to collect information and research their backgrounds
- Creating 19 different alerts on publicly discussed issues ranging from “Universal Licensing” to “COVID-19”—supporting efforts to track relevant communication such as executive orders, letters to constituents, and press releases

ADVOCACY SUPPORT EFFORTS

During FY20, the organization supported several jurisdictions and their advocacy efforts. Below are some examples of the Council's support in Arizona, Texas, and South Dakota—all of which are joint boards—as well as our collaboration with other professions.

Arizona

The Council celebrated a major legal and regulatory victory following the dismissal of a lawsuit filed against the Arizona Board of Technical Registration (which oversees licensure of several professions) regarding the unlicensed practice of engineering. This lawsuit challenged Arizona regulators' attempt to discipline the owner of a small engineering consulting firm in Phoenix, for practicing without a license. Upon learning about this lawsuit, NCARB partnered with NCEES to defend the Arizona Board and coordinated efforts to work alongside an Arizona-based law firm. After extensive review and various administrative and procedural inconsistencies, the law firm filed a motion to dismiss the lawsuit on behalf of the board in March 2020. After hearing the board's argument to dismiss, the Superior Court of Maricopa ordered the dismissal of the lawsuit in its entirety.

This significant win sends a strong message of interdisciplinary collaboration to avoid potential precedents that could endanger future regulatory efforts. Should the lawsuit have prevailed in Arizona, the ramifications could have extended far beyond one profession.

Texas

NCARB also spent time developing an annual report template for the Texas Board of Architectural Examiners in response to an executive request. Because the Texas Board of Architectural Examiners is a joint board, NCARB staff collaborated with ICOR partners to produce content for their respective professions. Through such development, NCARB was able to use the established report structure as a templated version—ready to be adapted by both single and joint boards. This template is available to NCARB's members through the online community.



CEO Armstrong and Assistant Vice President of External Engagement Marta Zaniewski in front of the South Dakota State Capitol.

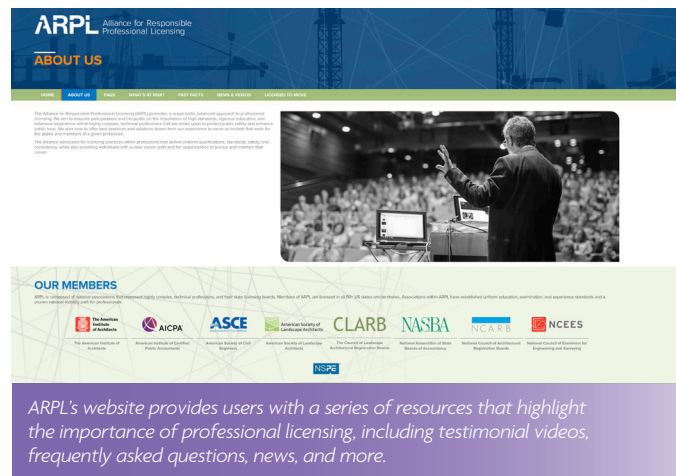
South Dakota

While NCARB, its members, and customers navigate the unprecedented times brought upon by the pandemic, the Council continues to promote the value of an architect’s license in order to protect the public’s health, safety, and welfare. With many state and local officials focusing on economic recovery, NCARB wants to be mindful of ensuring that the consumer is at the forefront of these plans. As such, NCARB’s advocacy team worked alongside the South Dakota State Board of Technical Professions and AIA South Dakota to send a strong and united message to the governor to ensure the licensure process for architects in South Dakota remained appropriate. These collaborative efforts helped secure the protection of the public and maintain credibility across jurisdictional boundaries.

ALLIANCE FOR RESPONSIBLE PROFESSIONAL LICENSING

In the summer of 2019, NCARB, along with several other organizations, helped launch the Alliance for Responsible Professional Licensing (ARPL)—a unique coalition that brings together professional organizations and their registration boards at a time when there is significant concern over the appropriate level of licensing required by law. In addition to NCARB, members of ARPL include:

- The American Institute of Architects (AIA)
- American Institute of Certified Public Accountants (AICPA)
- American Society of Civil Engineers (ASCE)
- American Society of Landscape Architects (ASLA)
- The Council of Landscape Architectural Registration Boards (CLARB)
- National Association of State Boards of Accountancy (NASBA)
- National Council of Examiners for Engineering and Surveying (NCEES)
- National Society of Professional Engineers (NSPE)



Through the shared interests of these organizations in establishing uniform education, experience, and examination standards and national mobility path for professionals, all member organizations have come together to educate policymakers and the public on the importance of high standards, rigorous education, and extensive experience.

The NCARB advocacy team play a central role in the development and execution of ARPL activities and accomplishments. In the span of a year, NCARB helped to facilitate and coordinate ARPL’s launch; provided input on ARPL’s website, messaging, resources, advocacy toolkit, news clips, and other collateral; assisted with ARPL’s social media strategy and additional digital advertising campaigns aimed at key stakeholders among jurisdictional legislators; and helped push out a series of testimonial videos where professionals share the importance of their license and more.

Building off of the original BSG/NCARB poll exploring the public's perception of licensure, NCARB's advocacy team also worked with ARPL to commission a survey of registered and likely voters to explore the state of public opinion on professional licensing and potential reform.

Currently, the NCARB advocacy team is exploring opportunities for commissioned research, seeking to bring forward a sound, data-driven perspective that reinforces the benefits licensing provides to individuals, employers, and the public at large. This would also refute often-cited claims that licensing creates barriers to entry into a profession and has a dampening effect on a jurisdiction's workforce availability, economy, and workforce competitiveness.

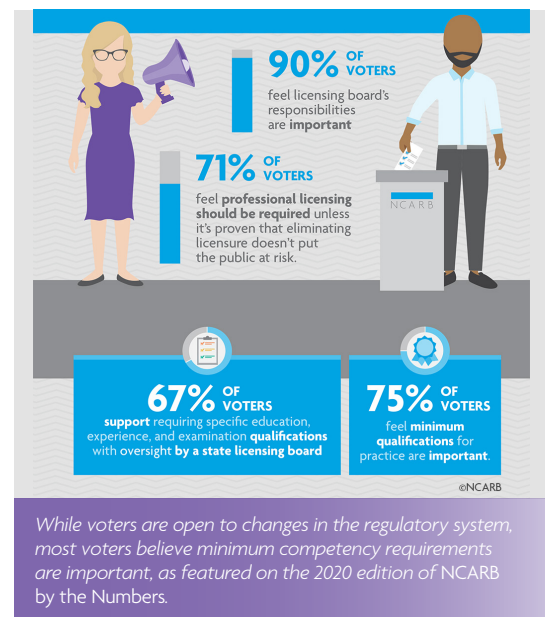
BENENSON STRATEGY GROUP PARTNERSHIP: PHASE II

In 2019, NCARB partnered with Benenson Strategy Group (BSG) to explore the public's perception of licensure and regulation—learning that most voters feel that professional licensure for architects is an important factor in protecting the public health, safety, and welfare.

Building on this initial study, the ARPL and BSG conducted a follow-up survey in fall 2019 to get a better understanding of the public's position on current licensing standards and requirements. The survey received nearly 1,000 responses from registered voters, representing a diverse mix of genders, ages, races, and political ideologies.

The study revealed that while voters are open to changes in the regulatory system, most voters believe minimum competency requirements are important, and support the current regulatory model used by architecture and other professions. In addition, most respondents would prefer to require licensure as the default system, and value the current role of regulatory boards to ensure continued competence. The results of the survey provided great insight into the public's opinions of professional licensing and potential reforms:

- 90 percent of surveyed voters feel licensing boards responsibilities are important
- 75 percent of surveyed voters feel minimum qualifications for practice are important
- 71 percent of respondents believe that licensing of certain occupations should be required unless it can be proven that eliminating licensing will not have a negative impact on public health and safety
- 67 percent of surveyed voters support requiring specific education, experience, and examination qualifications with oversight by a state licensing board



Results and insights from the study were incorporated into the “Public Perception of Licensure” section of the 2020 edition of *NCARB by the Numbers*.



FUTURE-FOCUSED RESEARCH AND DEVELOPMENT

As NCARB begins its second century of serving licensing boards and protecting the public, the organization is keeping an eye on the future. Understanding how practice is evolving, and how the regulation of practice needs to evolve with it, was a major focus of NCARB's forward-thinking FY20 initiatives.

Key among the Council's efforts are to conduct research that will inform the next round of licensure program updates—including changes to the AXP and ARE. Through the findings of the next Analysis of Practice, work of the Futures Collaborative, and move to offer online proctored testing, NCARB is working to transform its services, ensuring that the path to licensure can meet the challenges and opportunities of the future.

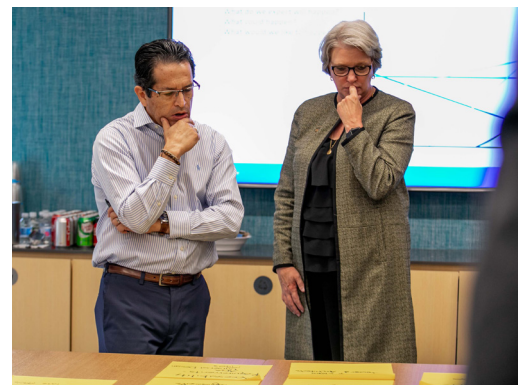
In addition, NCARB's continued work to diversify its revenue streams help guarantee that the Council will be able to offer its services for years to come, with a goal of maintaining existing or lower costs for its members and customers.

PROGRAM RESEARCH AND EVALUATION

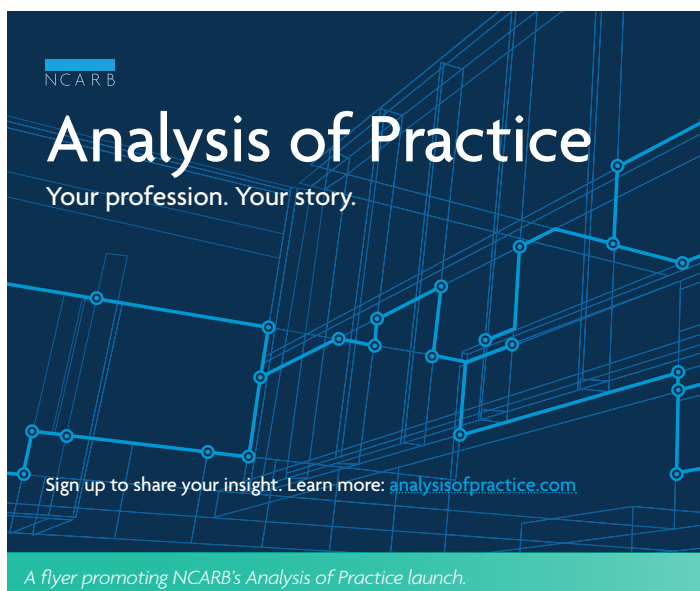
Because public safety relies on the licensure programs ensuring architects are prepared to practice competently, NCARB and its Member Boards must constantly evaluate the path to licensure to align it with current practice. As architecture and related design fields adjust to rapid changes in technology, NCARB has several efforts underway to anticipate—rather than respond to—the needs of the future.

Futures Collaborative

In 2017, NCARB established the Futures Collaborative as part of a multi-year effort to ensure licensure programs and regulation keep pace with an evolving profession. Composed of leading architects, experts in emerging technologies, and architectural licensing board members, the collaborative spent the past several years meeting with innovators in the AEC field, asking challenging questions, and exploring how current trends could shape the profession.



Futures Collaborative members Alfred Vidaurri and Kristine Annexstad Harding work together during a meeting.



Previously, the collaborative identified several trends that are shaping the future of architectural practice and licensure, including technological advancement, shifts toward multidisciplinary firms, and more. In FY20, the collaborative worked to further elaborate on those trends, identifying key indicators to monitor the impact those trends are having and beginning to develop charges that could guide the work of other NCARB committees.

Eventually, the results of their work will be used to inform updates to NCARB's education, experience, examination, and certification programs.

Analysis of Practice Launch

The Analysis of Practice is a profession-wide study designed to thoroughly explore the current and near-future practice of architecture. NCARB regularly conducts these analyses to inform changes to the national programs required for architectural licensure, including the AXP and ARE.

As factors like technology, collaboration, and specialization impact the profession, the Analysis of Practice seeks to anticipate the role of the architect in the next 5-10 years. To better understand the work, scope, and skills required of architects—as well as those that overlap with other related professionals—the Analysis of Practice will feature a wide range of data collection methods, spread across three phases:

- Phase 1: Lay the groundwork for comprehensive study by researching existing materials and resources, such as job descriptions, publications, project RFPs, and conference topics.
- Phase 2: Explore current practice by interviewing architects and associated contributors, conducting firm visits, and leading focus groups.
- Phase 3: Combine background research with data from across the profession by surveying architects, emerging professionals, and other individuals who work with architects.

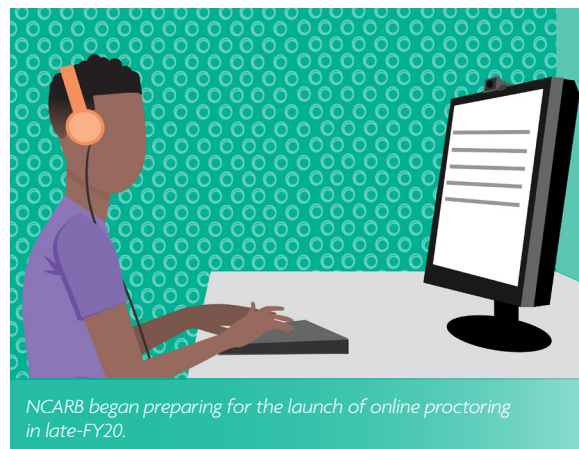
In early-2020, NCARB kicked off the first phase of its next Analysis of Practice, working in partnership with research consultants Alpine Testing Solutions and Schlesinger Group. NCARB also launched an Analysis of Practice website, which will serve as a hub for progress updates, interest and lead generation, and public polling.

The second and third phases of the Analysis of Practice were put on temporary pause as the profession adjusts to the COVID-19 pandemic, which may cause rapid changes in the current practice of architecture. These phases are planned to resume in FY21.

Preparing for Online Proctoring

Over the past few years, NCARB's Examination Committee has evaluated the feasibility of online proctored delivery for the ARE. In FY20, the global pandemic highlighted the ARE's dependence on physical test centers, as Prometric locations throughout the United States closed for several months.

In response, NCARB made developing an online option of the ARE its top priority, fast-tracking its time frame for delivery. The launch of online proctoring will require several changes to the exam's navigation and security policies to maintain the exam's rigor, reliability, and security. These changes will not alter the content, divisions, or objectives used for the ARE. As FY20 came to a close, NCARB worked to communicate upcoming changes to its members, outline options for the Board of Directors' consideration, and begin developing a messaging plan for customers.



Offering the online proctored testing option alongside the continued in-person exam experience will ensure that NCARB can carry out its mission to facilitate licensure regardless of global disruptions. NCARB expects to begin offering online proctoring in the second quarter of FY21.

NEW BUSINESS DEVELOPMENT

NCARB's determination to develop software in-house through its internal Information Systems Department has led to the creation of several proprietary software tools. In 2017, the Board of Directors began exploring how these tools could be repurposed for use by other organizations beyond NCARB, leveraging them to obtain a return on their initial development costs and generate a new revenue stream to support additional services to Member Boards and customers.

Lineup

Established in 2019, Lineup Management Services LLC is a for-profit subsidiary for purposes of marketing and distributing NCARB's proprietary volunteer management and team building software. In FY20, Lineup™ continued to garner widespread interest, particularly from the assessment and association industries. In addition, the subsidiary's newly established board of directors met for the first time in FY20. Profit from subscription sales delivered by Lineup will be used to sustain NCARB's programs and initiatives supporting its Member Boards and customers.



In addition to Lineup, NCARB has also developed software to help licensing boards process applications and renewals securely and smoothly. In FY20, NCARB continued to work with licensing boards to explore potential usage of this tool.



VOLUNTEER REPORTS

NCARB relies on the work of hundreds of volunteers to make up its membership, guide programs and services, and form its Board of Directors. Read reports from each of NCARB's officers, regions, Member Boards, and committees.



BOARD OF DIRECTORS

NCARB is led by its Board of Directors, which consists of 14 volunteers elected annually by the 55 Member Boards: 12 architects, one public director, and one executive from a licensing board. The FY20 Board of Directors' accomplishments include the following highlights:

- Represented NCARB and its members at the NAAB's ARForum19
- Implemented NCARB's refreshed Strategic Plan, conducting visioning sessions to align Board and staff plans for the Council's next several years and identify key metrics to measure organizational performance
- Conducted a sunset review of the AXP Portfolio, approving the program's continuation and identifying areas for additional support
- Approved the release of proposed edits to NCARB's updated *Education Standard*, and finalized the changes after a 120-day member comment period
- Reviewed NCARB's internal policies, which govern areas related to relationship disclosures, conflicts of interest, whistleblowers, and beyond
- Officially established the Diversity Collaborative as an NCARB task force
- Navigated the transition to virtual engagements, seamlessly leading membership through an online Annual Business Meeting; ensuring support for customers, volunteers, and staff; and authorizing rolling clock extensions for ARE candidates
- Led critical discussion and engagement with several collateral organizations and other external partners
- Strategically redirected the organization to prioritize delivery of an online proctored ARE, broadening access and addressing the ongoing challenges of testing during the COVID-19 pandemic

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Terry L. Allers, FAIA, NCARB, Hon. FCARM
Fort Dodge, Iowa

First Vice President/President-elect

Robert M. Calvani, FAIA, NCARB
Albuquerque, New Mexico

Second Vice President

Alfred Vidaurri Jr., FAIA, NCARB, AICP
Fort Worth, Texas

Treasurer

Bayliss Ward, NCARB, AIA
Bozeman, Montana

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Jon Alan Baker, FAIA, NCARB, LEED AP
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Kenneth R. Van Tine, AIA, NCARB, LEED AP
Brighton, Michigan

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Ricky L. Engebretson, AIA, NCARB
Fargo, North Dakota

Director, Region 6

Edward T. Marley, NCARB, AIA, LEED AP
Tucson, Arizona

Member Board Executive Director

Katherine E. Hillegas
St. Francisville, Louisiana

Public Director

Darryl R. Hamm
Harrisburg, Pennsylvania



President's Report

*Terry L. Allers, FAIA, NCARB, Hon. FCARM
2019-2020 President/Chair of the Board*

Note: This report is adapted from President/Chair of the Board Terry L. Allers' 2020 Annual Business Meeting speech.

In June 2019, I was savoring our Centennial celebration along with many of NCARB's members and volunteers. My focus then as the incoming president was on the dawn of a second century for NCARB, as we explored opportunities for fresh ideas, thoughtful focus on future growth, and the importance of keeping our momentum as a Council.

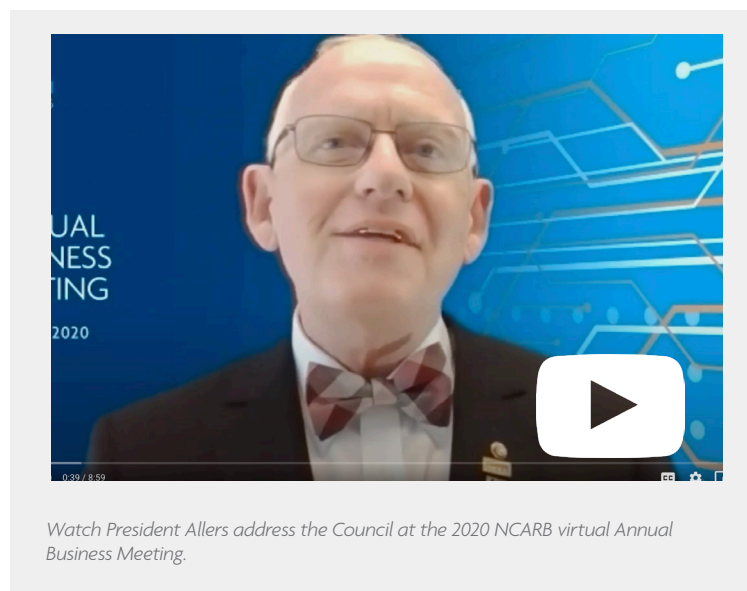
ADAPTING TO CHANGE

It's been an honor to serve as NCARB's president over the past year. But certainly, none of us anticipated the turn this past year would take. Yes, we've had fresh opportunities, and yes, we remain focused on the future and on momentum.

But as the COVID-19 pandemic spread over the last few months of the fiscal year, we were also reminded to focus on what is essential. In our personal lives, in our professional lives, and with NCARB, we made a daily effort to embrace the basics.

I want to commend our Member Boards for persevering in their work to provide licensing and regulatory support for the profession and the public. And I want to thank those of you who have volunteered for NCARB at all levels this past year. Your volunteer efforts have been exceptional as you responded to charges and adapted to change.

I am indebted to the NCARB staff and their support for me, for all of you, and for NCARB's customers. Their agility makes us all proud of how far we've come and how much further we can go.



Watch President Allers address the Council at the 2020 NCARB virtual Annual Business Meeting.

CELEBRATING ACCOMPLISHMENTS

We've had a strong year leading into the last three and a half months of FY20. That strong performance has positioned us to sustain our momentum and continue service to you and to our customers. All of us can share in this success, from our Member Boards providing timely information, to our volunteers and staff team who have worked to guarantee we perform at a high level.

There has been no shortage of accomplishments and new beginnings in the past 12 months, even as we recalibrated and redirected our focus.

- **Supervisor Training:** We now have a very robust portfolio of supervisor training options, and that portfolio will continue to grow. This has been one of my highest priorities, and I'm pleased with our progress.
- **New Volunteer Initiatives:** We launched two new committees and evolved several other initiatives during the year:
 - The Program Continuum Advisory Committee—composed of the chairs of the Examination, Experience, Education, and Policy Advisory committees—to explore common emerging issues.
 - The Licensure Advisory Forum, whose goal is to create a new engagement with key external organizations that ensures awareness and creates a pipeline for constructive feedback.
 - The Interior Architecture Work Group was converted into the Interiors Task Force, and the Board of Directors elevated the Diversity Collaborative to task force status. Both groups are delving more deeply into areas that are both sensitive and important.
- **Strategic Plan:** We began the implementation process for our Strategic Plan, creating organizational and financial dashboards, and applying the three goals of facilitating licensure, fostering collaboration, and maximizing value toward how we engage as a Board and how we prioritize work as a Council.
- **Education Standard:** We approved updates to the *Education Standard* in our *Education Guidelines* after a Member Board comment period, with a focus on aligning with the recently adjusted *NAAB Conditions for Accreditation*.
- **AXP Portfolio:** We conducted a sunset review of the AXP Portfolio option for reporting previous experience; this process has provided direction regarding new oversight provisions going forward.
- **Draft Resolutions:** We finalized drafts for three resolutions, which will be presented to the membership at a future gathering, addressing clarifying updates to the *Certification Guidelines*, sunsetting a resolution on interior design regulation, and updating NCARB's *Model Law* toolkit.
- **External Partnerships:** We benefitted from frank, face-to-face discussions with leadership from the ACSA and the NAAB. And we deepened our connection to frequent regulatory partners from the disciplines of engineering and surveying, landscape architecture, and interior design.
- **Committee Summit:** Our Committee Summit once again was energized by the presence of our licensure candidates on the Think Tank and recently licensed architects on the Re-Think Tank.

PREPARING FOR THE FUTURE

Some of you have been involved in fascinating discussions regarding the future of regulation and the future of NCARB, including NCARB culture as it relates to diversity, equity, and inclusion. I've enjoyed observing the meetings of our Model Law Task Force and Futures Collaborative. All of these efforts are exposing, and in some cases unearthing, critical topics that require thoughtful and forward-thinking action.



Along the way, our Board has tackled tough issues, and we have been open with each other when we have disagreed. Through those debates and discussions, we have come together as a team. We understand that together we can make an important contribution to each Member Board's work, to each licensure candidate's path, and to each practitioner's ability to practice across jurisdictional boundaries.

We began the new fiscal year last July by attending the Accreditation Review Forum sponsored by the NAAB. It was an honor to lead the NCARB team at this historic event, gathering the boards of the five collaterals for the first time. We left with a new appreciation for our greater community and with a determination to pursue additional ways to have an impact on how education contributes to licensure.

One month later many of us were in Minneapolis to attend the biennial Licensing Advisors Summit. The timing of addressing education and then pivoting to experience and examination through the eyes of advisors really helped launch our "second century" focus.

Throughout the year, we've continued to lay the foundation for a fresh look at NCARB. Our timing couldn't be better, as we now face a changed world for regulators and practitioners. Our focus on fundamentals will empower our discussions regarding the value of regulation. Our ability to remain agile will help us navigate the economic impacts on state governments and on architecture firms. Our relationships with external groups are stronger today and will sustain our efforts in the coming months and years.

I couldn't have done this without the hard work and support of our members, volunteers, and staff. It has been a wonderful experience, and I believe great things are still to come. We can go further, and we will do it together.



First Vice President's Report

Robert M. Calvani, FAIA, NCARB
2019-2020 NCARB

First Vice President/President-elect

Note: This report is adapted from First Vice President Robert Calvani's 2020 Annual Business Meeting speech.

I want to congratulate President Allers on a successful year and thank him for his patience in guiding us through the onset of the COVID-19 pandemic. I am honored by the trust our members have placed in me to lead the Council in the coming year. Despite our virtual status, NCARB is focused on moving forward.

Many of us have spent a significant number of hours over many years serving NCARB, whether as licensing board members, as committee volunteers, or as supervisors in our own firms. The work we have put in, working closely with the great staff, has brought NCARB to new heights. We have great momentum behind our ability to be agile, to embrace new approaches, and to better communicate the value of our work.

There is certainly even more to do. And despite our current challenges, I'm ready to lead NCARB into our next 100 years.

FUTURE-FOCUSED VOLUNTEER INITIATIVES

I am creating several new task forces to address issues that have been controversial, perplexing, and unresolved.

Incidental Practice

One group will take a fresh look at the issues around incidental practice. What does incidental practice look like in today's world with multi-disciplinary firms and new technology? With our membership in ICOR, we have the opportunity to have good discussions with related professionals—such as engineers, interior designers, and landscape architects—about this issue. What are the limits of what an architect or engineer can safely perform of the other's discipline? Unfortunately the adage “know what you don't know” won't suffice. We have to acknowledge incidental practice and regulate it in a manner that protects the public.

Responsible Charge

Another task force will take a look at responsible charge. A practitioner from a large firm may have a whole different interpretation of what responsible charge means compared to a practitioner in a small firm. Even between NCARB's own Futures Collaborative and Model Law Task Force, we have seen a divergence of opinion. This raises questions from the enforcement perspective. There are too many instances of someone sealing a drawing or a set with little or no knowledge of that sheet or the project. There is a big difference between blindly trusting or relying on the people who produced the drawings and true responsible charge.

Ethics Case Study Task Force

To help resolve these ethical issues, we are also creating an Ethics Case Study Task Force. We have an opportunity to elevate our focus on ethics by repurposing real-world cases that can educate and inform our members and customers as they navigate these complex situations. This task force will review cases reported to us and work with our continuing education vendors to deliver additional free, online courses for our Certificate holders and jurisdictions.



Watch a recording of First Vice President Calvani's speech to attendees at NCARB's virtual Annual Business Meeting.

Member Board Dues

Ongoing budget pressures on state and jurisdictional governments are going to require another round of reviewing our dues structures, both for NCARB's member licensing boards and regions. We must find a way to demonstrate a good return on investment and support regional governance and education efforts.

Ongoing Committee Efforts

We will continue the work that several committees started last year, including:

- **Program Continuum Advisory Committee:** We will continue the work of the Program Continuum Advisory Committee looking at the average 12-year path to licensure and beyond. Our three E's of education, experience, and examination are not linear, but intertwined and dispersed with tasks and knowledge often duplicated or overlapping.
- **Interiors Task Force:** Our Interiors Task Force is engaged in the highly charged conversation about the regulatory intersection between interior design and architecture and will interface with our Incidental Practice Task Force.

COMMUNICATING NCARB'S STORY

I've mentioned many times the need to communicate NCARB's story. I think there is more to do in raising awareness of how we've changed, why we matter, and why architects in particular should care about the work we do. We have data at our fingertips, as well as marketing and communications power.

I've been honored to represent NCARB when we've met with other organizations, and I think we can increase the number and strength of these relationships. We have begun to meet with other professions' regulators and diverse groups ranging from contractors and developers to insurance and code officials, as well as many providers of education and training. I look forward to pursuing stronger ties that provide unique thought leadership on our shared issues.

Much of my early volunteer time was spent on the ARE. I'm excited for us to delve into remote proctoring and frame up our Analysis of Practice. That analysis effort takes on extra meaning in this new era, as we will determine how our programs must evolve to demonstrate ongoing rigor and relevance.



EQUITY, DIVERSITY, AND INCLUSION

I also welcome the new conversations on diversity and inclusion. My appointments to committees for the coming year reflect a growing trend toward gender equity and increased racial diversity. We've successfully appointed all applicants from Member Boards, who still represent two-thirds of all non-ARE committee appointees. We are appointing new voices who may become future Member Board Members, and who come from the ranks of newer Certificate holders with past service as emerging professionals. Other appointees include many former Member Board Members and regional officers no longer serving on their boards.

Emphasizing diversity of perspective and thought is important. I'm pleased that our Diversity Collaborative has been elevated to task force status and will be providing more insight into eliminating impediments to diversify our leadership. We look

forward to a new group of regional chairs, of whom four out of six are women. We are excited about our growing relationship with NOMA, and our staff continues to design new pipelines of diverse prospects to fill vacancies on our Member Boards.

With the ongoing work on diversity, continued financial challenges, and the evolution of our NCARB culture, our Board governance structure is due for a closer look. As you can imagine, this is a topic with many strong feelings and opinions; however, NCARB should continually question and assess our status quo.

PRIORITIZING FY21 INITIATIVES

We're moving into a new fiscal year with a strong foundation, but a sober focus on how to best support current and future initiatives. The Board of Directors, with input from our treasurer and staff, determined we will periodically adjust our budget as we review revenue trends and essential spending. We have hopes for additional programs should the financial picture improve, and we will prioritize how we ramp up as the year progresses. We will also work closely to monitor spending, and we are prepared to make further adjustments if needed. We have a great track record of forecasting and preparing, and our financial consultants and our staff professionals are seasoned and realistic.

Our number one priority remains delivering the support our Member Boards need to effectively regulate licensure and protect the public. As we meet virtually throughout the year—with hope for future face-to-face meetings when it is safe to have them—we will find ways to recapture our sense of community through those meetings. We have many new faces on our Board of Directors and on our Member Boards. We look forward to deepening relationships and continuing our tradition of teamwork.

So despite some challenges, there is much to be hopeful about. There is much to look forward to. And there is much to get done. Our best moments will continue to be when we are focused on what we can achieve and how we can work strategically to achieve our common goals.

I want to thank you all for what you do for this organization, the public, and the profession by serving on your boards and committees. Let's go further!



Second Vice President's Report

*Alfred Vidaurri Jr., FAIA, NCARB, AICP
2019-2020 NCARB Second Vice President*

Tell us about your responsibilities as NCARB's second vice president. What were some personal highlights from the year?

As second vice president, a large part of my responsibilities included representing NCARB and engaging with leadership from our collateral organizations. In that role, I've been able to connect with individuals who will be leading their respective organizations alongside me and explore our common interests. Thanks to these stronger partnerships, NCARB will be better positioned to address changes to architectural practice, shape the future of our programs, and raise awareness of the architecture profession and the importance of our boards.

How is NCARB working with our architectural collaterals (and other organizations) to improve the path to licensure?

Over the past year, NCARB has worked to build stronger partnerships with our architectural collaterals—the AIA, AIAS, ACSA, and NAAB—and to work together to continue evolving the licensure process.

In July, we participated in the NAAB's Accreditation Review Forum (ARForum19) to explore changes to architectural education. We look forward to seeing the fruit of that conversation, especially as we collectively continue to push the discussions started at the ARForum19 further. We are continuing our work with the ACSA to develop a digital library of curriculum and resources for professional practice courses.

Additionally, we celebrated another year of our partnership with the AIAS Freedom by Design™ Program. By providing grants to local AIAS chapters and encouraging members of licensing boards to serve as mentors on Freedom by Design projects, NCARB continues to help the AIAS promote accessible communities while also supporting students along the path to licensure.

Together with the AIA, AIAS, ACSA, and NAAB, we are working on an initiative to promote architecture as a career choice to students in high school (and younger), and we look forward to offering new resources to guidance counselors.

Finally, NCARB is working with NOMA to explore pinch points on the path to licensure that may disproportionately impact people of color or other underrepresented groups. We launched a joint survey with NOMA in February 2020, and released a preview of initial findings in our annual *NCARB by the Numbers* publication. Over the year ahead, we will continue to study these findings and offer solutions to help support underrepresented individuals as they navigate the licensure process. This is a high priority for me personally as I look forward to my presidential term in 2021.

As Board liaison to the Member Board Executives (MBE) Committee, what have you learned from this community?

Each year, the second vice president serves as the Board liaison on the MBE Committee, with the goals of supporting this vital part of our NCARB community, offering the Board's perspective as necessary, and providing a conduit to the Board of Directors for any important ideas or concerns.



Seeing how this community works to support each other, offer useful advice and information to help onboard new MBEs, and share best practices was insightful and impressive. They are dedicated to the ongoing success of each of our Member Boards and play a crucial part in guiding the organization as we support those boards. I look forward to using my experiences as MBE Committee liaison to improve our services to the jurisdictions.

Throughout your career, you've served in a number of volunteer positions—both in NCARB and outside it. Why is giving back to the profession important?

I have always believed in the saying, “You make time in your life for the things that are really important to you.” Early in my career, I always found myself deeply involved in volunteering. It would be safe to say that I have always volunteered with some organization or opportunity throughout my professional career. I have always felt that at the end of the day, I receive more by giving my time and expertise to others than through other forms of support. As architects we are trained as great “problem solvers,” which allows us to use our talents and training in unlimited opportunities.

Today I feel a great honor and responsibility to serve as a mentor, coach, and example to others in our profession, especially with emerging professionals from underrepresented groups, that there are opportunities for all of us to contribute, lead, and make a difference in our profession.

How has the organization evolved since you first volunteered in 2003?

My first in-person experience with NCARB started 17 years ago as a newly appointed member of the Texas Board of Architectural Examiners. I had held an NCARB Certificate for many years, but as with many organizations, I was not closely connected in any way. I volunteered for committee work during that first year and have never stopped since. I have witnessed the amazing evolution and growth of the organization. I believe that the success of any organization is a direct reflection of the leaders, staff, and volunteers that make up the heart of the organization. Today, NCARB is an amazing high-performance organization that is agile and forward-thinking. They have become a thought leader and innovator in our profession today. I am most excited about the second century of service and the potential of great things to come for this organization, its future leaders, and members.

What initiatives will you focus on as NCARB's 2019-2020 first vice president?

I am eager to see NCARB fully embrace its role in encouraging equity, diversity, and inclusion (EDI) in the profession. As NCARB's first ever Latino president, I look forward to using that position to encourage equity at each stage of the licensure process. I hope to work with our partners and key stakeholders to identify potential impediments along the path, as well as within our own organization's path to leadership.

The entire Board of Directors will also be focused on launching remote proctoring of the ARE, to ensure we are fulfilling our mission to facilitate licensure. In addition, we'll be continuing the work on NCARB's next Analysis of Practice, a study that explores current and near-future architecture practice and informs the evolution of NCARB's programs. I look forward to exploring ways our licensure path can fully embrace the challenges and opportunities of the future.

Similarly, I hope to use the insight and research from our Futures Collaborative to continue to inform and impact our future strategies and goals. Our profession also continues to be challenged with efforts of deregulation, which I believe would be harmful to the health, safety, and welfare of the public. Because of this, we'll need to continue to support and be a crucial resource for jurisdictions in the area of advocacy.



Treasurer's Report

*Bayliss Ward, NCARB, AIA
2010-2020 NCARB Treasurer*

Note: This report is adapted from Treasurer Bayliss Ward's 2020 Annual Business Meeting speech.

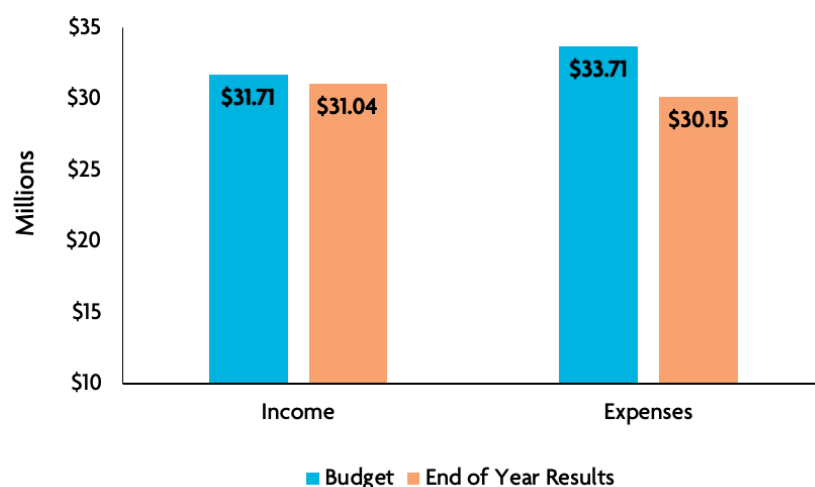
The Council's Fiscal Year 2020, like most things in 2020, did not go as expected. Read this report to learn about what we expected, what actually happened, and how the Council reacted.

FY20 END OF YEAR RESULTS

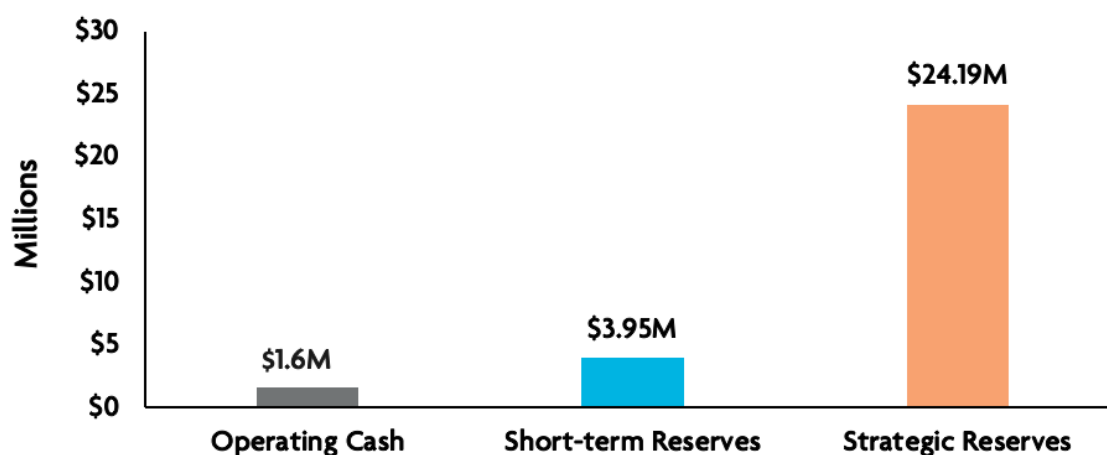
This chart shows the Council's FY20 end-of-year results for income (on the left) and expenses (on the right) compared to the budget the Board of Directors passed a year ago. The blue bars show what NCARB budgeted, while the orange bars represent our actual end-of-year results.

The FY20 budget had a planned deficit of \$2 million. This deficit included spending of reserves for strategic initiatives. However, our end-of-year results show a surplus of \$892,000.

NCARB's fiscal year can be split into two sections: before the onset of the COVID-19 pandemic and after. Prior to the pandemic, the Council was seeing higher than budgeted levels of exam deliveries, Record renewals, and transmittals. Meanwhile, NCARB's expenses were on budget, and our reserves had grown to \$30 million.



But on March 18, 2020, Prometric test centers closed. The ARE provides about one-third of the Council's revenue. (Note: exam development and delivery also make up a significant portion of the Council's annual expenses, which is why NCARB has not historically profited off the exam.) When the test centers closed, the impact on our cashflow was significant.



NCARB'S FINANCIAL ACCOUNTS

Based on actions taken by the Board over the past few years, the Council was well positioned to deal with a crisis. In the chart above, you see three bars representing the Council's three financial accounts, each of which has its own specific purpose: the operating cash, short-term savings, and our Strategic Reserves Fund.

The operating cash (in gray) and short-term savings (in blue) accounts can provide funding for up to three months of expenses if circumstances dictated. The third bar in orange is the Council's Strategic Reserves Fund. At about \$24.2 million, our reserves remain in a strong and stable position. The *minimum* target balance for this fund is \$21.2 million. NCARB's Board of Directors and staff have been in regular communication with our investment advisors to ensure we are maintaining the best possible position for our funds.

FINANCIAL ACCOUNT STRUCTURE

The structure of our accounts allows the Council to:

- Ensure the ability to continue serving Member Boards and customers.
- Protect against future economic downturns.
- Avoid dramatic fee increases.
- Evolve and defend the ARE. More specifically, the current situation has impacted the Council's ability to facilitate licensure because candidates cannot test. We are currently working to evolve the ARE to enable an alternative online delivery method to mitigate this type of risk in the future.
- Improve technology systems.
- Plan for future development opportunities.

COVID-19 IMPACT

How did the pandemic impact NCARB's finances? Budget surpluses diminished, largely due to the Council's inability to deliver the ARE. However, travel expenses for committee meetings and outreach ceased, as health and safety concerns necessitated the transition to virtual meetings. The Council's Strategic Reserves portfolio decreased by \$4 million due to the precipitous decline in the stock market.

This highlights why NCARB maintains such robust reserve funds: the Board of Directors had prepared advanced planning for this kind of economic crisis. A study of NCARB's specific business **risks**, as well as opportunities, was performed by the Board of Directors in conjunction with our auditors in 2018. This formal study will be repeated at least once every four years and the strategic reserve amounts updated, if appropriate. Some of the specific risks identified by the Board were:

- Inability to administer the ARE due to disruption of vendor services.
- Decline in the Council's investment portfolio.
- Other lost revenue as a result of a reduction in demand.
- Being able to pay for at least nine months of contractual obligations.

FINANCIAL LIQUIDITY ACTIONS

The pandemic revealed that building our reserves based on a specific analysis of opportunities and risks was a solid plan. However, the Board went further, taking additional actions to assist staff in maintaining core services by:

- Reducing the minimum balances to be maintained in the Council's operating and short-term fund providing \$2.7 million in funds available to support operations.
- Through June 30, the Board authorized potential access to a line of credit, although use of this line of credit was never needed.

Both of these actions will help the Council to continue delivering services while protecting the Strategic Reserves.

OFFSETTING EXPENSE SAVINGS

In addition, NCARB CEO Michael Armstrong has put the following actions in place to lower NCARB's expenses:

- A hiring freeze was partially enacted, with limited hiring continuing for essential positions.
- A freeze was put in place on consulting fees, although some contractual obligations continue to be paid.

In addition, impacts of the pandemic have caused the following:

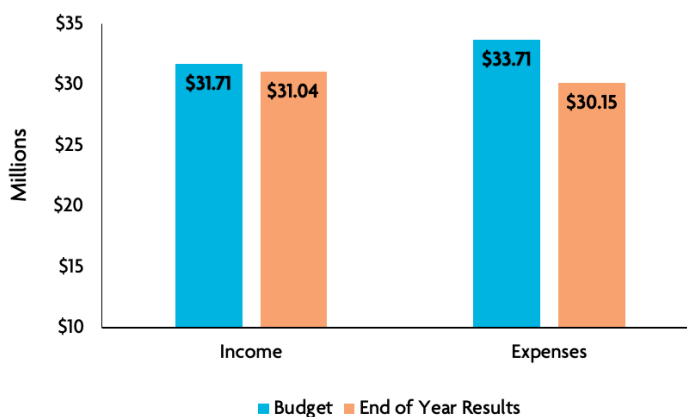
- A travel halt was enacted for the health and safety of volunteers and staff. Expenses associated with committee travel ceased in March. This travel halt remains in effect and may not be lifted for several months.
- The Council will also experience significant savings on payments to exam vendors, because we could not administer the ARE for several months.

IMPACT ON END-OF-YEAR RESULTS

Returning to the original chart on end-of-year results shows how these actions have impacted our budget. Focusing on the income bars on the left, the Council fell slightly short of budget expectations by \$664,000. This is largely due to a loss of exam revenue due to test center closures.

Expenses are under budget by \$3.6 million. As mentioned previously, part of these savings relate to exam costs—as revenue went down for ARE deliveries, so did the related expenses due to our exam vendors. We also experienced significant savings on travel and meeting expenses, since all committee meetings were converted to virtual in mid-March.

The end result is a surplus of about \$892,000. This is not the result the Board of Directors anticipated as of the end of February, but due to strong performance in the first eight months of the year, financial results will be better than our original budgeted deficit of \$2 million.



GOING FORWARD

As staff and leadership considered the FY21 budget, both revenue and expense projections were decreased by 18 percent in order to plan for the effect current circumstances will have on the Council's operations. The Board will review this budget at each of its meetings and will make adjustments if appropriate.



Secretary's Report

*Jon Alan Baker, FAIA, NCARB, LEED AP
2019-2020 NCARB Secretary*

In addition to serving on the NCARB Board of Directors, you've also led the California Architects Board, volunteered for the AIA, and chaired several NCARB committees—why is giving back to the profession so important?

I have great respect and appreciation for our profession and the role architects play in history. What we do matters greatly to our communities as well as society in general. Tom Brokaw once said, "It's easy to make a buck. It's a lot tougher to make a difference." I believe in what we do as professionals, and I volunteer to help make a difference.

Before being elected secretary, you served as director of Region 6, which represents NCARB's members along the West Coast as well as several islands in the Pacific Ocean. How did your experience as a regional director prepare you for your role as secretary?

Most members of NCARB's Board of Directors start their service on the Board as a regional director. As a regional director, you serve as a spokesperson for the Board of Directors to your region, sharing the national perspective with your peers. By serving as a regional director, you have the opportunity to learn in-depth how NCARB functions as an organization and have a hand in shaping the Council's national efforts.

You were the FY20 Board liaison to the Policy Advisory Committee. What role does the committee play in NCARB's processes, and why is their work important?

NCARB's Policy Advisory Committee, which is made up of all six regional chairs, works to review any potential resolutions that may be put forward to NCARB's membership. The committee takes a big-picture look at the resolution and how the changes it proposes align with NCARB's policies as a whole, offering suggested revisions and feedback as necessary before the resolution is finalized for voting by NCARB's membership.

When appropriate, the Policy Advisory Committee is also asked to review existing NCARB documents for their impact and consistency, and to offer assistance on policy-related issues to the Board of Directors. This offers transparency into any potential updates to NCARB's policies and governing documents, ensures that all of NCARB's members have a representative at the table when changes are considered, and provides upcoming NCARB leaders with the opportunity to become familiar with NCARB's processes and policies.

NCARB's committees prepared several resolutions in FY20, but they were put on hold due to the COVID-19 pandemic. Can you talk a little about why, and how that will affect NCARB's work in FY21?

Before the coronavirus necessitated the transition to virtual meetings, NCARB's members were considering three resolutions for a vote at our Annual Business Meeting in June:

- **A refresh of NCARB's *Legislative Guidelines and Model Law/Regulations***, which is a resource for licensing boards offering draft language for the rules and regulations that govern the practice of architecture in their jurisdiction.
- **The sunset of a resolution passed in 2000 opposing the licensing of interior designers**, which the Board of Directors proposed retiring to align with NCARB's neutral stance on the regulation of other professions.
- **Updates to the *Certification Guidelines***, which would add more specific language to clarify qualifications for NCARB's education alternative.



Discussing proposed resolutions, explaining the rationale behind them, and offering amendments as necessary is a key part of NCARB's Annual Business Meeting. With such important changes being considered, NCARB's Board of Directors wanted to ensure that each of its Member Boards could fully engage in the discussion and caucus with each other—something made more difficult by the transition to a virtual meeting. Because of this, the Board determined it was best to place the resolutions on hold until either we are able to meet in person again, or we are able to explore ways to recreate the in-person process virtually.

As NCARB moves forward into FY21, our volunteer committees will continue to collaborate with NCARB staff, our collateral organizations, and members of the profession—including architects and individuals still pursuing their license—to push forward new resolutions. We look forward to the opportunity to vote on any new resolutions and those from last year when we are able to meet in person again.

This year, the Board of Directors took action to update NCARB's Education Standard. Can you tell us about that process?

NCARB's *Education Standard* is a resource that approximates the requirements of a NAAB-accredited degree, used by NCARB and the NAAB to evaluate degrees earned from architecture programs not accredited by the NAAB. The *Education Standard* plays a major role in our Education Alternative program and in our options for architects licensed in other countries. Changes to it don't require a vote from NCARB's membership, but the Board does ensure there is a period of time for membership to review any potential changes and provide feedback before any changes are finalized.

Because the NAAB updated the requirements for accreditation, the Education Committee and NCARB staff proposed several changes to keep the *Education Standard* aligned with the NAAB's standards. The Board of Directors approved a draft version of the updated *Education Standard* to be released to membership for a 120-day comment period in February, and approved the final version in June 2020.

The updated *Education Standard* will be released to the public later in fall 2020, and will go into effect in January 2021. After that time, any applicants going through NCARB's alternative programs for certification will be held to the new *Education Standard* rather than the current version.

How can members and the public stay informed about NCARB's activities?

Members can stay up-to-date with Board activities by visiting the [Member Board Community](#), as well as participating in the pre- and post-BOD meeting calls with their regional leadership. Board minutes and BOD Briefs are uploaded to the community and sent to members after meetings. The public can find the latest news on NCARB's programs on ncarb.org and our social media channels.



Past President's Report

*David L. Hoffman, FAIA, NCARB,
Hon. FCARM
2019-2020 Past President*

When did you first become involved with NCARB, and what inspired you to give back to the profession?

Shortly after being appointed to the Kansas State Board of Technical Professions, I volunteered and was selected for the ARE Item Writing Committee. Once licensed, most architects don't give a second thought as to how the ARE is developed and maintained, or consider how regulation affects the profession. I have always believed that NCARB is the critical organization tasked with establishing the standards for architects to practice responsibly and meet their obligations toward protecting the life, health, and safety of the public.

Architects need to give back to their profession; voluntary service on regulatory boards is a great start and one of the most direct and effective ways of serving. Volunteering is critical, not only for me, but for the profession as a whole. Writing for the exam and being exposed to NCARB's broad range of regulatory activities, one begins to fully realize how NCARB impacts so many facets of an architect's practice. I have had the opportunity to contribute in a broad range of important programs that have provided a sense of accomplishment and solid contribution. That makes the entire effort worthwhile.

What was the most rewarding aspect of being president of NCARB?

Serving as president during NCARB's Centennial year offered me the wonderful opportunity to not only examine how NCARB has evolved since its inception in 1919, but also take part in documenting and celebrating the organization's milestones—many of which were accomplished through the ongoing commitment of our volunteers. Several volunteers I worked with, and continue to work with, feel that they can point to the organization's Centennial effort and say, "This really makes a difference." All of the services and solid work NCARB has done over the past 100 years has been, and continues to be, essential to our profession—and to have been a part of that and having led our Centennial celebration are some of my life's high points.



How has NCARB evolved since you first volunteered?

From the perspective of a Certificate holder of 40 years, I've witnessed NCARB evolve into the profession's anchor institution with increasing credibility and horsepower over a span of 14 years. NCARB has become a responsive organization that takes its strategic planning seriously and is well prepared for the future. We are financially dependable with reserves and act as the vanguard data source for anything to do with the ARE, AXP, the licensure process, and regulatory activities. NCARB is respected internationally and looked upon as setting the standard, as well as integrative and supportive to all its Member Boards. We also play an increasing role in higher education professional practice curricula and accreditation. Not to mention, the staff at NCARB is outstanding, detailed, and responsive. Truly, NCARB has made a major shift from staid and institutional to dynamic, aggressive, and reliable.

What was your favorite committee to work on?

That is difficult to answer. Each committee has its own wonderful mixture of goals, methods, topics, challenges, and most importantly, great people to work with. While I have no "favorite" committee, I can certainly recall celebrating major accomplishments, sharing some very long hours on projects with the most intelligent people I've ever met, and having a sense of real warmth toward my compatriots based on friendships grown over many years. The many times where there was a joint sense of accomplishment are what I will never forget.

Tell us about the major initiatives NCARB focused on during your presidency.

We celebrated not only an anniversary, but a commitment to continuous improvement evidenced by the quality of the exam, our emphasis on relevant experience, and our focus on education that is grounded in the protection of the public's health, safety, and welfare. With those goals as the theme, we focused our efforts on several initiatives.

- We sought new ways to promote the value of reasonable regulation, remove unnecessary barriers to practice, and go further for our members and customers.
- Several NCARB committees took an in-depth look at how the organization could emphasize the importance of resiliency and sustainability within its core programs.
- The Board of Directors issued a Statement on Diversity as a reference point on the Council's efforts to improve diversity on the Board, committee, and staff levels.
- The Futures Collaborative explored how advances in the architecture profession may impact regulation in the coming years.
- The Model Law Task Force continued its efforts to refresh the *Model Law* into a more modern, useful tool.
- We continued to build partnerships with key stakeholders in the worlds of architecture, professional regulation, and beyond.
- We launched a system update for the ARE and made additional adjustments to exam fee structures, as well as a reduction of the transmittal fee to help make out-of-state licensure more accessible.
- NCARB co-founded the Alliance for Responsible Professional Licensing (ARPL)—a new coalition focused on educating policymakers on the importance of reasonable licensing standards.
- We celebrated a milestone as the Tri-National Mutual Recognition Agreement marked 20 years of collaboration among Canada, Mexico, and the United States.

- We launched the second phase of a joint survey with ACSA that researched how pro-practice courses align to readiness for architecture practice.
- The Board of Directors released a new Strategic Plan that highlights our Member Boards and recognizes NCARB's growing role in advocacy and other realms.
- The Board of Directors and staff undertook in-depth research and formulated proposed policies and goals in preparation for NCARB's participation in the joint Accreditation Review Forum 2019, which established the foundation for NAAB's recent *2020 Conditions and Procedures for Accreditation*.

In 2019-2020, you chaired NCARB's Licensure Advisory Forum. Can you talk about the efforts the forum is charged with?

The Licensure Advisory Forum was created in 2019—taking the place of the Council's previous Experience Advisory Committee, which provided a way for our external partners to share insight into our experience program. The forum's membership is broad and encompasses representatives from ancillary architecture and architecture-related organizations with a vested interest in licensure. The re-envisioned forum focuses on expanding the scope to examine the entire path to licensure. Additionally, the forum gives NCARB, as well as every involved organization, a chance to collaborate while addressing any barriers on the licensure path.

What are your expectations for the organization in the next 100 years?

As the bedrock of the profession, NCARB's role is to provide a respected, reliable and defensible examination, maintain the process for practitioner reciprocity, monitor regulation, and provide worthwhile services to our Member Boards. However, that role is expanding, and as our profession evolves, NCARB will need to assume new responsibilities that will draw us into roles that we have traditionally not played. Certainly in the next decade, there will be challenges to how regulation of the profession is accomplished, ongoing changes to exam delivery and content, and an increasing involvement with professional curricula. With these evolutionary changes in mind, the examination will become much more important in terms of serving as the ultimate test of an architect's ability to protect the public's health, safety, and welfare. I hesitate to speculate what the following 90 years will hold, but certainly anticipate technology and our planet's stressors fundamentally driving our profession's evolution.

For now, we will continue to enhance our programs, make sure that architects have the opportunities they need, and work to improve how we respond to the needs of our Member Boards. I've witnessed firsthand and benefited from the commitment and energy our volunteers possess, so I have no doubt we will be able to effectively meet the challenges ahead.

How do you plan on staying involved with NCARB?

Why not start over? Serving on the Kansas Board, writing for the examination, and working on NCARB committees has been really worthwhile. Having that experience, one might be "dangerous" the second time around. For me, having ongoing pursuits outside of one's practice keeps things in perspective, and NCARB has proven to be a good place to invest one's interests.



COMMITTEE REPORTS

NCARB has more than a dozen committees, subcommittees, and task forces that meet throughout the year to review standing topics—like education, experience, and examination—as well as trending topics like the future of licensure. Made up of volunteers from across the profession and beyond, these groups help steer the organization by reflecting on its programs and policies and making recommendations for improvement.

In FY20, NCARB had over 400 volunteers, including members of licensing boards, practicing architects, licensure candidates, and collateral representatives.

Standing Committees

Each year, NCARB's standing committees explore topics that are central to NCARB's mission, goals, and objectives. The purpose and existence of these committees are outlined in the *NCARB Bylaws*. When necessary, standing committees may have subcommittees or task forces that report to the standing committee.

CREDENTIALS COMMITTEE



COMMITTEE MEMBERS

Chair: Knox H. Tumlin
 FCSI, CDT, AIA, NCARB
 Louisiana Member Board Member

Michael Chapman
 AIA, LEED AP
 Alabama Member Board Member

Leslie Hanska
 Oklahoma Member Board Executive

Allison McClintick
 Idaho Member Board Member

Joshua Batkin
 Staff Liaison

Maurice Brown
 Staff Liaison

Committee Purpose

The Credentials Committee oversees the nomination and election process for positions on the NCARB Board of Directors, verifies candidate qualifications for office, examines and verifies Voting Delegate credentials, manages election procedures at the Annual Business Meeting, and reports election results to the NCARB president. Committee volunteers also contribute to the evolution and refinement of the nomination and elections process by providing feedback on existing procedures as directed by the Board of Directors.

Report

Highlights/Year-End Summary

- Because the Annual Business Meeting was converted to a one-day virtual meeting, the Credentials Committee served a more enhanced role facilitating and overseeing the revised election process. In addition to the normal annual process to verify candidate qualifications and Member Board credential letters, the committee flawlessly executed the Board elections through the new electronic balloting process.

Summary of Charges

- Confirmed and verified Board of Director candidate qualifications.
- Oversaw election procedures during 2020 ABM.

EDUCATION COMMITTEE



COMMITTEE MEMBERS

Chair: Ann Marie Borys
Ph.D., AIA, NCARB

Hypatia Alexandria
Virginia Member Board Member

Connor Griess

Bobbi Jo Hepper Olson
AIA, NCARB
North Dakota Member Board Member

Mitra Kanaani
FAIA

Charles Kirk
New Jersey Member Board Executive

Susan Schaefer Kliman
Ph.D., AIA, NCARB, LEED AP

Michael G. Kolejka
AIA, NCARB, LEED AP

Anne Muller
Kentucky Member Board Member

Daniel K. Mullin
Idaho Member Board Member

Abdulrazaq Ogun
AIA, LEED Green Assoc.

James C. Rearden
AIA, CSI, NCARB
Missouri Member Board Member

Stephen L. Sharp
FAIA, NCARB

Kevin J. Singh
AIA, LEED AP BD+C, NCARB
Louisiana Member Board Member

R. K. Stewart
FAIA, NCARB, Hon. FRIAC, Hon. JIA, Hon. AIA

Ricky L. Engebretson
AIA, NCARB
BOD Liaison
North Dakota Member Board Member

Jeremy Fretts
AIA, NCARB
Staff Liaison

Ellen Cathey
AIA
NAAB Liaison

Committee Purpose

The Education Committee oversees the development, delivery, and assessment of the Council's education policies for use by Member Boards and its relationship with the National Architectural Accrediting Board (NAAB).

Report

Highlights/Year-End Summary

- Comments received from the committee informed the Board of Directors' response to draft *Conditions and Procedures for Accreditation* proposed by the NAAB.
- Proposed modifications to update the *NCARB Education Standard* to align with the *NAAB Conditions* was released for a 120-day member comment period. The Board approved final adoption in June 2020.
- The Wentworth Institute of Technology is the newest program approved to implement an IPAL option.
- A draft resolution was developed to update the *NCARB Certification Guidelines* to clarify the alternative education requirements for NCARB certification. While action on the resolution has been delayed due to the pandemic, it will be put forward for a vote at the next opportunity.

Summary of Charges

- Committee provided detailed comments regarding the *NAAB Conditions and Procedures for Accreditation* to the Board, which forwarded them to NAAB.
- Committee created a revised *Education Standard* proposed for adoption by NCARB's membership, based on the changes to the *NAAB Conditions and Procedures*.
- Committee submitted a resolution proposing a clarification to the text of the *Certification Guidelines* regarding the qualifications for the Education Alternative. The proposed resolution specifically clarifies the prerequisite for three years of continuous licensure, and more clearly defines the type of architecture-related coursework that is to be accepted.

CONTINUING EDUCATION SUBCOMMITTEE



SUBCOMMITTEE MEMBERS

Chair: Susan Schaefer Kliman
Ph.D., AIA, NCARB, LEED AP

Lori SchraderBachar
Iowa Member Board Executive

Linda Alfson Schemmel
AIA, NCARB
Iowa Member Board Member

Patrick Ryan Barry
AIA, NCARB, LEED AP BD+C
Michigan Member Board Member

Rex Cecil
NCARB, AIA Member Emeritus

Amanda Jane Green
Esq.
South Carolina Member Board Member

John R. Klai II
FAIA, NCARB, NCIDQ

Whitney B. Martin
AIA, NCARB

Michelle Montgomery
AIA, NCARB, LEED AP

Jimmy L. Norwood Jr.
AIA
North Carolina Member Board Member

Patrick Paige
RA, LEED AP BD+C, CDT

Michael Sutton
AIA, LEED AP BD+C

Victoria Templeton
AIA, NCARB, LEED Green Assoc.

Marcus R. Thomas
AIA, NOMA, NCARB

Roberto Yumol
AIA, LEED AP
Hawaii Member Board Member

Albert F. Zaccone
AIA
New Jersey Member Board Member

Jeremy Fretts
AIA, NCARB
Staff Liaison

Stephen Martin
AIA Liaison

Subcommittee Purpose

The Continuing Education Subcommittee develops and evaluates options for the Council's continuing education initiatives. The subcommittee also reviews reports and makes recommendations on issues related to continuing education.

Report

Highlights/Year-End Summary

- The subcommittee reviewed proposed courses and tours for the AIA Conference on Architecture (A'20). Eighty-two courses were submitted for review. Sixty were approved, 12 were rejected, and 10 courses were deemed possible with revisions. The subcommittee provided specific suggestions for improving those 10 course proposals.
- The subcommittee also reviewed proposals for NCARB Continuum Education courses, which serves the profession and the Council as NCARB experienced significant increase in demand for these courses due to the pandemic.

CERTIFICATION ALTERNATIVES REVIEW TEAM



REVIEW TEAM MEMBERS

Mark Aspaas
AIA, NCARB

Allen J. Bacqué
AIA, NCARB
Louisiana Member Board Member

Jack H. Ballard II
AIA, NCARB, KYCID

Robert Cozzarelli
FAIA, NCARB, PP, CID
New Jersey Member Board Member

Michael A. Daly
AIA, NCARB, NCIDQ, LEED AP BD+C

Gary Demele
FAIA, NCARB

Debra Dockery
FAIA, NCARB
Texas Member Board Member

Tian Feng
FAIA, FCSI
California Member Board Member

David E. Heyne
AIA, NCARB, LEED AP

Martha K. John
AIA Member Emeritus
Missouri Member Board Member

Arne O. Jorgensen
AIA, NCARB, LEED AP
Wyoming Member Board Member

Phillip Lantry
AIA, NCARB

Richard J. Le Blanc
AIA, NCARB
Louisiana Member Board Member

Mark R. McKechnie
AIA, NCARB

John F. Miller
FAIA, NCARB

Raul Rivera-Ortiz
AIA, NCARB

Richard D. Thompson
AIA, NCARB
Tennessee Member Board Member

Cheryl C. Walker
FAIA, NCARB

Yingfei Wang
NCARB, AIA, LEED AP BD+C, NCIDQ, WELL AP

Juan You
NCARB

Brittney Cosby
Staff Liaison

Review Team Purpose

The Certification Alternatives Review Team (CART) reviews portfolios prepared by architects to support their application for NCARB certification through alternative education and examination requirements.

Report

Highlights/Year-End Summary

- More architects achieved NCARB certification and several more are progressing toward completion through the alternatives.
- Feedback on the Certificate portfolio system will enable a better user experience.
- Review of the architect affidavit ensures the stated terms and conditions align with current portfolio requirements.

Summary of Charges

- In FY20, 34 architects have met the eligibility requirements to submit a Certificate Portfolio through the Education Alternative for NCARB certification. CART members have reviewed a total of 13 submitted Certificate portfolios, nine of which are complete and have been approved for certification with the rest in progress.
- In FY20, two architects licensed in Mexico were certified through the Tri-National Mutual Recognition Agreement and are currently licensed in the state of Texas.

EXAMINATION COMMITTEE



COMMITTEE MEMBERS

Chair: James S. Mickey
NCARB, AIA
Nevada Member Board Member

Stephanie Bedinghaus
AIA, NCARB

Daryl Bray
AIA, NCARB, LEED AP, CPSM

Leslie Hanska
Oklahoma Member Board Executive

Wayne G. Hilbert
AIA, NCARB, CSI, CCS, LEED AP
Minnesota Member Board Member

Lenora A. Isom
NCARB
Nebraska Member Board Member

Jim Oswald
NCARB, AIA, LEED AP BD+C
New Mexico Member Board Member

Sian Roberts
FAIA, NCARB, DBIA, LEED AP
Washington Member Board Member

Miguel A. Rodriguez
FAIA, NCARB
Florida Member Board Member

Nathaniel Waugh
Nevada Member Board Member

Neitha Wilkey
AIA
Washington Member Board Member

Elizabeth A. Windel
AIA, NCARB
Oklahoma Member Board Member

Stephen D. Schreiber
FAIA, NCARB
BOD Liaison

Michelle Cohn
AIA, NCARB, LEED AP BD+C, PMP
Staff Liaison

Joan Paros
MBA, Staff Liaison

Brett P. Foley
Ph.D., Consultant

Amanda Wolkowitz
Ph.D., Consultant

Committee Purpose

The Examination Committee oversees the development, delivery, and assessment of the ARE for use by Member Boards.

Report

Highlights/Year-End Summary

- The Examination Committee provided recommendations and informed strategic considerations for the NCARB Board of Directors.
- The Examination Committee took a high-level approach to moving the ARE forward by focusing on adapting the ARE Master Plan to align with NCARB's Strategic Plan, coordinating two related FY20 charges: inclusion on the ARE of items that address resilience as well as items that address ethics.
- The committee oversaw the development of the Business Continuity Exam.
- A focus on research was also prominent in FY20, as emerging technologies directed at exam security and studies on candidate performance were discussed. These may inform test specification updates.

Summary of Charges

- Monitored development of the Business Continuity Exam, so that the effort remains on target to complete one pilot form of each division to use in case of a significant examination breach.
- Finalized the ARE Master Plan to coordinate with NCARB's Strategic Plan, so that the ARE continues to align with and achieve the mission of the Council.
- Researched emerging technologies and methodologies related to examination security and recommended changes to the ARE as necessary, so that NCARB can identify opportunities to improve on best practices and protect NCARB's investment in the ARE.
- Evaluated current examination research studies related to item delivery order and candidate performance factors, so that an FY21 test specification update recommendation to the Board of Directors could be informed.
- Evaluated the need to modify ARE Test Specification objectives for inclusion of knowledge and skills that address climate change, ecosystem decline, and other disruptions of the Earth system with the awareness and capacity to provide mitigation, adaptation, resilience, and sustainability services, so that an FY21 test specification update recommendation to the Board of Directors could be informed.
- Evaluated ARE test specification objectives for inclusion of knowledge and skills that directly address professional ethical behavior, so that an FY21 test specification update recommendation to the Board of Directors could be informed.
- In conjunction with the Professional Conduct Committee, determined how to educate licensure candidates on appropriately sharing testing experiences in order to avoid disciplinary action(s).

ARE 5.0 ITEM DEVELOPMENT SUBCOMMITTEE



SUBCOMMITTEE MEMBERS

Chair: Neitha Wilkey

AIA
Washington Member
Board Member

William Johnson

Staff Liaison

Michael Yates

Staff Liaison

Laura Brooks

Consultant

Construction & Evaluation Group

Coordinator: Edward W. Tucker

FAIA, NCARB
West Virginia Member
Board Member

Dieter A. Borrell

AIA, NCARB

Courtney A. Chin

NCARB

Tyler J. Cini

AIA, NCARB

Christopher A. Gerrity

AIA, LEED AP

Tamara L. Hopkins

AIA, NCARB

Maxim D. Nasab

AIA, NCARB, MRAIC

Juan Self

AIA, NOMA

Ashley White

Consultant

Practice Management Group

Coordinator: John Beystehner

AIA, LEED AP, NCARB

Michael L. Archer

AIA, NCARB

Katherine Keller-Kratzer

RA, NCARB

Kendrick L. Richardson

AIA, NOMA, NCARB, LEED AP

J. Sanders Tate

NCARB, AIA, LEED AP
South Carolina Member
Board Member

Emily Tuttle

AIA, NCARB

Brent Reif

Consultant

Programming & Analysis Group

Coordinator: Andrew T. Malanowski

AIA, CDT, NCARB, LEED AP BD+C

Scott Oglesby

AIA, NCARB, LEED AP

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Subcommittee Purpose

The ARE 5.0 Item Development Subcommittee is responsible for writing and editing items to be used on the divisions of ARE 5.0.

Report**Highlights/Year-End Summary**

During FY20, the ARE 5.0 Item Development Subcommittee reviewed completed case study scenarios and developed items specific to each case, continued the development of new items, and ensured previously tested items meet minimum performance standards prior to becoming scored items.

Summary of Charges

- Reviewed completed case study scenarios and developed items specific to each case, so that the value of the ARE can be enhanced through higher cognitive complexity items based on real-world scenarios.
- Developed individual items based on test consultant and staff analysis of the item pool, so that a continual flow of new items replaces existing items that have reached the end of their useful life.
- Reviewed previously pretested items and determined the future status of each item, ensuring that new items meet minimum performance standards prior to becoming scored items.
- Reviewed operational items flagged based on statistical performance and determined the future status of each item, so that scored items continue to meet minimum performance standards.

ARE 5.0 CASE STUDY SUBCOMMITTEE



SUBCOMMITTEE MEMBERS

Chair:
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NCARB

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Subcommittee Purpose

The ARE 5.0 Case Study Subcommittee is responsible for developing case study scenarios and resource documents to be used by the Item Development Subcommittee for the development of case study questions in each division of ARE 5.0.

Report

Highlights/Year-End Summary

During FY20, the ARE 5.0 Case Study Subcommittee moved the Business Continuity Exam closer to reality by developing case study scenarios and resource documents for each division of ARE 5.0 and identifying the test specification objectives each case study scenario is expected to support.

Summary of Charges

- Developed a minimum of two case study scenarios with coordinated resource documents for each division of ARE 5.0 for inclusion on the Business Continuity Exam.
- Identified the test specification objectives each case study scenario is expected to support, so that opportunities for future item development on the Business Continuity Exam could be maximized.

BUSINESS CONTINUITY EXAMINATION WORK GROUPS



WORK GROUP MEMBERS

Business Continuity Exam Construction & Evaluation Work Group

Coordinator:
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Board Member

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Board Member

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AIA, NCARB

Nicholas Respecki
AIA, NCARB, Staff Liaison

Work Group Purpose

The Business Continuity Exam Work Groups are responsible for developing one pilot form of each division of the ARE to use in case of a significant examination breach.

Report

Highlights/Year-End Summary

- The Business Continuity Exam Work Groups' review of completed case study scenarios and development of items specific to each case study enhanced the value of the Business Continuity Exam with higher cognitive complexity items based on real-world scenarios.
- Further, the work groups developed individual items based on the ARE 5.0 Test Specification and form assembly rules, providing sufficient content for the Business Continuity Exam item bank to create one form with multiple pretest blocks for each division.

EXPERIENCE COMMITTEE



COMMITTEE MEMBERS

Chair: Gianna Pigford

AIA, NOMA, LEED AP BD+C, CDT, NCARB

David H. Barkin

FAIA, NCARB
Connecticut Member Board Member

Leah A. Bayer

AIA, NCARB, LEED Green Assoc.

Wyly Brown

AIA

Gary Ey

CDT
Maryland Member Board Member

Monica Harrison

Nevada Member Board Executive

Billy Kimmons

AIA, NCARB

Jim McDonald

RA, CSI, CDT, LEED AP BD+C

Julie M. McLaurin

NCARB, AIA, LEED AP

Elizabeth Seidel

Cynthia Shonaiya

AIA, NCARB, LEED AP
Maryland Member Board Member

John Welcher

Assoc. AIA

Paul D. Edmeades

RA, AIA, NCARB
BOD Liaison
Maryland Member Board Member

Martin Smith

AIA, NCARB, LEED Green Assoc.
Staff Liaison

Committee Purpose

The Experience Committee oversees the development, delivery, and assessment of the Architectural Experience Program (AXP) for use by Member Boards, including suggesting improvements to the AXP's experience components and recommending revisions to the *AXP Guidelines*.

Report

Highlights/Year-End Summary

- The Experience Committee focused on a core issue of Terry Allers' presidency: the role of the AXP supervisor. The committee recommended a reinvented NCARB dashboard to provide supervisors with access to the many existing NCARB supervisor resources, as well as peer-to-peer sharing, creating an environment for architects who want to be supervisors, while helping eliminate barriers to the role.

Summary of Charges

- The committee identified key issues related to engagement and information sharing with this community, with efforts centered on the following issues:
 - **Quality vs. Quantity:** The AXP identifies the tasks necessary to practice architecture. Historically speaking, experience was based on time and had no measure for quality. With the shift to AXP, supervisors may not be applying the quality aspect of the program and still relying on the quantity of time.
 - **Peer Support:** Many AXP supervisors are on their own, either at small firms or in companies that do not have support for their roles in developing licensure candidates. There are no methods of information sharing and awareness of how to compare one person to next.
- The committee concluded that NCARB should not pursue a certification program for AXP supervisors. Programs that require application and/or approval to participate may be seen by architects as restrictive and therefore viewed as a barrier. Architects don't typically "choose" to become a supervisor; therefore, any perceived barriers may limit participation and by extension limit supervision opportunities for licensure candidates within firms. Potential methods to expand participation of supervisors and processes to engage and support them were discussed and recommended.

MEMBER BOARD EXECUTIVES COMMITTEE



COMMITTEE MEMBERS

Chair: Emily Cronbaugh

Wyoming Member Board Executive

Katherine E. Hillegas

Louisiana Member Board Executive

Shannon Himes

Ohio Member Board Executive

Alysia D. Jones

Alaska Member Board Executive

Robert Lopez

RA

New York Member Board Executive

Laura Zuniga

California Member Board Executive

Alfred Vidaurri Jr.

FAIA, NCARB, AICP

BOD Liaison

Nefertari Carver

Staff Liaison

Committee Purpose

The Member Board Executives Committee considers issues of concern to the licensing boards and Member Board Executives, develops the agenda for the spring MBE Workshop, and serves as a focus group for the Board of Directors and Council staff.

Report

Highlights/Year-End Summary

- The committee provided a thoughtful and productive forum for executives to share best practices and engage in dialogue with colleagues from across the country through the successful execution of the Member Board Executives Workshop. Discussions included “challenging the orthodoxy” to encourage innovative thinking, best practices for investigations and discipline, and a deep dive on architecture and resiliency.
- Committee feedback contributed to the continued development of NCARB’s efforts to collect disciplinary data from licensing boards and create a resource document for onboarding new Member Board Members.

Summary of Charges

- The committee did not identify any resolutions/policy changes based on its FY20 charges.

POLICY ADVISORY COMMITTEE



COMMITTEE MEMBERS

Chair: Philip M. Leinbach
NCARB, AIA, REFP, CSI
Pennsylvania Member Board Member

Janet L. Hansen
AIA, NCARB, LEED AP

Scott E. Harm
NCARB, AIA
Washington Member Board Member

David W. Hornbeek
AIA, NCARB
Oklahoma Member Board Member

Bobbie Mayo
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Richard H. McNeel
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John P. Rademacher
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Ohio Member Board Member

Nilza Serrano
California Member Board Member

Jon D. Wilbeck
Nebraska Member Board Executive

Jon Alan Baker
FAIA, NCARB, LEED AP
BOD Liaison

Vanessa Williamson
CAE
Staff Liaison

Committee Purpose

The Policy Advisory Committee (PAC) reviews proposed resolutions and special publications, as directed by the Board of Directors, for their impact on and consistency with Council policies and programs and makes recommendations on such matters to the Board of Directors.

Report

Highlights/Year-End Summary

- The PAC reviewed three draft resolutions, including submissions by the Interiors Task Force, Education Committee, and Model Law Task Force.
 - The resolution review included an in-depth review of *Model Rules/Regulations* released by the Model Law Task Force in connection to a *Model Law and Regulations* FY20 resolution that has been delayed.
 - Chair Philip Leinbach engaged in face-to-face conversation with the Model Law Task Force at its November meeting to facilitate the PAC review of the Model Law resolution and to provide committee feedback.
 - PAC met with NCARB staff and volunteer leadership to provide additional input and recommendations during the December 2019 Committee Summit.

Summary of Charges

- A key component of the PAC's annual charges is the review of all proposed resolutions to assess the impact on existing Council policies, programs, and licensure. As part of the resolution review process, the PAC meets with committees/task forces submitting proposed resolutions.

PROFESSIONAL CONDUCT COMMITTEE



COMMITTEE MEMBERS

Chair: Nathan Baker

AIA, NCARB
Oklahoma Member Board Member

Robert A. Boynton

FAIA
Virginia Member Board Member

Sherry L. Cooper

Missouri Member Board Member

John A. Cothron

Mississippi Member Board Executive

Cathe Evans

North Carolina Member Board Executive

Kevin Sneed

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Laura Willey

Delaware Member Board Member

Kenneth R. Van Tine

AIA, NCARB, LEED AP
BOD Liaison

Vanessa Williamson

CAE
Staff Liaison

George E. Constantine

Legal Counsel

Committee Purpose

The Professional Conduct Committee (PCC) oversees the development, application, assessment, and adjudication of Council policies and practices relating to the professional conduct of Council Record holders, Certificate holders, and others using Council services.

Report

Highlights/Year-End Summary

- The PCC completed monthly reviews to adjudicate matters that would potentially result in disciplinary action by NCARB. The committee membership included public members, licensed architects, and Member Board Executives to provide a balanced dialogue on cases before the committee.
- In internal committee dialogue and in partnership with the Examination Committee, the PCC developed recommendations for assisting licensure candidates with better understanding how to appropriately share exam experiences.
- The committee also discussed development of a comprehensive guide to assist architects looking for reciprocity in another state or states.
- PCC conducted a detailed review of NCARB's "Licensing Requirements Tool" available on the NCARB website and determined that the current tool is an appropriate, valuable resource for providing information to individuals looking for licensure information in any jurisdiction.

Summary of Charges

- The PCC's FY20 charges included a request for a plan to better enhance Member Board support toward reducing unlicensed practice, provide recommendations related to ethical conduct, and assist licensure candidates in sharing testing experiences in a manner that would avoid potential disciplinary action.

REGIONAL LEADERSHIP COMMITTEE



COMMITTEE MEMBERS

Chair: Robert M. Calvani
AIA, NCARB
New Mexico Member Board Member

Judy Belcher
Region 2 Executive

Dawne Broadfield
Region 1 Executive
Rhode Island Member Board Executive

Janet L. Hansen
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Region 1 Chair

Scott E. Harm
NCARB, AIA
Region 6 Chair
Washington Member Board Member

David W. Hornbeek
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Region 5 Chair
Oklahoma Member Board Member

Stacy Krumwiede
Region 5 Executive
North Dakota Member Board Member

Philip M. Leinbach
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Pennsylvania Member Board Member

Glenda Loving
Region 4 Executive

Richard H. McNeel
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Region 3 Chair
Mississippi Member Board Member

Jenny S. Owen
Region 3 Executive

John P. Rademacher
AIA, NCARB
Region 4 Chair
Ohio Member Board Member

Gina Spaulding
Region 6 Executive

Nefertari Carver
Staff Liaison

Joshua Batkin
Staff Liaison

Committee Purpose

The Regional Leadership Committee addresses issues specific to the regions of the Council, plans the spring Regional Summit, and provides input into the planning and development of additional membership engagement efforts.

Report

Highlights/Year-End Summary

- The Regional Leadership Committee planned a successful Regional Summit, held March 6-8, 2020. Member Board Members, Executives, and board staff attended the two-day event, where attendees explored national regulatory trends, discussed regional business, heard from candidates running for the FY21 NCARB Board of Directors, and nominated regional leadership.
 - This year's Regional Summit featured a presentation on the current regulatory environment, provided additional time for regional meetings and cross-regional breakout discussions, and offered continuing education courses focused on investigations and enforcement.
- The Regional Leadership Committee developed a matrix that outlined each of the regional structures, programs, and finances. The committee also developed language outlining the benefits of regional membership, which will be incorporated into the annual dues justification memorandum.



SPECIAL INITIATIVES

In addition to its standing committees, NCARB's leadership creates other volunteer groups to explore current issues and evaluate emerging trends as necessary. These groups—whose work can span anywhere between a single year and several—take on topics ranging from revising *NCARB's Model Law* to providing suggestions on the path to licensure.

CONTINUING EDUCATION EVALUATION WORK GROUP

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Work Group Purpose

The Continuing Education Evaluation Work Group supports NCARB's Members Boards by providing essential research regarding the quality of continuing education (CE) courses.

Report

Highlights/Year-End Summary

- By submitting evaluations of CE courses, members of this work group help NCARB and its licensing boards make informed decisions regarding the quality of CE programming and the related licensure and renewal requirements.
- The FY20 work group built on the work completed in FY19, which was the work group's launch year.
 - To date, 165 evaluations have been submitted.
 - Ninety-five percent of evaluated CE programs rated as content met objectives.
 - Eighty-five percent of CE evaluations submitted were noted as being for programs that met Health, Safety, and Welfare (HSW) requirements.

Summary of Charges

- Group members evaluated continuing education programming so that NCARB can provide a resource that Member Boards can use to evaluate whether or not continuing education programming has met the standards for their jurisdiction.

DIVERSITY COLLABORATIVE TASK FORCE



TASK FORCE MEMBERS

Chair: Jennifer R. Arbuckle
AIA, NCARB
Vermont Member Board Member

Thomas D. Lonardo
RA, NCARB
Rhode Island Member Board Member

George H. Miller
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District of Columbia Member Board Member

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Miguel A. Rodriguez
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Arne O. Jorgensen
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Corey R. Solum
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Utah Member Board Member

Sylvia Kwan
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Alfred Vidaurri Jr.
FAIA, NCARB, AICP
BOD Liaison

Nefertari Carver
Staff Liaison

Task Force Purpose

The Diversity Collaborative Task Force explores research and recommends strategies to increase the diversity of NCARB regional and national leadership to ensure that the organization fully represents the diversity of the population it serves.

Report

Highlights/Year-End Summary

- The task force began as a grassroots group of regional leaders exploring opportunities to increase the diversity of the NCARB community. The group was formally elevated to a presidentially appointed task force in January 2020 and immediately engaged with a subject-matter expert to begin laying out a path forward for the Council.
- In the coming year, the task force will develop programming and trainings to expand the conversation about the value of diversity and inclusion to the overall health, sustainability, and viability of the Council.

FUTURES COLLABORATIVE



COLLABORATIVE MEMBERS

Chair: David Cronrath
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FAIA, LEED AP BD+C
New York Member Board Member

April C. Drake
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Kristine Annexstad Harding
FAIA, NCARB

Scott E. Harm
NCARB, AIA
Washington Member Board Member

George Miller
FAIA, NCARB
New York Member Board Member

Alastair Stokes
AIA, NCARB

Rick Storvick
Washington Member Board Executive

Alfred Vidaurri Jr.
FAIA, NCARB, AICP

Robert W. McKinney
Ed.D., NCARB
BOD Liaison

Andrew McIntyre
Staff Liaison

Jared N. Zurn
AIA, NCARB, CAE
Staff Liaison

Collaborative Purpose

The Futures Collaborative assists NCARB and its members' understanding of the ongoing issues and emerging trends that may influence the profession, the practice, and the regulation of architecture in the coming 25 years.

Report

Highlights/Year-End Summary

- The Futures Collaborative facilitated engagement sessions with several NCARB committees as part of Committee Summit.
- Collaborated with the Model Law Task Force throughout the year to evaluate the most emerging trends in practice today.

Summary of Charges

- Identified four key areas that will likely drive the most change within NCARB and its Member Boards: technology, welfare and ethics, the role of the architect, and work methods and expectations. Identifying these trends assist NCARB and its Member Boards in planning for strategic resilience.
- Established preliminary future scenarios with key indicators that will help the Council track progress toward various potential outcomes.
- Suggested proposed charges for next year's committee efforts so that the insights gained within the collaborative can help inform programmatic and other future discussions across the Council.
- Worked with the Model Law Task Force to provide insights into how the profession of architecture is evolving so that model law appropriately allows Member Boards to easily adapt to near-term expected changes.

INTERIORS TASK FORCE



TASK FORCE MEMBERS

Chair: Anne K. Smith

FAIA, NCARB
Georgia Member Board Member

J. David Brinson

AIA, NCARB
Louisiana Member Board Member

John M. Cays

Philip H. Cerrone III

AIA, NCARB
Connecticut Member Board Member

Michael A. Daly

AIA, NCARB, NCIDQ, LEED AP BD+C

Gregory L. Erny

FAIA, NCARB, Hon. FCARM
Nevada Member Board Member

Marzette Fisher

AIA, NCIDQ

Brad Gaskins

AIA, CASP, NCARB
Oklahoma Member Board Member

Melarie Gonzales

MBA
New Mexico Member Board Executive

Richard H. McNeel

AIA, NCARB, IIDA, LEED AP
Mississippi Member Board Member

Margaret S. Parsons

AIA, NCARB, ALEP, LEED AP BD+C
Minnesota Member Board Member

Darryl R. Hamm

BOD Liaison
Pennsylvania Member Board Member

Harry M. Falconer Jr.

FAIA, NCARB, HonD, Hon. FCARM
Staff Liaison

Marta Zaniewski

Staff Liaison

Task Force Purpose

The Interiors Task Force reviews, suggests, and considers opportunities for engagement with various interior design groups regarding practice and the responsible regulation of interior designers as a profession.

Report

Highlights/Year-End Summary

- The task force began its work addressing a 19-year-old resolution regarding NCARB's position on interior design regulation. The members agreed unanimously that the resolution should be sunset as it does not reflect the current state of interior design licensing and is not in alignment with NCARB's efforts to support multi-disciplinary Member Boards that regulate architecture and interior design.
- Members reviewed, compared, and evaluated definitions of the professions of architecture and interior design, as well as practice analysis outcomes and definitions of knowledge and skill competency expectations. Findings suggest that architects and interior designers have similarities in their respective roles in protecting the public's health, safety, and welfare.
- The task force's final meeting was canceled, and subsequent work was delayed due to travel restrictions/member obligations arising from the COVID-19 pandemic. The information collected and research by the members will be used to inform continued discussions and work charged to the FY21 Interiors Task Force.

Summary of Charges

- The task force reviewed and discussed the legal interpretation of the resolution by the Council's attorneys at Venable, research performed by NCARB's staff, and research/discussions of the FY19 Interior Architecture Work Group. The task force unanimously recommended the sunset of the existing resolution, and prepared a resolution and Sponsors' Statement of Support for Board of Directors and membership consideration.
- Reviewed CIDQ's definition of "interior design," NCARB's existing definition of the "practice of architecture," the Model Law Task Force's proposed definition of the "practice of architecture," and NCARB's Model Regulation addressing "activities involving the practice of interior architecture." Members also considered relevant research/discussions of the FY19 Interior Architecture Work Group. The task force will continue to consider ways to support a responsible approach to regulation.
- The Interior Architecture Work Group began a comparative evaluation of NCARB's 2012 *Practice Analysis of Architecture* and the CIDQ's *Practice Analysis of Interior Design*, as well as relative ARE and NCIDQ examination knowledge/skill subject areas. Members of the work group's evaluation team met with the members of CIDQ's evaluation team to compare their findings. The evaluation teams noted many similarities in requirements for task/knowledge/skill competency requirements of the two disciplines. The work group is finalizing their collective evaluation results. Results will be considered by the FY21 Interiors Task Force in continuing discussions on the protection of the public's health, safety, and welfare.

LICENSURE ADVISORY FORUM



FORUM MEMBERS

Chair: David L. Hoffman
FAIA, NCARB, Hon. FCARM

Nicholas Anthony Caravella
AIA, NCARB

Corey Clayborne
FAIA

Adam Fogel

Jeanne M. Jackson
FAIA, NCARB, LEED AP

Emily McGlohn
AIA, NCARB

Russell W. Peterson

Octavio Antonio Santurio
AIA, NCARB

Brooke Simcik

Marta Zaniewski
Staff Liaison

Forum Purpose

To forge a focus group for organizations within the profession to engage each other, and share projects and initiatives to support the profession, licensure candidates, and architects.

Report

Highlights/Year-End Summary

- The Licensure Advisory Forum met with members of the Education, Experience, and Examination committees to discuss and highlight opportunities within various NCARB-related programs.
- The group learned about future-focused initiatives from the Futures Collaborative and learned firsthand about the upcoming modernized model laws and regulations from the Model Law Task Force.
- The group had the opportunity to engage with the Think Tank and Re-Think Tank, where members shared feedback on the licensure process and brainstormed areas for licensure streamlining.
- After these valuable interactions, each external partner and stakeholder brought back valuable information to their respective organizations to share updates and prompt feedback to the Council.

Summary of Charges

- Members from each organization will share their efforts to support licensure candidates and promote licensure and reciprocity, so that there can be an idea exchange to support synergies between organizations.

MEMBER BOARD STAFF WORK GROUP



WORK GROUP MEMBERS

Tyson Ducote

Louisiana Member Board Executive

Robert Stam

Arizona Member Board Staff

Julia Manley

Washington Member Board Staff

Jessica Pierce

Kansas Member Board Staff

Nefertari Carver

Staff Liaison

Committee Purpose

The Member Board Staff Work Group conducts the Annual Quality Assurance Audit of Council Records and serves as a focus group for the Board of Directors and Council staff.

Report

Highlights/Year-End Summary

- FY20 was the first year a work group of board staff members conducted the annual Quality Assurance Audit of transmittals processed for licensure requests. The work group's insights help inform the Customer Relations Department's services to Member Boards.

MODEL LAW TASK FORCE



TASK FORCE MEMBERS

Chair: Dennis S. Ward
FAIA, NCARB

Pasqual V. Gutierrez
AIA
California Member Board Member

Julie Hildebrand
Texas Member Board Executive

Katherine E. Hillegas
Louisiana Member Board Executive

Jeanne M. Jackson
FAIA, NCARB, LEED AP

Vincent Mancini Jr.
NCARB

Susan B. McClymonds
AIA, CSI, CCS, SCIP, NCARB

Mary M. Morissette
FAIA, NCARB, LEED AP
Colorado Member Board Member

Kate R. Nosbisch
BA, MS, Hon. AIA VA
Virginia Member Board Executive

Douglas W. Sams
AIA, CSI, CDT, LEED AP BD+C
Oregon Member Board Member

Bayliss Ward
NCARB, AIA
BOD Liaison
Montana Member Board Member

Joshua Batkin
Staff Liaison

Maurice Brown
Staff Liaison

Task Force Purpose

The Model Law Task Force was formed to modernize the Council's *Model Law and Model Regulations* for current relevance, ease of use, and degree of compatibility with evolving programs and the current NCARB culture of service to Member Boards. To that end, the task force has re-examined the *Model Law and Model Regulations'* content and format to address both current and future concerns of the Member Boards and Council at large.

Report

Highlights/Year-End Summary

- Completed the development of the *NCARB Model Law and Regulations*.
- Created supplemental documents to aid the understanding and use of the newly developed *NCARB Model Law and Regulations*.
- Continued socializing efforts to prepare members to vote on the updated document:
 - Released *Model Law and Model Regulations* drafts to the membership for two comment periods.
 - Hosted webinar with Member Board Executive community to walk through updated *Model Law* draft and draft *Model Regulations* documents.
 - Engaged NCARB committees during 2019 Committee Summit.
 - Facilitated question-and-answer sessions about the *NCARB Model Law and Regulations* document during the 2020 Regional Summit.
- Co-facilitated a group discussion with the Futures Collaborative exploring the major areas of architectural practice most expected to drive change in the profession and the regulation of practice. The task force also participated in an exercise envisioning how future *Model Law* updates can be seamlessly integrated to appropriately regulate a changing profession.

Summary of Charges

- Finalized *NCARB Model Law and Regulations* resolution along with supplemental documents for membership.

PROGRAM CONTINUUM ADVISORY COMMITTEE



COMMITTEE MEMBERS

Chair: Robert M. Calvani
FAIA, NCARB
New Mexico Member Board Member

Ann Marie Borys
Ph.D., AIA, NCARB

Philip M. Leinbach
NCARB, AIA, REFP, CSI
Pennsylvania Member Board Member

James S. Mickey
NCARB, AIA
Nevada Member Board Member

Gianna Pigford
AIA, NOMA, LEED AP BD+C, CDT, NCARB

Michelle Cohn
AIA, NCARB, LEED AP BD+C, PMP
Staff Liaison

Martin Smith
AIA, NCARB, LEED Green Assoc.
Staff Liaison

Committee Purpose

Facilitate an ongoing holistic discussion regarding the development, determination point of, and maintenance of competency to practice architecture. The dialog will encompass education, experience, examination, and continuing education to inform strategic discussions for the Board of Directors.

Report

Highlights/Year-End Summary

- This was the inaugural year for this committee, which is made up of the chairs from NCARB's four major policy/program committees. Members convened to brainstorm and discuss ideas pertaining to ethics and licensure as an architect.
- This group met following the 2019 Committee Summit and had several representatives from the Education, Experience, Examination, and Policy Advisory committees present to discuss pertinent topics that volunteers heard during group sessions throughout the summit.
- Members reviewed the discussions from the past three years on the education continuum to determine next steps and areas of inquiry into the practice of architecture. The committee and focus group members received an update on the Analysis of Practice and then brainstormed potential questions they would like to be able to answer about the profession once the Analysis of Practice is completed.
- Committee members engaged in a valuable discussion on the role of professional ethics, brainstorming scenarios for both teaching and assessing ethics as well as debating NCARB's responsibility to promote ethics. There was agreement that ethical considerations will continue to evolve, just as the role of the architect evolves.

RE-THINK TANK



MEMBERS

Kingkini Arend
RA, AIA, NCARB

R. Matthew Conard
AIA, EDAC

Carly de la Hoz
RA, AIA

Brandon S. Everhart
LEED AP

Cam Featherstonhaugh
AIA, CSI

Erik "Jake" Jacobsen
RA

Roxana Lopez-Truong
AIA, NCARB

Joann Lui
AIA, CDT, LEED Green Assoc.

Tyler Mason
AIA, NCARB

Jakiel Sanders
AIA, NOMA, NCARB

Caroline Shannon
AIA, LEED AP

Courtney Zunis
RA, AIA, NCARB

Patricia N. Ramallo
AIA, NCARB, LEED AP BD+C & Homes, CPHD
Staff Liaison

Nicholas Respecki
AIA, NCARB
Staff Liaison

Re-Think Tank Purpose

The Re-Think Tank is composed of 12 recently licensed architects from around the country. Members are tasked with exploring challenges and opportunities throughout the licensure process, sharing feedback with NCARB on how to improve its programs and services, and engaging with NCARB volunteers and leadership on key initiatives.

Report

Highlights/Year-End Summary

- Through in-person and virtual meetings, Re-Think Tank members:
 - Explored ethical responsibilities as a licensure candidate, architect, firm, and supervisor.
 - Outlined strategies to increase transparency and awareness of the licensure process for future and current licensure candidates.
 - Brainstormed resource ideas to assist licensure candidates successfully navigate the ARE.
 - Explored how the licensure candidate/mentor relationship could be enhanced through virtual mentoring.
 - Brainstormed practical ways that firms and the collateral organizations can support underrepresented groups along the path to licensure and professional leadership positions.
- At the 2019 Committee Summit, the Re-Think Tank engaged with several NCARB committees, including the Education, Experience, and Examination committees, as well as the Futures Collaborative and Policy Advisory Committee. Through these engagements, the Re-Think Tank learned more about how NCARB's programs are developed and provided essential insight into pinch points along the path to licensure, the relationships between supervisors and candidates, and more.

Summary of Charges

- Explored challenges and opportunities throughout the licensure process, including brainstorming solutions.
- Suggested improvements to NCARB's programs and services.
- Explored ethical responsibilities as a licensure candidate, architect, and supervisor.
- Brainstormed practical ways that firms and the collateral organizations can support underrepresented groups along the path to licensure and professional leadership positions.
- Members also met with various other NCARB volunteer groups at the 2019 Committee Summit, learning more about NCARB's programs and discussing shared topics and concerns.

THINK TANK



MEMBERS

Chair: Zachary Stoltenberg
AIA, NCARB

Gina De Leon

Jonas Gassmann

Ashwini Karanth
Assoc. AIA, LEED AP, ENV SP

Brady Laurin
AIA, NCARB, LEED Green Assoc.

Ambikesh Mishra
Assoc. AIA

Matt Okazaki

Nichole Perkins

Jennisse Schule
WELL, LEED Green Assoc.

Phil Talley

Adriana Tzigrantcheva
AIA, NCARB

Will Wang

Morgynn Wiley

Samantha Miller
Staff Liaison

Martin Smith
AIA, NCARB, LEED Green Assoc.
Staff Liaison

Think Tank Purpose

The Think Tank is composed of 12 licensure candidates who are passionate about improving the profession, with the goal of sharing feedback on the licensure process and resources, brainstorming areas for improvement, and engaging with NCARB volunteers and leadership on key initiatives.

Report

Highlights/Year-End Summary

- Over the course of the year, Think Tank members brainstormed ways to improve existing resources and online tools for AXP supervisors, explored barriers on the path to licensure and suggested potential solutions, and identified ways NCARB can help clarify the ethical responsibilities of candidates pursuing architectural licensure.
- At the 2019 Committee Summit, the Think Tank engaged with several NCARB committees, including the Education, Experience, and Examination committees, as well as the Futures Collaborative and Policy Advisory Committee. Through these engagements, the Think Tank learned more about how NCARB's programs are developed, and provided essential insight into pinch points along the path to licensure, the relationships between supervisors and candidates, and more.
- Members incorporated consideration of ways to improve equity and diversity in the profession into all discussion areas.
- Feedback related to supervisor resources and NCARB policies are being shared with the appropriate standing committees for further exploration in the coming years.

Summary of Charges

- **Licensure:** Members researched and organized a “road map” based on decisions candidates make on the path to licensure and how it might impact the costs involved and the time it takes to earn a license.
- **Supervision:** Members shared experiences and suggestions on how to strengthen the supervisor/licensure candidate relationship. Their areas of focus included: ways of supporting the licensure candidate and supervisor during check-in meetings, updating current systems to provide additional tools to support supervisors in evaluating candidates experience, and methods of recognizing supervisors.
- **Ethics:** Members researched multiple organizations' statements pertaining to ethics in the profession, noted gaps and limits of each of the documents, and shared feedback regarding NCARB's role in professional ethics.
- Topics related to diversity and inclusion were incorporated into all aspects of the Think Tank's discussions and group projects.

COMMITTEE SUMMIT



COMMITTEES

Education Committee

Experience Committee

Examination Committee

Futures Collaborative

Licensure Advisory Forum

Policy Advisory Committee

Program Continuum
Advisory Committee

Re-Think Tank

Think Tank

Committee Summit

Each year, hundreds of volunteers—including licensure candidates, architects, educators, and other professionals—help NCARB develop and maintain its major programs and initiatives. On December 6-7, 2019, NCARB volunteers gathered in Oklahoma City for the annual Committee Summit.

Each of NCARB's volunteer groups focuses on a different aspect of NCARB's work—from candidate-focused programs like the ARE to internal items like NCARB's policy and governance documents. The annual Committee Summit is designed to give volunteers the opportunity to see how their work aligns with the rest of NCARB's efforts, providing a big-picture, holistic understanding of each project.

During this year's summit, members of various committees focused on engaging in joint sessions that explored the entire licensure process for architects—from education to examination and beyond. In addition, members of NCARB's Think Tank of licensure candidates and Re-Think Tank of recently licensed architects met with other volunteer groups to provide feedback on the AXP and ARE, and to highlight common issues that prevent candidates from earning a license.

For the first time, NCARB's Futures Collaborative—a group of experts exploring ways that changes in architectural practice over the next 10-25 years may impact regulation—also attended the summit, sharing insight into how NCARB's programs might adapt to their findings. NCARB's Licensure Advisory Forum also attended the Committee Summit for the first time. Newly created in 2019, the forum is made up of representatives from various architecture and architecture-related organizations. Their goal is to provide feedback on the entire licensure process and identify ways the organizations can work together to address common issues.



REGION REPORTS

NCARB's 55 Member Boards are divided into six geographic regions, each with their own organization, objectives, and meetings. Every region elects a director to serve on NCARB's Board of Directors and appoints a chair, who also serves on the Regional Leadership Committee.

**CHAIR**

Janet L. Hansen
AIA, NCARB, LEED AP

**FY20 REGION 1 OFFICERS:****DIRECTOR**

Stephen D. Schreiber
FAIA, NCARB

VICE CHAIR

Jennifer R. Arbuckle
AIA, NCARB, LEED AP

SECRETARY/TREASURER

Thomas D. Lonardo
RA, NCARB
Rhode Island Member Board Member

REGIONAL EXECUTIVE ADMINISTRATOR

Dawne Broadfield
Rhode Island Member Board Executive

HIGHLIGHTS/YEAR SUMMARY

- Region 1 hosted and conducted business at its Annual Fall Business Meeting in Stockbridge, Massachusetts, attended by 12 delegates and two Member Board Executives representing four of the six jurisdictions.
 - The agenda included the reports from the treasurer, the audit committee on the treasurer's report, and the regional director and chair, followed by reports from NCARB committees and task forces. These reports are a great way to generate interest in volunteering and serving on a committee of interest. State reports were also discussed, which included similarities from state to state.
 - The region discussed the proposed *NCARB Model Law* firm practice requirement. Rhode Island member David DeQuattro attended the NCARB Model Law Task Force (MLTF) face-to-face meeting in Washington, DC, on August 23, 2019, and presented the region's recommendation.
 - The region discussed advocacy and enforcement of unlicensed practice. The MLTF has a description of illegal practice within the proposed *NCARB Model Law*. The description made it absolutely clear who could and could not practice. The problem is not defining illegal practice, as well as the inability to enforce unlicensed practice laws.
- Region 1 also conducted business at the Regional Summit in Cambridge, Massachusetts, attended by 11 delegates, one legal counsel and two Member Board Executives representing five of the six jurisdictions.
 - The agenda included reports from the treasurer, regional director, and chair, nominating committee recommending the "slate of officers," updates from NCARB committees, and resolutions. State reports were also discussed, which included similarities from state to state.
 - The region discussed NCARB draft Resolution 2020-C relating to the firm practice requirement. The NCARB MLTF wanted each jurisdiction to come up with their own language due to the wide variety. The NCARB lawyers felt it should be left a little more open and less specific. Connecticut, New Hampshire, and Rhode Island register firms. Concerns were discussed. The resolution will be voted on at the next NCARB Annual Business Meeting.
 - New Hampshire Board Executive Bobbie Mayo, in her role on the NCARB Policy Advisory Committee (PAC) suggested to incorporate New Hampshire's reciprocal continuing education (CE) language. The language would allow architects who meet their home state's CE to automatically meet the reciprocal state's CE requirement and be approved. The architect would have to meet the more stringent CE requirement. Research showed that there are only four or five states in the country that have different CE requirements from one another. Most states have 12 continuing education hours (CEHs) per year. The MLTF did not incorporate the suggested language. The region asked the MLTF why it was not incorporated and were told that the MLTF will take the suggestion into consideration.

- The region continued the discussion of advocacy and enforcement against unlicensed practice.
- The region discussed holding its Annual Fall Business Meeting every other year and began planning its FY21 Annual Fall Business Meeting in Burlington, Vermont, to be held October 23-25, 2020.

UPCOMING FY21 REGIONAL OFFICERS:

- **Director:** Janet L. Hansen, AIA, NCARB, LEED AP
- **Chair:** Jennifer R. Arbuckle, AIA, NCARB
- **Vice-Chair:** Thomas D. Lonardo, RA, NCARB, Rhode Island Member Board Member
- **Secretary/Treasurer:** Sheldon Pennoyer, AIA, LEED AP, New Hampshire Member Board Member
- **Regional Executive Administrator:** Dawne Broadfield, Rhode Island Member Board Executive

FY20 ANNUAL REPORT: REGION 1 REPORT

Connecticut

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 4,295
 - In-state: 1,422
 - Out-of-state: 2,873

Maine

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 1,715
 - In-state: 493
 - Out-of-state: 1,222

Rule/Requirement Changes & Other Updates

- The board is currently reviewing its laws and rules to update language that is no longer relevant.

FY20 ANNUAL REPORT: REGION 1 REPORT

Massachusetts

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 7,646
 - In-state: 4,159
 - Out-of-state: 3,487

New Hampshire

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 1,829
 - In-state: 308
 - Out-of-state: 1,521

FY20 ANNUAL REPORT: REGION 1 REPORT

Rhode Island

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 1,828
 - In-state: 329
 - Out-of-state: 1,499

Rule/Requirement Changes & Other Updates

- There is no legislation or rule-making activity at this time.

Board Updates: Miscellaneous Information

- Since the *Reference Guide for the Design and Construction Industries in Rhode Island (Reference Guide)* was published, the Building Officials Task Force will continue to meet two to three times a year in order to ensure that the document remains a living working document. The “Reference Guide” can be used by building officials to clarify the respective roles of the allied professionals and contractors in the building process.
- The board is continuing the discussion of issuing a Certificate of Authorization (COA) for firm practice. The recommended change would be to base the requirement on a percentage of ownership instead of a percentage of directors and officers. Secretary DeQuattro attended a meeting of the NCARB Model Law Task Force as a representative of Region 1 to address the region's recommended change. The MLTF took the comments into consideration and released the proposed draft Model Law and Regulations. It was decided to empower the licensing boards to regulate firms. The drafts require vote by the NCARB membership.
- The board is currently conducting a random audit of 3 percent of its active registrants for a total of 47 registrants and a selected audit of 35 registrants who renewed late and/or who were not compliant when previously audited. Several registrants submitted clarification as to why what they submitted did not comply. The board required that they make up the shortage of CEHs, that those CEHs could not be counted for the current year, and that they automatically be put on the next audit list. The audit is ongoing.

Disciplinary Action

- The Department of Business Regulation (DBR), in relation to investigations conducted by the Architect, Professional Land Surveyors (PLS), Professional Engineers (PE) and Landscape Architects Boards, entered into a consent agreement on September 24, 2019, in the matter of *Narragansetts Engineering, Inc. and Kamal Hingorany, PE, PLS* for violating several sections of the Rhode Island General Laws and Regulations involving work performed for a renovation of an old mill, which involved interior rehabilitation and a conversion to apartment dwelling units. He and the firm agreed to pay administrative penalties of \$1,000 to the PLS Board for the use of digital signatures and digital dates on the PLS stamp survey plans and for prematurely applying PLS stamps, signatures, and certifications to draft plans and \$3,000 to the Architect Board for unlicensed activity.

FY20 ANNUAL REPORT: REGION 1 REPORT

Vermont

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 1,216
 - In-state: 313
 - Out-of-state: 903

**CHAIR****Philip M. Leinbach**NCARB, AIA, CSI, REFP
Pennsylvania Member Board President**FY20 REGION 2 OFFICERS:****DIRECTOR****Paul D. Edmeades**RA, AIA, NCARB
Maryland Member Board Chair**SECRETARY****George H. Miller**FAIA, NCARB
New York Member Board Chair**VICE CHAIR/TREASURER****Ronnie W. McGhee**FAIA, LEED AP
District of Columbia Member Board Chair**REGIONAL EXECUTIVE****Judy Belcher****HIGHLIGHTS/YEAR SUMMARY**

In spite of challenges experienced throughout the year, Region 2 increased its involvement and overall presence with NCARB and educational communities (student and professional) within Mid-Atlantic states, and began development of future engagement opportunities with legislators and code officials. Additional FY20 regional highlights include:

- Launching their third symposium effort, led by Kate Nosbisch and her committee. While currently deferred, the symposium's planning is well underway and highly anticipated as an event in FY21.
- Substantially increasing attendance for the spring and summer regional meetings and interest level among attendees, even through virtual meetings.
- Completing a thorough review and update to the Bylaws and Rules, which passed unanimously at the summer meeting.
- Launching an exploratory dive—under the leadership of Al Zaccone and his committee—into how to reach and educate legislators and code officials about NCARB's role and how Region 2 works with the organization to protect the public's health, safety and welfare.
- Retroactively reducing regional dues for FY21 from the previously approved \$4,800/year to \$4,500/year. FY22 dues were approved at the same level of \$4,500/year.
- Presenting Paul D. Edmeades, RA, AIA, NCARB, with a Member Cum Specialis honor in recognition of his many years of thoughtful and dedicated service to the architecture profession, where he has influenced numerous fellow professionals and board members to advance the practice of architecture while benefiting the public's health, safety, and welfare.
- Offering a farewell and special thank you to Ronnie McGhee, FAIA, LEED AP, for his years of service on the Region 2 ExCom as secretary and vice chair/treasurer.
- Thanking Pennsylvania Board member Darryl Hamm for his three years of service as public director on NCARB's Board of Directors, and offering Maryland Board member Gary Ey well wishes as NCARB's incoming public director for FY21.

All accomplishments were achieved through ongoing collaboration within the region and its members. As growth and improvements continue, Region 2 is committed to being proactive and looking into future development opportunities to effectively enhance the protection of the health, safety, and welfare of the communities they serve.

UPCOMING FY21 REGIONAL OFFICERS:

- **Director:** Philip M. Leinbach, NCARB, AIA, CSI, REFP, Pennsylvania Member Board President
- **Chair:** George H. Miller, FAIA, NCARB, New York Member Board Chair
- **Vice-Chair/Treasurer:** Edward W. Tucker, FAIA, NCARB, West Virginia Member Board Member
- **Secretary:** Robert Cozzarelli, FAIA, NCARB, PP, CID, New Jersey Member Board Member
- **Regional Executive:** Judy Belcher

FY20 ANNUAL REPORT: REGION 2 REPORT**Delaware****Number of Licensed Architects per NCARB's 2019 Survey**

- Total number of licensed architects: 1,734*
 - In-state: 139*
 - Out-of-state: 1,595*

**Ratio of in-state/out-of-state data from 2018 Survey.*

District of Columbia**Number of Licensed Architects per NCARB's 2019 Survey**

- Total number of licensed architects: 3,947
 - In-state: 886
 - Out-of-state: 3,061

FY20 ANNUAL REPORT: REGION 2 REPORT

Maryland

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 6,688*
 - In-state: 2,291*
 - Out-of-state: 4,397*

**Data from end of FY20.*

New Jersey

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 7,618
 - In-state: 3,066
 - Out-of-state: 4,552

FY20 ANNUAL REPORT: REGION 2 REPORT

New York

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 20,102
 - In-state: 11,662
 - Out-of-state: 8,440

Rule/Requirement Changes & Other Updates

- The New York State Board of Regents approved [regulatory amendments](#) in architecture that are effective April 22, 2020. The following regulatory changes have been made:
 - A Doctor of Architecture is now included as a type of degree that may be received from an NAAB-accredited program.
 - Master's degrees related to architecture are now permitted to count in lieu of no more than one year of experience.
 - Experience that is earned non-concurrently with full-time attendance at college, including but not limited to summer employment, is now permitted to count toward the experience requirements for licensure, so long as the experience is a minimum duration of one month as defined in the regulations.
 - The capability for a candidate to review and challenge an exam division is eliminated.
 - Exam candidates are now permitted to request admission to the exam after the third year of a Bachelor of Architecture or Master of Architecture program if that is the only degree received, or after the first year of a Master of Architecture or higher program following receipt of an undergraduate degree in accordance with regulatory requirements, or after the accumulation of seven years of combined education/experience.
 - Endorsement of a license to practice architecture by another state or jurisdiction of the United States is now permitted for those applicants who have five years of acceptable experience within the seven years preceding application, provided they have met the exam requirement, have provided satisfactory evidence of good standing in each jurisdiction in which they are licensed, and have submitted an attestation of good moral character.
 - Endorsement of a Canadian architect is now permitted for those applicants who have five years of acceptable experience within the seven years preceding application, provided they have met the exam requirement, have provided satisfactory evidence of good standing in each jurisdiction in which they are licensed, have submitted an attestation of good moral character, or, if they have not met the exam requirement, they must pass a practical exam satisfactory to the State Board for Architecture.

FY20 ANNUAL REPORT: REGION 2 REPORT

Pennsylvania

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 8,571
 - In-state: 4,085
 - Out-of-state: 4,486

Virginia

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 7,493
 - In-state: 2,956
 - Out-of-state: 4,537

Rule/Requirement Changes & Other Updates

- The board has proposed regulations in process since 2017.
- Robert A. Boynton, FAIA, NCARB, finished up his second term on June 30, 2020, and will continue to serve until he has been replaced.
- Two of the professions—landscape architecture and interior design—part of Virginia's multi-professional board were to be studied for the need for continued regulation, as suggested by the Joint Legislative Audit and Review Commission's (JLARC) Report conducted in 2018. Due to the current COVID-19 pandemic, public hearings for the matter have been canceled and have yet to be rescheduled. The final report was set to be due on December 31, 2020.
- The board, along with the Virginia Employment Commission, was moved from the Secretary of Commerce and Trade to the Office of the Chief Workforce Development Advisor in mid-July.

West Virginia

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 1,295
 - In-state: 116
 - Out-of-state: 1,179

Rule/Requirement Changes & Other Updates

- The board's proposed rule changes were passed without amendment during the 2020 Legislative Session and took effect on July 1, 2020.
- The Joint Committee on Government Organization issued a letter in April 2020 informing the board of study resolutions on regulatory boards and asking for responses to questions related to shared services between boards and the creation of a multi-professional board. The response is due on September 1, 2020.
- West Virginia Governor Jim Justice proclaimed May as Building Safety Month and recognized the West Virginia Board of Architects, the West Virginia State Fire Marshal, and the West Virginia State Fire Commission as partners in collaboration with other code officials to keep the public safe.

**CHAIR****Richard H. McNeel**NCARB, AIA, LEED AP
Mississippi Member Board Member**FY20 REGION 3 OFFICERS:****DIRECTOR****Robert W. McKinney**

Ed.D., NCARB

VICE CHAIR**Miguel A. Rodriguez**

FAIA, NCARB

Florida Member Board Member

TREASURER**Larry W. Bishop**

NCARB

Mississippi Member Board Member

SECRETARY**Richard D. Thompson**

AIA, NCARB

Tennessee Member Board Member

MBE DIRECTOR**Cathe M. Evans**

North Carolina Member Board Executive

REGIONAL EXECUTIVE**Jenny Owen****HIGHLIGHTS/YEAR SUMMARY**

- Region 3 met in-person during the Regional Summit in March. Members participated in a video conference meeting in June, and in three conference calls timed just before NCARB Board of Directors meetings. Additionally, the region held a Board of Directors meeting, an Education Committee meeting, and Executive Committee meetings.
- Chairman McNeel appointed members to serve on the region's Education Committee. Cathe Evans (NC), Larry Bishop (MS), Emily Coe (AL), Jenny Owen (R3 Executive) and Steve Jernigan (FL) will serve with the guidance of Mike Rodriguez (FL), who is the committee chair.
- Region 3's Education Committee will lead the Conference's formal initiative relative to leadership mentoring and development, which includes the Educators and Practitioners Conference and member training/leadership development events. Due to COVID-19, no specific dates have been set for events.
- During the Regional Summit, the Executive Committee participated in the welcome meeting for first time meeting attendees.
- Throughout the year, the region provided opportunities for the membership to discuss issues before the NCARB Board of Directors, other key topics, and to share jurisdiction reports and updates. These meetings ensured the timely exchange of information and an opportunity to provide feedback to the regional leadership and the NCARB Board of Directors.
- Richard McNeel and Jenny Owen assisted the planning of the Regional Summit through their service on the Regional Leadership Committee, meeting in person in the fall prior to the meeting, and through a series of teleconference meetings.
- Although the Southern Conference had planned an update to its Policy Manual, this issue was deferred in order to allow discussion during the next in-person meeting with the full membership. However, the policy manual will be updated with respect to changes made to the bylaws last year.

UPCOMING FY21 REGIONAL OFFICERS:

- **Director:** Robert W. McKinney, Ed.D., NCARB
- **Chair:** Richard H. McNeel, NCARB, AIA, LEED AP, Mississippi Member Board Member
- **Vice-Chair:** Miguel A. Rodriguez, FAIA, NCARB, Florida Member Board Member
- **Treasurer:** Larry W. Bishop, NCARB, Mississippi Member Board Member
- **Secretary:** Cathy C. Morrison, NCARB, AIA, LEED AP BD+C, North Carolina Member Board Member
- **MBE Director:** Cathe M. Evans, North Carolina Member Board Executive
- **Regional Executive:** Jenny Owen

FY20 ANNUAL REPORT: REGION 3 REPORT**Alabama****Number of Licensed Architects per NCARB's 2019 Survey**

- Total number of licensed architects: 2,939
 - In-state: 843
 - Out-of-state: 2,096

Arkansas**Number of Licensed Architects per NCARB's 2019 Survey**

- Total number of licensed architects: 1,712
 - In-state: 550
 - Out-of-state: 1,162

Florida**Number of Licensed Architects per NCARB's 2019 Survey**

- Total number of licensed architects: 10,917
 - In-state: 5,453
 - Out-of-state: 5,464

FY20 ANNUAL REPORT: REGION 3 REPORT

Georgia

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 5,845
 - In-state: 2,544
 - Out-of-state: 3,301

Louisiana

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 3,612
 - In-state: 1,419
 - Out-of-state: 2,193

Mississippi

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 1,699
 - In-state: 364
 - Out-of-state: 1,335

Rule/Requirement Changes & Other Updates

- Rule changes took effect in January 2020, allowing exam candidates to apply directly to NCARB to sit for the ARE through the Exam Eligibility Services (EES) program and bringing the Professional Code of Conduct into greater conformity with NCARB's recently revised *Model Rules of Conduct*.
- Legislation passed in 2020, authorizing the Mississippi Occupational Licensing Review Commission to review existing regulations and amending the licensing requirements for military applicants and their spouses and dependents.

FY20 ANNUAL REPORT: REGION 3 REPORT

North Carolina

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 6,400
 - In-state: 2,658
 - Out-of-state: 3,742

Rule/Requirement Changes & Other Updates

- The exemptions for an architect's seal have been amended as follows:

"NCGS 83A-13 Exemptions

(c) Nothing in this Chapter shall be construed to require an architectural license for the preparation, sale, or furnishing of plans, specifications and related data, or for the supervision of construction pursuant thereto, where the building, buildings, or project involved is in one of the following categories:

3. An institutional or commercial building if it does not have a total value exceeding ninety thousand dollars (\$90,000); two hundred thousand dollars (\$200,000.);
4. An institutional or commercial building if the total building area does not exceed exceed 2,500 3000 square feet in gross floor area;"

Puerto Rico

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 1,153
 - In-state: 1,059
 - Out-of-state: 94

FY20 ANNUAL REPORT: REGION 3 REPORT

South Carolina

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 4,210
 - In-state: 1,148
 - Out-of-state: 3,062

Tennessee

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 10,184
 - In-state: 2,485
 - Out-of-state: 7,699

Texas

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 13,558
 - In-state: 8,595
 - Out-of-state: 4,963

FY20 ANNUAL REPORT: REGION 3 REPORT

U.S. Virgin Islands

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 1,111
 - In-state: 163
 - Out-of-state: 948

**CHAIR**

John P. Rademacher
AIA, NCARB,
Ohio Member Board Member

**FY20 REGION 4 OFFICERS:****DIRECTOR**

Kenneth Van Tine
AIA, NCARB, LEED AP
Michigan Member Board Chair

VICE CHAIR

Margaret S. Parsons
AIA, NCARB, ALEP, LEED AP BD+C
Minnesota Member Board Chair

SECRETARY/TREASURER

Linda J. Schemmel
AIA, NCARB,
Iowa Member Board Member

REGIONAL EXECUTIVE

Glenda Loving

HIGHLIGHTS/YEAR SUMMARY**Advocacy**

During FY20, Region 4 continued supporting its Member Boards with resources to leverage the knowledge base of their regulatory community. Issues that continue to draw the attention of the region's Member Boards include:

- Deregulation
- Incidental practice
- Threats to reciprocity by dilution of uniform standards (e.g., interstate compacts)
- Enforcement standards

Diversity

The region has continued to support its Member Board Members by actively finding and assisting those willing to serve with volunteer opportunities. Through volunteer efforts, including training and committee work, Region 4 has committed to supporting and expanding its volunteer pool to best represent the diversity within the professional community—providing equitable opportunities for success on the path one chooses to pursue in service to Member Boards and the Council.

Financial Support for NCARB Meeting Participation

The region has committed to providing financial support for all Member Board Members to have an opportunity to participate in programs and trainings provided by NCARB.

Member Board Member/Educator Symposium

In October 2019, the Indiana Board, along with Ball State University's College of Architecture & Planning, hosted the biannual Region 4 Educators/Member Board Members Symposium in Muncie, Indiana. The symposium was well attended, with many NAAB-accredited programs within Region 4 being represented, as well as state board members. Planning Committee members in attendance include Indiana board members Dan Weinheimer and Todd Scoggins, Iowa Member Board Member Jerry Purdy, Southern Illinois University Associate Professor Norman Lach, Ball State University College of Architecture Chair Andrea Swartz, Region 4 Chair John Rademacher, and Region 4 Executive Glenda Loving.

UPCOMING FY21 REGIONAL OFFICERS:

- **Director:** John P. Rademacher, AIA, NCARB, Ohio Member Board Member
- **Chair:** Margaret S. Parsons, AIA, NCARB, ALEP, LEED AP BD+C, Minnesota Member Board Chair
- **Vice-Chair:** Linda J. Schemmel, AIA, NCARB, Iowa Member Board Member
- **Secretary/Treasurer:** Tandi S. Brannaman, AIA, NCARB, Iowa Member Board Member
- **Regional Executive:** Glenda Loving

FY20 ANNUAL REPORT: REGION 4 REPORT**Illinois****Number of Licensed Architects per NCARB's 2019 Survey**

- Total number of licensed architects: 10,057
 - In-state: 6,002
 - Out-of-state: 4,055

RULE/REQUIREMENT CHANGES & OTHER UPDATES

- The board implemented a new law regarding renewals.
 - Beginning on January 1, 2020, professions regulated by the department requiring continuing education for renewals must include one hour of sexual harassment prevention training as part of the required 24 hours.

Indiana**Number of Licensed Architects per NCARB's 2019 Survey**

- Total number of licensed architects: 3,319
 - In-state: 1,015
 - Out-of-state: 2,304

RULE/REQUIREMENT CHANGES & OTHER UPDATES

- Following a rule change, the Indiana Board now allows AXP. This change was made effective in February 2020.
- Due to legislative changes, the Indiana Board reduced its members from seven to five. The board now includes three architects, one landscape architect, and one consumer member.

FY20 ANNUAL REPORT: REGION 4 REPORT

Kentucky

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 2,697
 - In-state: 721
 - Out-of-state: 1,976

Michigan

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 5,294*
 - In-state: 2,276*
 - Out-of-state: 3,018*

**Ratio of in-state/out-of-state data from 2018 Survey.*

Rule/Requirement Changes & Other Updates

- The latest revision of the rules became effective on February 20, 2020. Updates include:
 - Revised definitions of terms used in the rules
 - Revised education, experience, and examination requirements to be satisfied in order to receive a license
 - Adoption, by reference, of a standard of professional conduct that is accepted by the board
 - Clarification regarding the requirements pertaining to the seal of an architect
 - The addition of a new rule that outlines re-licensure requirements
 - Updated continuing education requirements to reflect subjects and activities that are accepted by the board

FY20 ANNUAL REPORT: REGION 4 REPORT

Minnesota

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 3,876
 - In-state: 2,100
 - Out-of-state: 1,776

Missouri

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 5,208
 - In-state: 2,029
 - Out-of-state: 3,179

Ohio

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 6,305
 - In-state: 3,209
 - Out-of-state: 3,096

RULE/REQUIREMENT CHANGES & OTHER UPDATES

- Active military personnel and their spouses transferred to Ohio may now obtain a temporary reciprocal license without an NCARB Certificate. The temporary license may last up to six years.
- COVID-19 pandemic legal changes:
 - Firm license expiration dates for 2020 were temporarily extended from June 30, 2020, to December 1, 2020.
 - Board meetings are now permitted to be conducted virtually.
- Firm rules regarding the architect in responsible charge were modified to allow for virtual supervision/telecommuting attendance.

FY20 ANNUAL REPORT: REGION 4 REPORT

Wisconsin

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 4,839
 - In-state: 1,593
 - Out-of-state: 3,246

**CHAIR****David W. Hornbeek**

AIA, NCARB

Oklahoma Member Board Member

**FY20 REGION 5 OFFICERS:****DIRECTOR****Ricky L. Engebretson**

AIA, NCARB

North Dakota Member Board Member

VICE CHAIR**Lenora Isom**

NCARB, AIA, LEED AP BD+C

Nebraska Member Board Member

SECRETARY/TREASURER**Nathan Baker**

AIA, NCARB

Oklahoma Member Board Member

REGIONAL EXECUTIVE**Bonnie Staiger**

Hon. AIA

REGIONAL EXECUTIVE**Stacy Krumwiede****HIGHLIGHTS/YEAR SUMMARY**

- Region 5 expressed their thankfulness to 2019-2020 NCARB President David L. Hoffman and Director of Region 5 Ricky L. Engebretson, who both completed their tenure on the Council's Board of Directors. The region appreciates their service to Region 5 and NCARB. In addition, the region is honored to have Bayliss Ward now serving as the organization's second vice president.
- Participation from Region 5 Member Board Members remains strong, with robust and active discussions, as well as committee involvement.
- Ongoing commitment to diversity and representation efforts continue. The region is excited to have two of their leadership roles—region chair and vice-chair—filled by women.
- Licensure compacts remain high on Region 5's watchlist, as well as diversity within state boards.
- Potential impacts of COVID-19 on state budgets and board operations will be a topic of discussion in the upcoming year.

UPCOMING FY21 REGIONAL OFFICERS:

- **Director:** David W. Hornbeek, AIA, NCARB, Oklahoma Member Board Member
- **Chair:** Lenora Isom, NCARB, AIA, LEED AP BD+C, Nebraska Member Board Member
- **Vice-Chair:** Elizabeth A. Glasgow, AIA, NCARB, Oklahoma Member Board Member
- **Secretary/Treasurer:** James Devine, AIA, NCARB, LEED AP, North Dakota Member Board Member
- **Regional Executive:** Bonnie Staiger, Hon. AIA
- **Regional Executive:** Stacy Krumwiede

FY20 ANNUAL REPORT: REGION 5 REPORT

Kansas

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 2,823
 - In-state: 836
 - Out-of-state: 1,987

Montana

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 1,564
 - In-state: 483
 - Out-of-state: 1,081

FY20 ANNUAL REPORT: REGION 5 REPORT

Nebraska

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 1,862*
 - In-state: 569*
 - Out-of-state: 1,293*

**Data from 2018 Survey.*

Rule/Requirement Changes & Other Updates

- Nebraska Legislative Bill (LB) 755 became effective on November 11, 2020.
 - Removes provisions that require architect license candidates to graduate before taking the ARE, allowing Nebraska the ability to license IPAL graduates.
 - Allows for direct registration for the ARE; and
 - Adds a provision that graduation from a program accredited by the Canadian Architectural Certification Board satisfies the education component for licensure.
- Continuing education modifications became effective on April 2019:
 - The Board voted to temporarily adjust continuing education requirements due to COVID-19 concerns, reducing the required number of hours to 16, in lieu of 24, for architects whose license expires in 2020 and 2021.
- Board member Lenora Isom was elected as chair of NCARB's Region 5 at the NCARB's 2020 Regional Summit.

North Dakota

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 1,167
 - In-state: 188
 - Out-of-state: 979

Rule/Requirement Changes & Other Updates

- While 2019-2020 was not a legislative year, the board continues to monitor interim legislative committees. This includes a committee in charge of reviewing procedures for supervision of licensing boards and discussion of interstate licensure compacts with neighboring states in anticipation of the upcoming legislative session and possible threats to licensure.

FY20 ANNUAL REPORT: REGION 5 REPORT

Oklahoma

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 2,361
 - In-state: 820
 - Out-of-state: 1,541

Rule/Requirement Changes & Other Updates

- Revisions to Subchapter 1 expand on definitions and clean up.
- Changes to Subchapter 3 include the additions of fee exemptions for active-duty military personnel and spouses, per Oklahoma Senate Bill (SB) 670, and based on low income, per Oklahoma House Bill (HB) 2933.
- Changes to Subchapter 5 include clean up and updates to the current processes, as well as the deletion of “good moral character,” per Oklahoma HB 1379.
- Changes in Subchapter 7 were made in order that the application and licensing processes by examination be better understood by the public.
- Changes in Subchapter 15 provide clarification for what constitutes a violation.
- All other changes simplified or cleaned up items that do not change the interpretation or intent of the Rules.

South Dakota

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 957
 - In-state: 127
 - Out-of-state: 830

Rule/Requirement Changes & Other Updates

- During the 2019 legislative session, the board updated 36-18A-35, pertaining to comity licensure, to read that the board may consider qualifying experience gained after initial licensure for the required number of years of experience.

FY20 ANNUAL REPORT: REGION 5 REPORT

Wyoming

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 1,215
 - In-state: 134
 - Out-of-state: 1,081

Rule/Requirement Changes & Other Updates

- Wyoming is experiencing a significant revenue shortfall and the board is waiting to determine what financial impacts, if any, this may cause.
- Wyoming legislature is considering legislation that will require boards to offer temporary licensure, even if some licensing requirements are not met, during future health emergencies.

**CHAIR****Scott E. Harm**

NCARB, AIA

Washington Member Board Member

**FY20 REGION 6 OFFICERS:****DIRECTOR****Edward T. Marley**

AIA, NCARB, LEED AP

VICE CHAIR**Sylvia Kwan**

AIA, LEED AP

California Member Board Chair

SECRETARY/TREASURER**Tara Rothwell-Clark**

AIA, NCARB, LEED AP

New Mexico Member Board Member

MEMBER**James S. Mickey**

NCARB, AIA

Nevada Member Board Member

MEMBER**Corey R. Solum**

AIA, NCARB

Utah Member Board Member

REGIONAL EXECUTIVE**Gina Spaulding****HIGHLIGHTS/YEAR SUMMARY**

- Region 6 completed and approved its regional Strategic Plan at the 2020 Regional Summit in Cambridge. The plan, which is available on Region 6's NCARB website, is a culmination of several years' work by regional leadership and volunteers, intended to help lead the future leaders of WCARB.
- An HSW approved two-hour ethics course was provided for NCARB members during the 2020 Regional Summit.
- Region 6 elected three women to its executive board—two of which were elevated to chair and vice chair positions. This is the first time the region's executive board has been led by a majority of women, reflecting the changing diversity of the region.

UPCOMING FY21 REGIONAL OFFICERS:

- **Director:** Edward T. Marley, AIA, NCARB, LEED AP
- **Chair:** Sylvia Kwan, FAIA, LEED AP, California Member Board Chair
- **Vice-Chair:** Tara Rothwell-Clark, AIA, NCARB, LEED AP, New Mexico Member Board Member
- **Secretary/Treasurer:** Corey R. Solum, AIA, NCARB, Utah Member Board Member
- **Member:** Douglas W. Sams, AIA, CDT, LEED AP BD&C, Oregon Board Member
- **Member:** Catherine Fritz, AIA, Alaska Board Member
- **Regional Executive:** Gina Spaulding

FY20 ANNUAL REPORT: REGION 6 REPORT

Alaska

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 550
 - In-state: 236
 - Out-of-state: 314

Arizona

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 6,075*
 - In-state: 2,224*
 - Out-of-state: 3,851*

**Data from end of FY20.*

Rule/Requirement Changes & Other Updates

- Despite the COVID pandemic, the Arizona Legislature passed and the governor signed Senate Bill 1274, which changes the composition of the already multi-disciplinary Arizona Board from having two architect members, three engineer members (one of which had to be a practicing civil engineer), one surveyor member, one landscape architect member, one geologist member, and one public member, to a board of 11 members, six of which must be public members, and one member from each of the five major regulated professions. The bill became effective on August 25, 2020.
- As a result of the new law, the Arizona board will lose the necessary subject-matter expertise of its members who have used their skills and experience to determine whether candidates for exam and registration are qualified to practice safely and whether registrants and unlicensed individuals have practiced in violation of State law. Other effects of the new law have yet to be determined.

FY20 ANNUAL REPORT: REGION 6 REPORT

California

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 21,528
 - In-state: 17,369
 - Out-of-state: 4,159

Rule/Requirement Changes & Other Updates

- The California Board is preparing to implement a requirement to have all licensure candidates complete a criminal background check as part of the application process. This requirement will take effect on January 1, 2021.

Colorado

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 7,822*
 - In-state: 3,711*
 - Out-of-state: 4,111*

**Data from end of FY20.*

Rule/Requirement Changes & Other Updates

- In June and July 2020, the Colorado Board adopted various rules including:
 - Updating the use of the term “AXP” and removing references of “IDP.”
 - Adding “LEED” in the “Abbreviations” section, as well as “Public Key Infrastructure” and “Signature Dynamic Technology” to the “Definitions” section.
 - Allowing authorized staff to affix seals (not signatures) while licensees maintain responsibility for custody and control of seals.
 - Implementing several CE Updates:
 - a. Adding language to requirements for those reinstating or seeking retired-to-active status to proof of 12 CEH while license was active. The previous requirement required completion of 24 CEH within two years preceding application.
 - b. Requiring CEH activity to be a minimum of 1 CEH, plus allowing for additional time of activity in 15-minute increments.
 - c. Including language to disallow carryover for past renewal periods.

FY20 ANNUAL REPORT: REGION 6 REPORT

- d. Clarifying “Certificate Programs” to “Formal Certificate Programs,” such as LEED.
- e. Removing “Research and Teaching” as acceptable now that they are covered in other areas that better addresses requirement.
- Allowing licensees to utilize advancements in technologies within digital signature platforms. Generally, allowing for an electronic seal on the cover page(s) of a set of architectural drawings, under with specific criteria including and where “Signature Dynamic Technology” is utilized.
- Revising record retention requirements of architecture documents to be the applicable state statute of repose.
- During the 2020 Legislative Session, the Colorado General Assembly passed the following legislation:
 - **House Bill 20-1165 Inter Design Practice**
 - Under current law, interior designers are exempt from being required to obtain an architecture license under certain circumstances. This new law modifies the interior design exemption to remove an inconsistency in the language included within that exemption and limits the restriction to alterations that are outside the content of interior design documents and specifications filed for the purpose of obtaining building permit approval. The new law states that local planning authorities may only reject a filing made by an interior designer for a reason provided in law. The bill modifies the eligibility for interior designers by removing references to educational requirements—the national certification requirement currently in statute itself includes educational requirements. Finally, the bill modifies the description of “nonstructural or non-seismic” work that is within the scope of practice for an interior designer. The new law takes effect at 12:01 a.m. on the day following the expiration of the 90-day period after final adjournment of the General Assembly. AIA worked on the drafting of the bill and the board will consider if rules are necessary.
 - **House Bill 20-1326 Create Occupational Credential Portability Program**
 - On June 25, 2020, Governor Jared Polis signed [HB 20-1326](#), which takes effect on January 1, 2021. The new law removes the credential endorsement, reciprocity, or transfer language from the practice acts for most of the professions/occupations under the purview of the Division of Professions and Occupations (Division) and centralizes them in the newly created Occupational Credential Portability Program (Program). The new law directs the regulators for the affected professions/occupations to implement the Program in the least burdensome way necessary to protect the public. This law also allows military spouses to obtain, at no cost, three-year temporary credentials for any profession or occupation under the purview of the Division, if they hold a credential in good standing from another U.S. jurisdiction.
 - Under the Program, regulators for the affected professions and occupations shall grant a Colorado credential to an applicant with a credential in good standing from another US jurisdiction, upon:
 1. Submission of satisfactory proof that the applicant’s experience or credential is substantially equivalent to that specified in Colorado state law and that the applicant has not committed an act that would be unprofessional conduct or grounds for discipline in Colorado.
 2. Payment of applicable fees.
 3. Compliance with requirements set out in Colorado state law for the profession or occupation, such as passing an exam.

FY20 ANNUAL REPORT: REGION 6 REPORT

- The professions and occupations that are included in the Occupational Credential Portability Program are as follows: acupuncturists, addiction counselor, anesthesiology assistants, architects, athletic trainers, audiologists, barbers, certified public accountants, chiropractors, cosmetologists, dentists and dental hygienists, estheticians, hairstylists, hearing aid providers, landscape architects, marriage and family therapists, massage therapists, nail technicians, naturopathic doctors, nurses including, advanced practice nurses, practical nurses and nurse aides, nursing home administrators, occupational therapists and occupational therapy assistants, optometrists, pharmacists and pharmacy technicians, physical therapists and physical therapy assistants, physician assistants, physicians, including medical doctors and doctors of osteopathy, podiatrists, professional counselors, professional land surveyors and land surveyor-interns, professional engineers and engineer-interns, psychiatric technicians, psychologists, respiratory therapists, social workers, speech language pathologists, and veterinarians.
- Rules for signing and sealing may be required.

Guam

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 99
 - In-state: 30
 - Out-of-state: 69

Rule/Requirement Changes & Other Updates

- The Guam Board resumed limited operation beginning on May 11, 2020, after closure due to the COVID-19 pandemic. The board continues to practice safe social distancing mandates to ensure the safety and wellbeing of its staff and clients.
- Although the return to the new normal has been slow, the board has managed to process and complete all registration renewals that expired on April 30, 2020, with minimal delays.

FY20 ANNUAL REPORT: REGION 6 REPORT

Hawaii

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 2,586
 - In-state: 1,072
 - Out-of-state: 1,514

Rule/Requirement Changes & Other Updates

- The Hawaii Board is presently going through the rules amendment process, which proposes to clarify the CE requirements for architects' license renewal. These amendments include specifics for the CE courses, clarifies the requirements for compliance, and proposes language to request for a waiver or modification of the CE requirements.
- The board continues to discuss rule amendments to the entire chapter to clarify and amend language to conform with updates on the national level, such as NCARB's AXP training requirements, direct registration, etc. The last rules amendment was in April 2013.

Idaho

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 1,969
 - In-state: 539
 - Out-of-state: 1,430

FY20 ANNUAL REPORT: REGION 6 REPORT

Nevada

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 2,878
 - In-state: 570
 - Out-of-state: 2,380

Rule/Requirement Changes & Other Updates

- *The Blue Book: A Reference Guide for the Nevada Design and Construction Industry* was updated for 2020. The Nevada Construction Industry Relations Council (NCIRC) completed its review and update earlier this year.
 - The Blue Book was written to assist building officials, registrants, licensees, and the public in understanding the laws governing building design and construction in Nevada. It is a guideline intended as a source of basic information, referencing the Nevada Revised Statutes (NRS), Nevada Administrative Codes (NAC), building codes, city and county ordinances, board policies, and recommended minimum practices and standards. It also contains a “Frequently Asked Questions” section at the back of the book.
 - Copies are available for download on the Nevada Board’s website.
- The Nevada Board is in the process of amending its regulations to allow individuals enrolled in the IPAL program to start taking the ARE examination.

New Mexico

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 2,198
 - In-state: 731
 - Out-of-state: 1,467

Rule/Requirement Changes & Other Updates

- New Mexico architect Robert M. Calvani was inaugurated as NCARB president during the 2020 Annual Business Meeting.
- The New Mexico Board implemented a new internal architectural database, as well as a new website that accepts online payments for new registrants and licensees.
- The board continues to work within the restrictions of the current COVID-19 requirements set upon by the state.

FY20 ANNUAL REPORT: REGION 6 REPORT

Northern Mariana Islands

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 39
 - In-state: 7
 - Out-of-state: 32

Oregon

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 3,716
 - In-state: 1,529
 - Out-of-state: 2,187

Utah

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 2,861
 - In-state: 1,281
 - Out-of-state: 1,580

FY20 ANNUAL REPORT: REGION 6 REPORT

Washington

Number of Licensed Architects per NCARB's 2019 Survey

- Total number of licensed architects: 6,823
 - In-state: 4,225
 - Out-of-state: 2,598

RULE/REQUIREMENT CHANGES & OTHER UPDATES

- The Washington Board approved revised proposed rules WAC 308-12 for public comment prior to publishing. The process has been delayed due to the COVID-19 pandemic, but staff will coordinate with the code advisers' office to follow the standard process to finish the rule making.
- The board transitioned to remote teleconference meetings since the start of the pandemic in March 2020 and is currently exploring options for video conferencing board meetings and public hearings.



BUSINESS OPERATIONS

Explore the Council's structure, financials, and day-to-day administration—plus find information about how NCARB is implementing the refreshed Strategic Plan, NCARB's newly created Organizational Health Team and Inclusion/Diversity/Equity/Agility (IDEA) Work Group, and response to the COVID-19 pandemic.

BUSINESS OPERATIONS

Throughout FY20, NCARB worked to ensure its operations aligned with industry best practices, established an initial vision for the Council's second century, and focused on new ways to enhance the overall health of the organization. These improvements to and evolutions of NCARB's day-to-day administration enable staff to better serve the organization's members, customers, and the public.

STRATEGIC PLAN IMPLEMENTATION

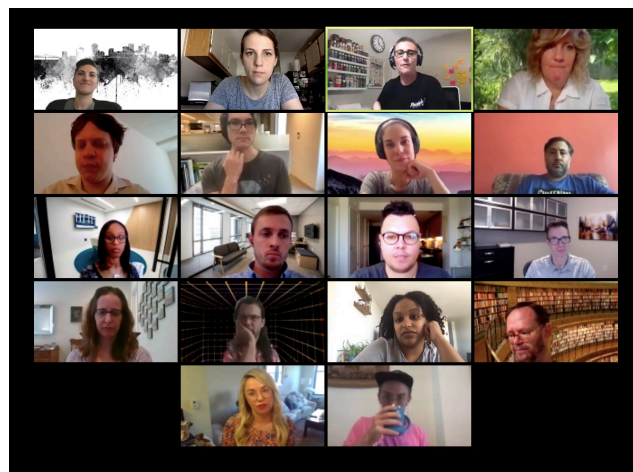
In June 2019, NCARB released a refreshed Strategic Plan, establishing a framework to guide the organization's programs and initiatives over the next five to seven years.

To help the plan more effectively guide and impact NCARB's efforts, the organization's leadership worked throughout the year to determine how it would shape NCARB's reports, impact Board meeting priorities, and guide operations—from employee performance reviews to work plans. Through a series of visioning sessions, NCARB's Board of Directors and staff leadership explored specific goals for the organization, including departmental plans and holistic dashboards. In addition, the Board and senior staff worked together to determine a series of metrics that could be used to measure the impact of the Strategic Plan over the next several years.

IDEA WORK GROUP

In early-2020, a new NCARB staff work group formed to explore inclusion, diversity, equity, and agility (IDEA) at the employee level. The internal team started a grassroots-level focus on ways to improve inclusion, building upon existing diversity and pointing toward a greater understanding of equity in the workplace.

Throughout the latter half of FY20, the work group held a series of virtual conversations to create a safe space for employees to foster open conversations around race, privilege, and inclusion at the organization.



NCARB's IDEA team led two staff discussions regarding privilege in the workplace.

ORGANIZATIONAL HEALTH TEAM

In FY20, NCARB established a new Organizational Health Team, focused on fully utilizing existing employee talent, improving the Council’s culture from the inside out, and establishing NCARB as a “great place to work.” Beginning in May 2020, the new team began its work, with goals centered around:

- Overseeing and enhancing the efforts of existing staff committees, including the Brand Ambassadors, Quality of Life Committee, and IDEA Work Group.
- Refreshing and refocusing the organization’s use of agile methodology.
- Developing new employee training opportunities and resources.
- Empowering staff, providing coaching support, and other joint efforts with NCARB’s existing Human Resources team.

By initiating this concentrated focus on organizational health, NCARB hopes to improve employee satisfaction and streamline staff efforts, which can ultimately lead to higher employee productivity and lower staff turnover.

PANDEMIC RESPONSE

In March 2020, NCARB staff transitioned to virtual work in response to the COVID-19 pandemic. As a result of efforts in recent years to improve NCARB’s business continuity plan, the organization was well-prepared for this transition, with cloud-based file storage systems in place and existing tools to enhance telework—including Slack, Zoom, and more.

With a focus on employee and volunteer safety, NCARB converted all remaining FY20 in-person meetings to virtual meetings. To remain connected, leadership led regular all-staff meetings, including virtual “town hall” events where employees could engage directly with NCARB’s executive office team. In addition, existing daily team meetings and regular planning meetings seamlessly transitioned to the virtual world. NCARB will move toward reopening its Washington, DC, office in FY21, as safety concerns allow.





NCARB BYLAWS

NCARB's organization structure, functions, and processes are governed by the *NCARB Bylaws*. Changes to the *NCARB Bylaws* must be approved by the Member Boards. No changes were proposed this year.

NCARB BYLAWS

(Adopted June 23, 1979, Cambridge, MA. Amended June 27, 1981, Maui, HI; June 26, 1982, Minneapolis, MN; June 25, 1983, Philadelphia, PA; June 30, 1984, Portland, OR; June 29, 1985, San Antonio, TX; June 28, 1986, Atlanta, GA; June 27, 1987, Seattle, WA; June 29, 1988, Chicago, IL; June 28, 1989, Boston, MA; June 30, 1990, Washington, DC; June 29, 1991, Denver, CO; June 27, 1992, San Francisco, CA; June 26, 1993, Kansas City, MO; June 25, 1994, Dearborn, MI; June 24, 1995, New Orleans, LA; June 29, 1996, Baltimore, MD; June 28, 1997, Minneapolis, MN; June 27, 1998, San Diego, CA; June 26, 1999, Charleston, SC; June 17, 2000, Chicago, IL; June 23, 2001, Seattle, WA; June 29, 2002, Boston, MA; June 28, 2003, San Antonio, TX; June 26, 2004, Portland, OR; June 25, 2005, Miami, FL; June 24, 2006, Cincinnati, OH; June 23, 2007, Denver, CO; June 28, 2008, Pittsburgh, PA; June 26, 2010, San Francisco, CA; June 25, 2011, Washington, DC; June 23, 2012, Minneapolis, MN; June 22, 2013, San Diego, CA; June 21, 2014, Philadelphia, PA; June 20, 2015, New Orleans, LA; June 18, 2016, Seattle, WA.; June 30, 2018, Detroit, MI).

ARTICLE I—NAME

The name of this organization shall be the National Council of Architectural Registration Boards.

ARTICLE II—DEFINITIONS

The following terms shall have the following meanings when used in these Bylaws:

- A. “Advisory Committee” shall mean any committee not having and exercising the authority of the Board of Directors;
- B. “Board Committee” shall mean a committee which is comprised solely of two or more Directors and shall have and exercise the authority of the Board of Directors, to the extent authorized by the Board of Directors and permitted by law;
- C. “Board of Directors” shall mean the Board of Directors of the National Council of Architectural Registration Boards;
- D. “Committee” shall mean a Board Committee or an Advisory Committee;
- E. “Council” shall mean the National Council of Architectural Registration Boards;
- F. “Council Record” shall mean a record of the education, training, examination, practice, and character of an individual member of the architectural profession;
- G. “Delegate” shall mean any member of a Member Board in attendance at an Annual Business Meeting or any special meeting of the Council as a representative of such Member Board;
- H. “Director” shall mean a member of the Board of Directors;
- I. “Elected Officer” shall mean any of the President/Chair of the Board, the First Vice President/President-Elect, the Second Vice President, the Treasurer, and the Secretary;
- J. “Examination” shall mean the Architect Registration Examination® prepared by the Council;
- K. “Executive Director” shall mean a person holding such title at a Member Board or having a comparable position as the primary administrator responsible for overseeing the activities of the Member Board;
- L. “Jurisdiction” shall mean any political subdivision of the United States, including any State, commonwealth, territory, dependency, and the District of Columbia, which has a law regulating the practice of architecture;
- M. “Member Board” is a member of the Council in good standing and shall mean the body legally authorized by a Jurisdiction to certify that an applicant for Registration as an architect is qualified;
- N. “Public Director” shall mean the individual serving as the Public Director (as that term is described in Article VII of these Bylaws) on the Board of Directors;
- O. “Public Member” shall mean a member of a Member Board who does not hold or have a license in a discipline regulated by such Member Board or in a related design profession;
- P. “Regional Chair” shall mean the chairperson of a Region, as such term is described in Article VI of these Bylaws;
- Q. “Regional Director” shall mean a Director who was nominated to serve on the Board of Directors by a Region;
- R. “Registration” shall mean licensure as an architect by the body legally authorized by a Jurisdiction to grant such licensure;
- S. “Voting Delegate” shall mean a Delegate who is authorized to vote on behalf of a Member Board, as evidenced by a letter of credentials provided by the applicable Member Board.

ARTICLE III—PURPOSE

The purpose of the Council shall be to work together as a council of Member Boards to safeguard the health, safety, and welfare of the public and to assist Member Boards in carrying out their duties. Pursuant thereto, the Council shall develop and recommend standards to be required of an applicant for architectural Registration; develop and recommend standards regulating the practice of architecture; provide a process for certifying to Member Boards the qualifications of an architect for Registration; and represent the interests of Member Boards before public and private agencies, provided that the Council shall not purport to represent the interest of a specific Member Board without that Member Board's approval.

ARTICLE IV—MEMBERSHIP

SECTION 1. Members. The membership of the Council shall be the Member Boards. Membership in the Council shall be attained through acceptance by the Board of Directors. Application shall be made upon forms furnished by the Council. Every Member Board shall annually provide the Council with the names and addresses of its members, a copy of its law relating to the Registration and practice of architecture, a copy of its rules or regulations administering such law, and a roster of all persons registered by the Member Board, and shall pay the annual membership dues. All Member Boards shall have equal rights.

SECTION 2. Removal. If, after written notification from the Board of Directors, a Member Board shall:

- A. fail to pay its dues or other financial obligations to the Council or to its Region, or
- B. refuse Registration or otherwise fail to register architects holding the Council Certificate for the reason that such architects are not the residents of the Member Board's jurisdiction, or
- C. fail to administer the Architect Registration Examination prepared by the Council to all its applicants (other than applicants of whom it does not require a written examination) for Registration,

then the Board of Directors may recommend to the Council that such Member Board be removed from membership in the Council. Following such recommendation, the Council may determine by the affirmative vote of not less than two-thirds of all Member Boards to remove such Member Board or, with respect to non-payment of dues or other financial obligations, waive or modify the Member Board's obligation to pay such amounts due to the Council.

SECTION 3. Reinstatement. A Jurisdiction that has been removed from membership in the Council for reasons of non-payment of dues or other financial obligations shall be automatically reinstated as a Member Board:

- A. following payment of all financial obligations of membership had the Jurisdiction not been removed (or such lesser amount approved, by a vote of two-thirds of all Member Boards),

- B. upon being in compliance with all other membership requirements of Article IV, Sections 1 and 2; A Member Board that was removed from the Council for reasons other than failure to pay dues or other financial obligations shall only be reinstated upon the affirmative vote of two-thirds of all Member Boards.

ARTICLE V—MEETINGS

SECTION 1. Annual Business Meeting. The Council shall hold an Annual Business Meeting at a time and place as determined by the Board of Directors. Notice of all Annual Business Meetings shall be sent to the chair or equivalent presiding officer and to the Member Board Executive of each Member Board not less than 90 days prior to each such meeting.

SECTION 2. Special Meetings. Special business meetings of the Council may be called by the President/Chair of the Board, with the approval of the Board of Directors, or by a majority of the Member Boards. The Bylaws provisions which govern notice for, and the procedures and conduct of business of, the Annual Business Meeting shall apply to Special Meetings.

SECTION 3. Delegates and Credentials. Each Member Board shall be entitled to be represented at Annual Business Meetings and special meetings of the Council by one or more official delegates who shall be members of that Member Board.

Notwithstanding a Member Board's total number of Delegates, each Member Board shall be represented at each Annual Business Meeting and special meeting of the Council by one Voting Delegate, who shall be entitled to cast the vote of its Member Board and who shall be identified as the Voting Delegate by a letter of credentials from the applicable Member Board. A Member Board may change its Voting Delegate from time to time by issuing a subsequent letter of credentials to the Council. Each Voting Delegate shall have an equal vote on all matters on which all Member Boards are entitled to vote.

SECTION 4. Quorum. A quorum for the transaction of business at the Annual Business Meeting of the Council shall be Voting Delegates representing a majority of the Member Boards.

SECTION 5. Resolutions and Other Motions. Resolutions are the substantive matters placed on the agenda for a meeting of the Council in accordance with this Section. All resolutions to be considered at any meeting of the Council, except those submitted by the Board of Directors, those submitted by Select Committees and those of the laudatory type, shall be submitted to the Regional Leadership Committee not later than 75 days prior to the day at the Annual Business Meeting at which the resolution is to be considered. The Regional Leadership Committee shall review each resolution submitted by Regions and Member Boards for conformity with the Council Bylaws and may recommend to the author of any resolution such changes as are deemed advisable for the purpose of clarity and to avoid duplication. All resolutions shall, insofar as practicable without altering or confusing the intent of the resolution, avoid invective or argument; but the proponent of a resolution may, when submitting the resolution to the Regional Leadership Committee, include a brief summary of the argument in support of the resolution, which summary shall be published with the publication

NCARB BYLAWS

of the resolution. The Council shall distribute all resolutions, except laudatory resolutions, to the Member Boards not less than 30 days prior to the meeting at which the resolution is to be considered. If the Board of Directors discloses its position to the Council, the vote of the Board of Directors shall be disclosed at the same time.

Only Member Boards, Regions, Select Committees, and the Board of Directors may offer resolutions to be presented at any meeting of the Council, or amendments to resolutions so presented. All other motions permitted under Robert's Rules of Order Newly Revised may be made by any Delegate or Director.

SECTION 6. Voting. The affirmative vote of two-thirds of all Member Boards is required to pass any amendment to these Bylaws, to remove any Member Board from membership in the Council, or as provided in Article IV, Section 3. The affirmative vote of a majority of all Member Boards is required to pass any other resolution. Except as otherwise specified in these Bylaws, voting upon all other issues shall require the quantum of vote set forth in Robert's Rules of Order Newly Revised.

Except as expressly permitted by these Bylaws, there shall be no voting by proxy.

SECTION 7. Order of Business. An agenda outlining the order of business shall be prepared for all Council meetings. The agenda shall be prepared under the direction of the Board of Directors and sent by the Secretary to all Member Boards at least 30 days before the date set for a particular meeting.

SECTION 8. Rules of Order. The Council shall be governed by Robert's Rules of Order Newly Revised when not in conflict with: first, applicable laws, then, the Articles of Incorporation, and lastly the Bylaws of the Council.

SECTION 9. Advisory Votes by Letter or Electronic Ballot. The Board of Directors may from time to time submit any issue or question to the Member Boards for an advisory vote by letter or electronic ballot, provided the subject matter and the ballot shall have been officially submitted in writing to the Member Boards at least 60 days prior to a date therein set for final receipt of ballots. Only ballots returned in the prescribed time will be counted.

SECTION 10. Other Participants. Council Directors, Delegates, Member Board Executives or Attorneys when designated by their Member Boards, persons designated by the Board of Directors, and persons designated by the Presiding Officer shall have the privilege of the floor at Council meetings and may take part in the discussions and perform all functions of the Delegates except to vote, or, except as provided in Article V, Section 5, with respect to Directors, to initiate action.

SECTION 11. International Agreements. All written international and/or foreign agreements entered into by the Council shall be subject to ratification by majority vote of the members at an Annual Business Meeting.

ARTICLE VI—REGIONS

SECTION 1. Purpose. In order to foster closer communication between Member Boards and the Council, as well as among Member Boards, and further to foster the development of future leaders and assist the Council in achieving its stated purpose, six geographical Regions comprising, in the aggregate, all the Member Boards are hereby established. Each Member Board shall be required to be a member of its Region.

SECTION 2. Membership. The membership of the Regions is established as follows:

REGION 1—New England Conference: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont.

REGION 2—Middle-Atlantic Conference: Delaware, District of Columbia, Maryland, New Jersey, New York, Pennsylvania, Virginia, West Virginia.

REGION 3—Southern Conference: Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, Puerto Rico, South Carolina, Tennessee, Texas, Virgin Islands.

REGION 4—Mid-Central Conference: Illinois, Indiana, Iowa, Kentucky, Michigan, Minnesota, Missouri, Ohio, Wisconsin.

REGION 5—Central States Conference: Kansas, Montana, Nebraska, North Dakota, Oklahoma, South Dakota, Wyoming.

REGION 6—Western Conference: Alaska, Arizona, California, Colorado, Guam, Hawaii, Idaho, Nevada, New Mexico, Oregon, Utah, Washington.

ARTICLE VII —THE BOARD OF DIRECTORS

SECTION 1. Membership. The Board of Directors shall be comprised of the Elected Officers of the Council, one Regional Director from each Region, the immediate Past President, one Member Board Executive Director, and one Public Director.

SECTION 2. Qualifications and Limitations. The qualifications for serving as a Director shall be as set forth in this Article VII, Section 2, and no entity responsible for nominating any Director shall impose any qualification not set forth herein.

- A. A candidate for election to any Director position shall, at the time such person is nominated:
 - (i) be a citizen of the United States;
 - (ii) have served at least two (2) years as a member of a Member Board; or, in the case of a candidate for the position of Member Board Executive Director, have served at least two (2) years as an Executive Director;

- (iii) be a current member of a Member Board; be a past member of a Member Board whose service as a member ended no more than one year before nomination; be an officer of a Region; be an incumbent Director; or, in the case of a candidate for the Member Board Executive Director, be a current Executive Director; and,
 - (iv) in the case of candidates who are architects, hold an active NCARB Certificate.
- B. With respect to candidates for a Regional Director position, all qualifications relating to current or past membership in a Member Board or Region must be within the Region from which the candidate is nominated.
 - C. If a Member Board regulates professions in addition to the profession of architecture, the candidate will qualify as a member or former member of a Member Board only if he or she is or was an architect-member or a public member of the architect section of the Member Board.
 - D. A candidate for election as the Public Director shall be at the time of nomination a public or consumer member on a Member Board, or have served in such position no more than one (1) year prior to the time of nomination to the Board of Directors.
 - E. An individual shall qualify to serve as the President/Chair of the Board during the one-year period immediately following his or her term as First Vice President/President-Elect.
 - F. An individual shall qualify to serve as the Immediate Past President during the one-year period immediately following his or her term as President/Chair of the Board.

SECTION 3. Terms of Office and Election. The term of office of a Director shall be one year from the adjournment of the Annual Business Meeting at which he or she is elected to serve or, in the case of President/Chair of the Board and Immediate Past President, succeeds to office, until the adjournment of the next Annual Business Meeting or until his or her successor is duly elected and succeeds to office. No person shall serve more than three terms in succession as a Director; provided, however, that service as an Elected Officer and Immediate Past President shall not count against such limit. No incumbent shall serve for more than one term in any Elected Officer position or as Immediate Past President; provided, however, that an Elected Officer shall be eligible for reelection for the full term of office if, during the period immediately prior thereto, such Elected Officer had succeeded to or been elected to the office to fill a vacancy.

SECTION 4. Removal.

- A. A Director may be removed with cause by a majority vote of the Member Boards at a meeting where a quorum is present, with the meeting notice stating that the purpose, or one of the purposes, of the meeting is the removal of the director.
- B. Director may be removed with cause by the affirmative vote of two-thirds (2/3) of the Board of Directors.

SECTION 5. Nomination and Election of Directors.

- A. Directors shall be nominated as set forth below in this Section 5 of this Article VII. Notwithstanding the various methods of nomination set forth below, all Directors must be elected by a majority vote of the Member Boards at a meeting at which a quorum is present.
- B. Each Region shall select its nominee for Regional Director at a Region meeting. The nominations will be announced by the several Regions at the Annual Business Meeting of the Council.
- C. Any person qualified to serve as an Elected Officer (other than President/Chair of the Board) may be nominated by declaring his or her candidacy at the time election for such office begins at the Annual Business Meeting.
- D. The candidate for Member Board Executive Director shall be nominated by majority vote of the Member Board Executive community comprised of the Executive Director of each Member Board.
- E. Any person qualified to serve as the Public Director may be nominated by declaring his or her candidacy at the time election for such position begins at the Annual Business Meeting.

SECTION 6. Vacancies.

- A. Vacancies in the office of any Regional Director or Member Board Executive Director shall be filled by an appointee nominated by the Region or the Member Board Executive community respectively and appointed by the Board of Directors to hold office from the time of such appointment until the adjournment of the next Annual Business Meeting. Vacancies in the office of the Public Director and Elected Officers other than First Vice President/President-Elect and President/Chair of the Board shall be filled by an appointee designated by the Board of Directors to hold office from the time of such appointment until the adjournment of the next Annual Business Meeting. Any such appointee shall meet all qualifications applicable to the vacant Director position, as determined by the Credentials Committee.

NCARB BYLAWS

- B. A vacancy in the office of President/Chair of the Board shall be filled by the First Vice President/President-Elect, who shall serve the remainder of the term as President/Chair of the Board and the following term during which he or she would have succeeded to the office if not for the vacancy.
- C. A vacancy in the office of First Vice President/President-Elect shall be filled by the Second Vice President, who shall hold such office of First Vice President/President-Elect until the adjournment of the next Annual Business Meeting, at which Annual Business Meeting the Member Boards shall elect both a First Vice President/President-Elect and a President/Chair of the Board, each of whom shall be subject to the qualifications applicable to candidates for First Vice President/President-Elect.
- D. A vacancy in the office of Immediate Past President shall remain vacant.
- E. Any Regional Director who moves his or her principal residence to a place outside the Region from which he or she was nominated shall be deemed to have vacated the office of Regional Director, and any Director who ceases to be eligible as provided in this Article VII, Section 2 shall be deemed to have vacated his or her directorship.

SECTION 7. Duties. The affairs of the Council shall be managed under the authority and direction of the Board of Directors, who shall act by majority vote of the Directors present at a meeting at which there is a quorum, except as otherwise expressly required by these Bylaws or applicable law. It shall exercise all authority, right, and power granted to it by the laws of the State of Iowa and shall perform all duties required by the said laws and by these Bylaws, and, in accordance therewith, it shall not delegate any of the authority, rights, or power or any of the duties imposed on it by these Bylaws or otherwise, unless such delegation is specifically provided for in these Bylaws. All Directors shall serve without compensation; provided, however, that nothing herein shall prohibit the Board of Directors from providing reasonable allowances from time to time to the President/Chair of the Board and to the First Vice President/President-Elect. Any such allowances shall be included in budget reports furnished to the Member Boards.

SECTION 8. Meetings of the Board. The Board of Directors may meet in any manner allowed by applicable law in regular or special meetings in order to transact business. Unless finances of the Council will not permit, the Board of Directors shall hold a regular meeting immediately prior to the opening of the Annual Business Meeting and a regular meeting immediately following the adjournment of the Annual Business Meeting of the Council. Special meetings may be held upon call of the President/Chair of the Board or the Executive Committee and shall be held upon written request of the majority of the Board of Directors. All Directors shall be given due notice in writing of the time and place of all meetings, although notice of any meeting may be waived in writing by any Director. A majority of the membership of the Board of Directors shall constitute a quorum for the transaction of business.

ARTICLE VIII—OFFICERS

SECTION 1. Elected Officers. The Elected Officers of the Council shall be the President/Chair of the Board, the First Vice President/President-Elect, the Second Vice President, the Treasurer, and the Secretary.

SECTION 2. President/Chair of the Board. The President/Chair of the Board shall be the senior Elected Officer of the Council and shall:

- A. preside at all meetings of the Board of Directors, the Executive Committee of the Board of Directors, and the Annual Business Meeting;
- B. present to the Council at the Annual Business Meeting a report of activities during the President/Chair of the Board's term of office;
- C. develop charges for all committees that will serve during his or her term as President/Chair of the Board and, following approval of the charges by the Board of Directors, oversee the work of all Committees;
- D. select all members of Committees to serve during his or her term of office as President/Chair of the Board subject to the terms of Article XII, Section 5;
- E. have the power to make appointments to any unfilled or vacant Committee membership during his/her term as President/Chair of the Board, subject to the approval of the Board of Directors;
- F. represent the Board of Directors and its policies to all external and internal constituents including to the Chief Executive Officer; and
- G. perform such other duties and powers as the Board of Directors may from time to time decide.

SECTION 3. First Vice President/President-Elect and Second Vice President. The First Vice President/President-Elect and the Second Vice President, in order, shall, in the absence of the President/Chair of the Board, exercise the duties of and possess all the powers of the President/Chair of the Board. In addition, the First Vice President/President-Elect shall:

- A. develop the Committee charges to be completed during his or her term of office as President/Chair of the Board, subject to the approval of the Board of Directors;
- B. select the Chair of all Committees to serve during his/her term as President/Chair of the Board, subject to the approval of the Board of Directors; and
- C. select all members of Committees to serve during his or her term of office as President/Chair of the Board, subject to the approval of the Board of Directors.

NCARB BYLAWS

SECTION 4. Treasurer. The Treasurer shall:

- A. oversee the financial affairs of the Council and be the primary liaison of the Board of Directors with the person designated by the Chief Executive Officer as the chief financial officer of the Council;
- B. report to the Board of Directors and at the Annual Business Meeting on financial matters of the Council; and
- C. perform such duties and have such powers additional to the foregoing as the Board of Directors may designate.

SECTION 5. Secretary. The Secretary shall:

- A. record or cause to be recorded all votes, consents, and the proceedings of all meetings of the Council and of the Board of Directors; and
- B. perform such duties as the Board of Directors may designate.

Records of the Council meetings shall be open at all reasonable times to the inspection of any Member Board.

In the absence of the Secretary from any meeting of the Council or from any meeting of the Board of Directors, a temporary Secretary designated by the person presiding at the meeting shall perform the duties of the Secretary.

SECTION 6. Chief Executive Officer. The Chief Executive Officer shall be the senior appointed officer of the Council. Such person shall be appointed by and shall serve at the pleasure of the Board of Directors, and shall have such compensation and benefits as shall be established from time to time by the Board of Directors. The Chief Executive Officer shall have general charge of the management and administration of the Council's affairs, the implementation of policies established from time to time by the Board of Directors and such other duties and powers as the Board of Directors may from time to time determine, subject always to the ultimate authority of the Board of Directors under applicable law and these Bylaws.

SECTION 7. Bonding. The Council's Chief Executive Officer and those in general charge of the Council's financial matters shall be bonded in an amount of not less than \$500,000. The Chief Executive Officer may decide to have others bonded in the Council. The cost of such bond shall be paid from funds of the Council.

ARTICLE IX—COUNCIL SERVICES TO MEMBERS OF THE ARCHITECTURAL PROFESSION

SECTION 1. Council Record. The Council shall, upon request of individual members of the architectural profession, secure, authenticate, and record factual data of an applicant's education, training, examination, practice, and character for purposes of establishing a Council Record. Upon request of the applicant, this Council Record will be forwarded to any Member Board or to any foreign Registration authority with whom the Council has an agreement for mutual reciprocity.

SECTION 2. Council Certification. Council Certification shall be given to an Architect holding a Council Record verifying that the Architect has complied with the Council standards of education, training, examination, Registration, and character. In addition to this verification, the Certification shall carry the recommendation of the Council that Registration be granted the Architect without further examination of credentials. For applicants registered as Architects in countries where formal agreements with the Council exist, the standards and procedures for Certification will be in accordance with such written agreements or as otherwise established by the Council. Architects certified by the Council shall have a Certificate incorporated in their Council Record.

SECTION 3. Annual Renewal. Council Certification shall be in effect for a period of one year. Renewal of the Council Certification shall be predicated upon the submission of an annual fee and an annual report containing such information as the Council deems appropriate. The Council Certification shall lapse if the annual fee and report are not received by the Council within such grace period as the Board of Directors may establish. A lapsed Council Certification may be reactivated by paying delinquent renewal fees, furnishing delinquent annual reports, and paying such fee for reinstatement as the Board of Directors may establish from time to time.

SECTION 4. Revocation of Certification. The Council shall revoke an Architect's Council Certification if:

- A. a Member Board has revoked (without limitation as to time) the Architect's Registration for a cause other than nonpayment of renewal fees or failure to file information with the Member Board; or
- B. facts are subsequently revealed which show that the Architect was actually ineligible for Council Certification at the time of Council Certification.

In addition, the Council may revoke an Architect's Council Certification if:

- C. a Member Board or a court makes a finding, not reversed on appeal, that the Architect has, in the conduct of his or her architectural practice, violated the law or has engaged in conduct involving wanton disregard for the rights of others; or
- D. the Architect has surrendered or allowed to lapse his or her Registration with the Member Board in connection with disciplinary action pending or threatened; or
- E. a Member Board has denied the Architect registration for a cause other than the failure to comply with the educational, experience, age, citizenship, or other technical qualifications for registration in such jurisdiction; or
- F. the Architect has willfully misstated a material fact in a formal submission to the Council.

NCARB BYLAWS

The Council may reinstate a Certification previously revoked, if the cause of the revocation has been removed, corrected, or otherwise remedied.

In order to assist the Council in carrying out its responsibilities under this Section, each Member Board shall (unless prohibited by applicable law) report to the Council the occurrence of any event that qualifies an Architect for revocation of his or her Council Certification, as described herein.

ARTICLE X—COUNCIL SERVICES TO MEMBER BOARDS

SECTION 1. Architect Registration Examination. The Council shall prepare an Examination for use by Member Boards. The Board of Directors shall issue, from time to time, rules respecting the administration and grading of Examinations, which shall include, among other things, the schedule of charges for the use of the Examinations, the date or dates on which Examinations may be administered, safeguards to prevent improper disclosure of information respecting the Examinations, and such other matters respecting the administration and grading of Examinations as the Board of Directors deems appropriate. Every Member Board using the Examination shall comply strictly with the rules issued by the Board of Directors, unless the Board of Directors agrees to waive any of the rules in a particular case. If any Member Board refuses to comply with the rules applicable to its use of the Examination or, after so agreeing, fails to comply with such rules, the Board of Directors may withhold the Examinations from such Member Board until it is satisfied that such Member Board will comply with such rules thereafter. Any Member Board which refuses Registration to architects holding the Council Certification for the reason that the Member Board has requirements or procedures for grading the Examination which are different from the requirements or procedures established by the Council shall be denied the use of the Examinations until such policy of refusing Registration is revoked; but the Board of Directors may, with sufficient cause, waive the denial of the use of the Examinations.

SECTION 2. Architectural Experience Program. The Council shall prepare a structured experience program for use by Member Boards. The Board of Directors shall issue, from time to time, updates to program rules and opportunities to remain relevant with experiences and competencies necessary for the current practice of architecture.

SECTION 3. Additional Services. Additional services may be offered as determined by the Board of Directors from time to time.

SECTION 4. Forms and Documents. In order to ensure uniformity in the reporting of an applicant's education, experience, Registration (if applicable), and other necessary supporting data for determining eligibility for the Examination, Council Certification, or reciprocal Registration, the Council shall study and prepare forms, documents, and/or systems appropriate for use by both the Council and Member Boards.

SECTION 5. Research. The Council, through work of committees, shall engage in research pertinent to all matters relating to legal Registration of architects.

SECTION 6. International Relations. The Council shall engage in the exploration and formulation of agreements with foreign countries to allow architects to practice in countries other than their own.

ARTICLE XI—FINANCES, FUNDS, ACCOUNTING, INVESTMENTS, AND RECORDS OF THE COUNCIL

SECTION 1. Dues and Fees.

- A. Annual membership dues may be changed for any period, by resolution adopted at an Annual Business Meeting with implementation of any change to take place not less than three years after such resolution is adopted.
- B. The fees to be charged for services to members of the architectural profession shall be established, from time to time, by an affirmative vote of not less than two-thirds of the Board of Directors present and voting.

SECTION 2. Operating Fund.

- A. All membership dues and all fees and other revenues received from any of the activities of the Council shall be placed in the operating fund of the Council. The operating fund shall be administered by the Council's chief financial officer.
- B. As soon as feasible following the Annual Business Meeting, the Board of Directors shall adopt a general budget which shall show the anticipated income and expenditures for the current year.
- C. No, Director, Committee, or employee of the Council shall have the right, authority, or power to expend any money of the Council, to incur any liability for and in its behalf, or to make any commitment which will or may be deemed to bind the Council in any expense or financial liability, unless such expenditure, liability, or commitment has been properly incorporated into the budget, and the Board of Directors has made an appropriation to pay the same.
- D. The Fiscal Year of the Council shall be from July 1 of one year to June 30 of the next succeeding year.

SECTION 3. Securities and Investments. In accordance with the Board of Directors' policies and directions by the Board of Directors to the Chief Executive Officer, the Council's chief financial officer shall have charge of the investment of all funds of the Council not held in its operating fund. In accordance with such policies and such directions, such chief financial officer may sell, purchase, transfer, and convey securities and exercise all rights, by proxy or by participation, of the Council with respect to such securities, or may authorize such purchases, sales, transfers, conveyances, and the exercise of any or all of said rights.

NCARB BYLAWS

SECTION 4. Liabilities of Officers, Directors, and Employees. No Director, officer, or employee of the Council shall be personally liable for any decrease of the capital, surplus, income, balance, or reserve of any fund or account resulting from his or her acts performed in good faith and within the scope of his or her authority.

SECTION 5. Disclosure of Records. Upon written request made with reasonable specificity, a Member Board shall have the right to receive from the Council with reasonable promptness copies of any Council record it may reasonably request, but excluding:

- A. information barred from disclosure by an applicable statute;
- B. trade secrets;
- C. information disclosed to the Council in reliance upon its continued non-disclosure;
- D. information that, if released, would give an inappropriate advantage to a competitor or bidder with respect to a request for proposals issued or about to be issued by the Council;
- E. personnel information, the disclosure of which would constitute an unwarranted invasion of personal privacy;
- F. attorney-client communications and attorney work-product materials;
- G. transcripts and personal information respecting Certificate applicants or holders without the permission of such applicant or holder;
- H. contents and results of examinations except to the extent disclosure is provided for in the contract between the Council and the Member Board together with data, methodologies, practices, plans, proposals, records of committee deliberations and other records relating to the content, administration, scoring or security of examinations; and
- I. information arising from investigatory cases.

Any of the excluded records that the Council has already distributed publicly shall, notwithstanding the preceding sentence, be available to any Member Board.

To the extent permitted by applicable law, Council records furnished to a Member Board shall not be distributed by the Member Board other than to members of such Member Board. The Council may charge the Member Board only reasonable costs to comply with the request. Such charges shall be itemized by the Council in an invoice to the Member Board.

ARTICLE XII—COMMITTEES

SECTION 1. Board Committees. The Board of Directors may, by the affirmative vote of a majority of the Directors then in office or as otherwise set forth in these Bylaws, create one or more Board Committees. Board Committees, to the extent provided in the applicable authorizing action of the Board of Directors or these Bylaws, shall have and exercise the authority of the Board of Directors in the management of the Council. A Board Committee may not, however:

- A. authorize distributions;
- B. approve or recommend to members dissolution, merger, or the sale, pledge, or transfer of all or substantially all of the Council's assets;
- C. elect, appoint, or remove Directors or fill vacancies on the Board of Directors or on any Board Committees; or
- D. adopt, amend, or repeal the Council's Articles of Incorporation or Bylaws.

The designation of, and the delegation of authority to, a Board Committee shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed upon them by law.

SECTION 2. Executive Committee of the Board of Directors. The Executive Committee of the Board of Directors shall be a Board Committee and shall comprise the President/Chair of the Board, the First Vice President/President-Elect, the Second Vice President, the Treasurer, the Secretary, and the Immediate Past President. The Executive Committee shall:

- A. act for the Board of Directors between meetings only as directed by the Board of Directors;
- B. prior to the start of the new fiscal year of the Council, review the budget for the next fiscal year for presentation to the Board of Directors; and
- C. periodically review the budget, investments, financial policies, and financial positions of the Council and make recommendations concerning the same to the Board of Directors for appropriate action.

SECTION 3. Audit Committee. The Audit Committee, appointed in the same manner and with the same term as all other Committees, shall be a Board Committee and shall consist of the Treasurer, who shall serve as the chair of the Committee, up to one additional Executive Committee member, and from one to three additional members of the Board of Directors who are not members of the Executive Committee. The Audit Committee shall report to the Board of Directors and shall be responsible for overseeing the Council's financial controls and auditing, including receiving the annual audit and considering the items of internal accounting control that arise from the audit, from personnel changes, and from the implementation of changes in policies that affect internal financial controls. The Audit Committee shall annually select and engage an independent auditor of the Council's financial records.

NCARB BYLAWS

SECTION 4. Advisory Committees. Advisory Committees may be created by affirmative vote of a majority of the Directors present at a meeting at which there is a quorum or as set forth in these Bylaws. The Board of Directors may delegate to any of the Elected Officers or the Immediate Past President the authority to supervise the work of any of the Advisory Committees.

SECTION 5. Committee Membership. In accordance with Article VIII, Section 2, the President/Chair of the Board shall select the members of all Committees subject to approval by the Board of Directors. Except as otherwise specifically provided in these Bylaws, the President/Chair of the Board shall select the Chair of each Committee. The terms of all Committee appointments shall be for one year, during the President/Chair of the Board's term in such capacity, except as otherwise approved by the Board of Directors. Any unfilled or vacant Board Committee positions shall be filled in accordance with the regular procedures for appointment. The Board of Directors may at any time, by the affirmative vote of a majority of the Directors then in office, discontinue a Board Committee or Advisory Committee other than those established by these Bylaws (which may only be discontinued by amendment of these Bylaws), and make any changes in a Committee's membership without regard to the terms of appointment of the Committee members.

SECTION 6. Reports of Committees. Each Committee shall report in writing annually to the Board of Directors, at least 60 days prior to the date of the Annual Business Meeting and shall make interim reports to the Board of Directors as directed.

SECTION 7. General Procedure of Committees. Every Committee shall perform in accordance with these Bylaws and with the directions of the Board of Directors. The provisions of these Bylaws that govern Board of Directors' meetings, action without meetings, notice and waiver of notice, and quorum and voting requirements of the Board of Directors shall apply to meetings and action of the Committees and their members as well. With the approval of the Board of Directors, every Committee may call and hold meetings and meet with other organizations or their representatives; provided that an Advisory Committee may not take any action to bind the Board of Directors or otherwise exercise any powers or authority of the Board of Directors, and no Committee may take any actions prohibited under Article XII, Section 1 of these Bylaws.

SECTION 8. Advisory Committees. The following Advisory Committees are hereby established and may from time to time make recommendations to the Board of Directors for consideration, subject to the terms of these Bylaws and applicable law:

- A. Education Committee: The Education Committee shall assess and recommend updates to the Board of Directors with respect to the Council's education and continuing education policies for use by Member Boards and the Council's relationship with the National Architectural Accrediting Board.
- B. Experience Committee: The Experience Committee shall assess and recommend updates to the Board of Directors with respect to the Architectural Experience Program for use by Member Boards.

- C. Examination Committee: The Examination Committee shall assess and recommend updates to the Board of Directors with respect to the Examination for use by Member Boards.
- D. Policy Advisory Committee: The Policy Advisory Committee shall review proposed resolutions and special publications, as directed by the Board of Directors, for their impact on and consistency with Council policies and programs and make recommendations on such matters to the Board of Directors.
- E. Professional Conduct Committee: The Professional Conduct Committee shall oversee the development, application, assessment, and adjudication of Council policies and practices relating to the professional conduct of Council Record holders and others using Council services.
- F. Member Board Executives Committee: The Member Board Executives Committee shall consider issues of concern to the jurisdictions and Member Board Executives.
- G. Regional Leadership Committee: The Regional Leadership Committee shall discharge its responsibilities as described in Article V, Section 5, and consider issues of concern to the Regions. The membership of the Committee shall be the Region Chairs of each of the Regions, any person designated by the Region as the chief administrative officer of the Region, and the First Vice President/President-Elect who shall serve as Chair of the Committee.
- H. Credentials Committee: The Credentials Committee shall oversee the nomination and election process for positions on the Board of Directors, verify candidate qualifications for office, examine and verify Voting Delegate credentials, report to the membership regarding quorum at the Annual Business Meeting, and tabulate and report election results to the President/Chair of the Board. Members of the Credentials Committee shall be sitting Member Board Members and/or Member Board Executives.
- I. Other: Committees, task forces, and work groups may be established from time to time by the President/Chair of the Board with the approval of the Board of Directors.

NCARB BYLAWS

SECTION 9. Select Committees. Whenever the Council establishes by resolution a Committee, a majority of whose members are, in accordance with such resolution, to be selected by a procedure other than those set out in Section 5 of Article XII, such a Committee shall be deemed a Select Committee and shall have, in addition to the duties and powers set out in the resolution, the right to offer resolutions to be voted on at the Annual Business Meeting on subjects germane to the work of such Select Committee, provided such resolutions are included in the annual report of such Select Committee submitted to the Board of Directors in accordance with Section 6 of this Article XII. Such annual report of a Select Committee shall be distributed to the membership not later than 30 days prior to the Annual Business Meeting without revision by the Board of Directors. A Select Committee may be a Board Committee or an Advisory Committee, provided that the procedures and authority applicable to such Select Committee are consistent with those of a Board Committee or Advisory Committee, as applicable.

ARTICLE XIII—INDEMNIFICATION

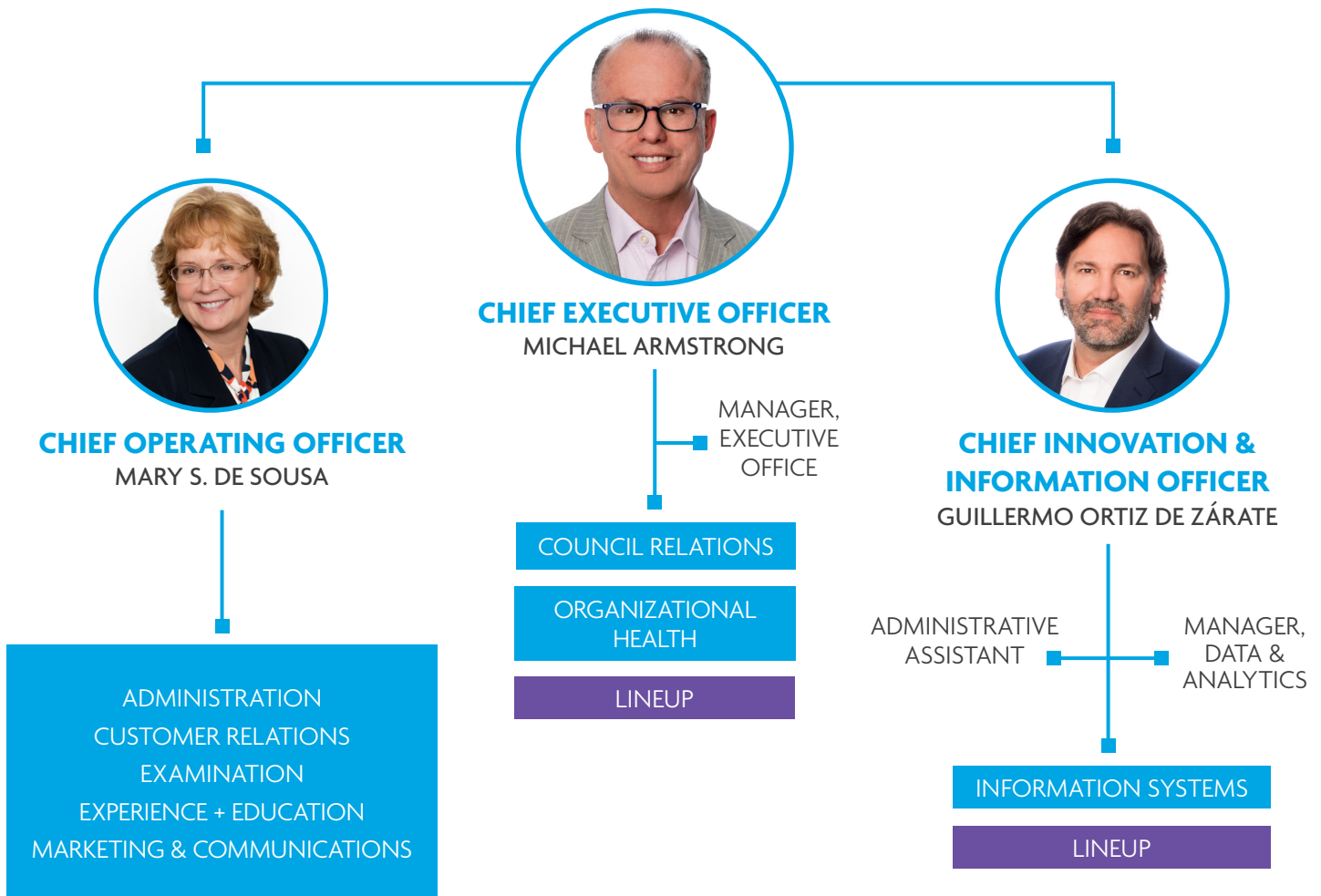
In addition to such further indemnification as may be authorized by the Board of Directors from time to time consistent with applicable law, to the fullest extent permitted by law, including without limitation Section 504 of the Iowa Code known as the Revised Iowa Nonprofit Council Act ("RINCA") and after the Council's Board of Directors makes the determination that the standards of Section 504.852 of RINCA (or successor provisions) have been met for the specific proceeding at issue, any present or former Director or employee determined by Board of Directors to be an executive employee, or member of a Committee, or the estate or personal representative of any such person, made a party to any action, suit or other proceeding, civil or criminal, by reason of the fact that such person is or was serving the Council as such, or serving at the Council's request in any other entity or with respect to the Council's employee benefit plan, shall be indemnified by the Council against the reasonable expenses, including without limitation amounts paid by way of judgment, fine or penalty and reasonable defense costs including attorney's fees incurred in connection with the defense of such proceeding whether or not such defense shall be successful in whole or in part, or in connection with any appeal therein, or any settlement of any such proceeding on terms approved by the Board of Directors. Such indemnification shall not be deemed exclusive of any other rights to which such persons may be entitled. Any other present or former employee or agent of the Council may also be indemnified with the approval of the Board of Directors. Expenses incurred of the character described above may, with the approval of the Board of Directors, be advanced to any person entitled to indemnity upon satisfaction of the requirements of Section 504.854 (or successor provisions) of RINCA. The Council shall have the power to purchase and maintain insurance on behalf of any person described above, or any other employee, volunteer or agent of the Council, against liability asserted against or incurred by such person on account of his or her status as such, whether or not the Council would have the power to indemnify or advance expenses to such persons.

ARTICLE XIV—AMENDMENTS

These Bylaws may be amended at any special meeting or Annual Business Meeting of the Council by resolution submitted to the Member Boards not less than 30 days prior to the meeting at which the resolution is to be considered. An affirmative vote by not less than two-thirds of the Member Boards shall be required to secure adoption of any amendment to these Bylaws.

EXECUTIVE OFFICE

Headquartered in Washington, DC, NCARB has a staff of over 100 who work to provide the best possible service to Member Boards and customers. The staff, consisting of experts in architecture as well as other fields, is divided into eight departments that provide a wealth of diverse experiences and skill sets to the organization.



The National Council of Architectural Registration Boards' office organizational structure by position. Updated June 2020.

ORGANIZATIONAL HEALTH

The Organizational Health team works to improve the collective health of NCARB's employees and the organization by advocating for healthy habits, offering tools and resources, and facilitating training. Their efforts ensure that NCARB is able to provide better service to its members and customers in support of the organization's essential mission.

CHIEF EXECUTIVE OFFICER
MICHAEL ARMSTRONG

ORGANIZATIONAL HEALTH BOARD



ORGANIZATIONAL HEALTH

HEATHER COLES
Co-Director

RACHEL MICHAELS
Co-Director

CHRISTINE SCHUBERT
Co-Director
• Senior Scrum Master



ADMINISTRATION

The Administration team manages NCARB's finances and human resources, and plans NCARB meetings, including the Annual Business Meeting.

CHIEF OPERATING OFFICER
MARY S. DE SOUSA



ADMINISTRATION

VICE PRESIDENT DOUG MORGAN

ROBERT DICKINSON, CPA
Assistant
Vice President, Finance

- Assistant Controller
- Senior Accountant
- Accountants

MARGOT SIMMONS
Assistant
Vice President,
Human Resources

- Associate
HR Generalists

VANESSA WILLIAMSON, CAE
Assistant
Vice President,
Administration

- Supervisor,
Support Center
- Scanning Technicians

- Administrative Assistant

MEETING PLANNING

- Senior Manager,
Meetings + Events
 - Manager,
Meetings + Events

CUSTOMER RELATIONS

The Customer Relations team is the first line of contact for questions and concerns, giving outstanding service to students, licensure candidates, registered architects, and Member Boards for all services.

CHIEF OPERATING OFFICER
MARY S. DE SOUSA



Administrative Assistant

CUSTOMER RELATIONS VICE PRESIDENT ROXANNE ALTON

KATRINA HUMPHREY

Assistant
Vice President,
Customer Relations

- Manager,
Customer Relations
- Senior Specialists
- Program Specialists
- Specialists II
- Specialists I

STACI MASON

Assistant
Vice President,
Customer Relations

- Business Analysts

CASANDRA WALKER

Assistant
Vice President,
Customer Relations

- Manager,
Customer Relations
- Senior Specialists
- Program Specialists
- Specialists II
- Specialists I

COUNCIL RELATIONS

The Council Relations team collaborates with and supports the Member Board Executives Committee, and works with NCARB's Member Board Members to help implement national programs, advocate for reasonable regulation, and maintain collateral relationships.

CHIEF EXECUTIVE OFFICER
MICHAEL ARMSTRONG



COUNCIL RELATIONS

VICE PRESIDENT JOSHUA C. BATKIN

NEFERTARI CARVER

Assistant Vice President,
Volunteer Engagement

- Managers,
Member Board Relations
- Council Relations Assistant

MARTA ZANIEWSKI

Assistant Vice President,
External Engagement

- Manager, Member Board Relations
- Coordinator, Advocacy &
External Engagement

EXAMINATION

The Examination team focuses on advancing and improving the Architect Registration Examination (ARE), and ensuring transparency in information relating to the examination.

CHIEF OPERATING OFFICER
MARY S. DE SOUSA



EXAMINATION

VICE PRESIDENT JARED ZURN, AIA, NCARB, CAE

MICHELLE COHN,
AIA, NCARB, LEED AP BD+C, PMP
Assistant Vice President, Examination

- Managers, Examination

JOAN PAROS, MBA
Assistant Vice President, Examination

- Manager, Examination
- Test Development Coordinators

EXPERIENCE + EDUCATION

The Experience + Education team develops and maintains the Architectural Experience Program (AXP), which guides licensure candidates through the process of gaining architecture experience. They also work with universities to ensure architectural degree programs meet the criteria needed to ensure students are equipped with the knowledge needed to move forward in becoming an architect.

CHIEF OPERATING OFFICER
MARY S. DE SOUSA



EXPERIENCE + EDUCATION

VICE PRESIDENT HARRY M. FALCONER JR.,
FAIA, NCARB, HON. FCARM

JEREMY FRETTS, AIA, NCARB
Assistant Vice President,
Experience + Education

- Program Specialist, E+E
- Manager, E+E
- Program Coordinator, E+E

MARTIN SMITH,
AIA, NCARB, LEED GREEN ASSOC.
Assistant Vice President,
Experience + Education

- Senior Manager, E+E

INFORMATION SYSTEMS

The Information Systems team leads the modernization of technology including My NCARB, line of business applications, infrastructure, and help desk.

CHIEF INNOVATION & INFORMATION OFFICER
GUILLERMO ORTIZ DE ZÁRATE



INFORMATION SYSTEMS VICE PRESIDENT ROUEL DE GUZMAN

PARISA ILCHI-BRADLEY

Assistant Vice President,
Product Management

- UX Designer
- Product Manager
- Quality Assurance Analyst II

VACANT

Assistant Vice President,
Information Systems

- Manager Software, Engineering
 - Principal Software Engineer
 - Senior Software Engineers
 - Lead Software Engineer
 - Software Engineers
- Manager, Infrastructure
 - Systems Administrator
 - Help Desk Technician

MARKETING & COMMUNICATIONS

The Marketing & Communications team gets the word out about NCARB's initiatives, program updates, and news, and develops marketing materials, videos, website content, and social media campaigns.

CHIEF OPERATING OFFICER
MARY S. DE SOUSA



MARKETING & COMMUNICATIONS VICE PRESIDENT ANDREW MCINTYRE

AMANDA PICA

Assistant Vice President,
Marketing & Communications

- Manager, Media Relations
 - Communications Assistant
- Senior Content Producer
- Senior Videographer/Editor
- Digital Marketing Specialist
- Visual Designers
- Jr. Visual Designer/Production Coordinator

LINEUP

Established in November 2018, Lineup Management Services, LLC, is a for-profit subsidiary of NCARB created for the purpose of marketing and distributing NCARB's proprietary volunteer management and team-building software.

CHIEF INNOVATION & INFORMATION OFFICER
GUILLERMO ORTIZ DE ZÁRATE



LINEUP

BOARD MEMBERS

- Michael Armstrong
Chief Executive Officer, NCARB
- Guillermo Ortiz De Zarate
Chief Innovation & Information
Officer, NCARB
- Kenneth R. Van Tine, AIA, NCARB,
LEED AP
Technical Design Principal,
inFORM Studio
- Jodi McDermott
Chief Product Officer,
Dude Solutions
- Mark Lowry
President, Association Analytics

STAFF

- Marketing & Sales Manager
 - Business Development
Specialist



STRATEGIC PLAN

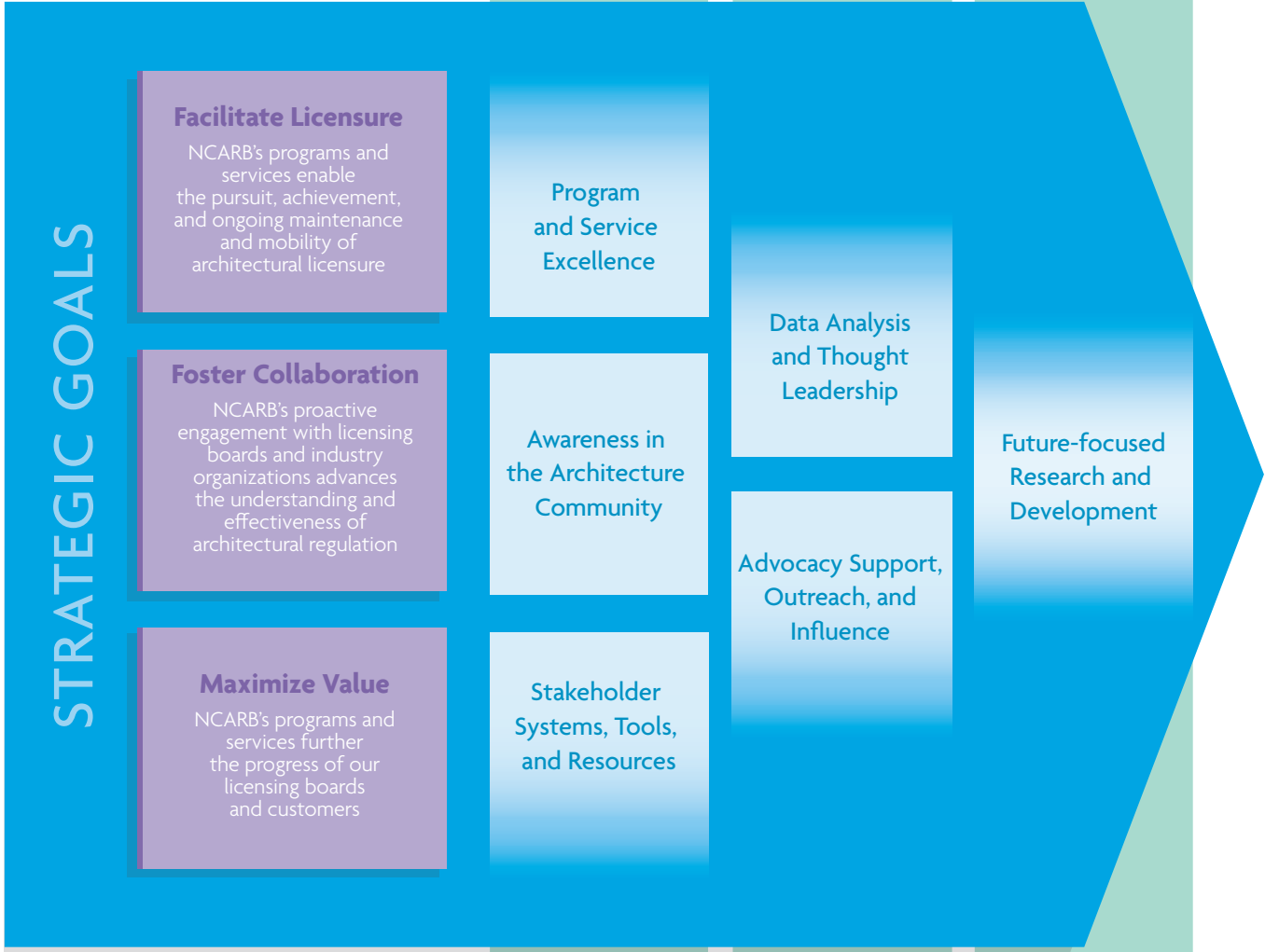
Released in June 2019, the Strategic Plan launches NCARB into its second century and provides a framework for organizational initiatives over the next five to seven years.

MISSION

NCARB, in collaboration with licensing boards, facilitates the licensure and credentialing of architects to protect the health, safety, and welfare of the public.

STRATEGIC PLAN

ENHANCE	GROW	TRANSFORM
continuous quality improvements that drive the success of core operations, programs, and services	targeted opportunities, typically prioritized from ongoing areas of focus, designed to expand reach and impact	meaningful investments in new areas that will yield significant return on investment or mission and position the organization for future success



STRATEGIC GOALS

Facilitate Licensure

NCARB's programs and services enable the pursuit, achievement, and ongoing maintenance and mobility of architectural licensure

Foster Collaboration

NCARB's proactive engagement with licensing boards and industry organizations advances the understanding and effectiveness of architectural regulation

Maximize Value

NCARB's programs and services further the progress of our licensing boards and customers

Program and Service Excellence

Awareness in the Architecture Community

Stakeholder Systems, Tools, and Resources

Data Analysis and Thought Leadership

Advocacy Support, Outreach, and Influence

Future-focused Research and Development

LET'S GO FURTHER

Introduction

Celebrating the 100th anniversary of the National Council of Architectural Registration Boards (NCARB or “the Council”), the Board of Directors is pleased to announce an updated mission statement and a refreshed Strategic Plan. The Board revised the mission statement to highlight the organization’s partnership with its licensing boards (Member Boards), as well as focus on facilitating licensure and credentialing in protection of the health, safety, and welfare of the public. The refreshed Strategic Plan has been designed with input collected from more than 6,000 stakeholders, including the NCARB Board of Directors, regional chairs and committee volunteers, leaders from Member Boards, architects holding an NCARB Certificate, candidates for architectural licensure, leadership from other architectural organizations, and NCARB staff. This Strategic Plan launches the organization into its second century and provides the framework for organizational initiatives over the next three to five years.

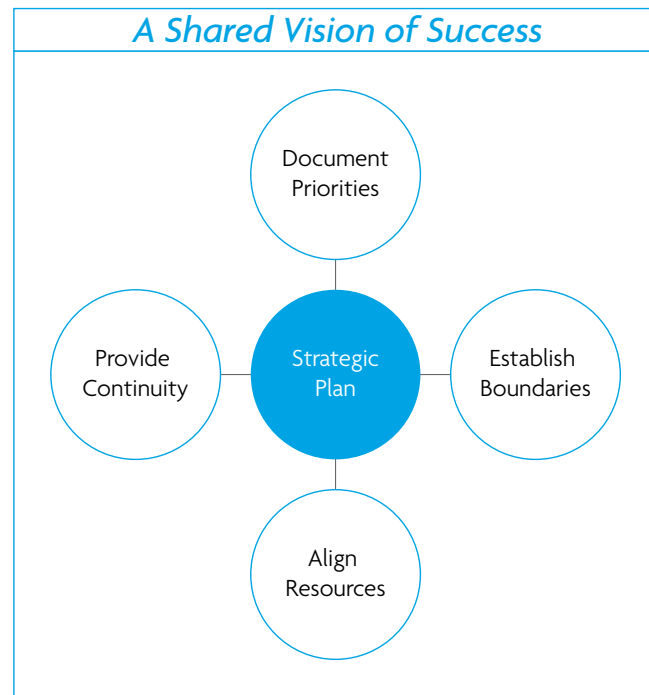
BACKGROUND

The FY16 Board of Directors and CEO Michael Armstrong launched a new strategic planning cycle for the purpose of gathering stakeholder input to inform a refreshed Strategic Plan set for launch in June 2019. The Council partnered with McKinley Advisors (McKinley) to conduct sound research and facilitate stakeholder discussions to inform development of an effective, actionable Strategic Plan that would guide the organization in the years ahead. Research was conducted in 2016, 2017, and 2018 with an extensive group of stakeholders within and outside the organization. Regular engagements with the Board of Directors throughout the process provided ongoing oversight and direction. The new Strategic Plan framework was accepted by the Board of Directors in January 2019 with final adoption of the plan and this companion document in April 2019. Additional details about the research and development of the Strategic Plan can be found in the Appendix.

Executive Summary

In high-performing organizations, the Board of Directors operates in a generative fashion with an eye to the future: observing trends, assessing stakeholder input, and developing strategy to meet the needs of the organization and its stakeholders. Strategic plans establish a shared vision of success by documenting priorities, setting boundaries, aligning organizational resources, and most importantly, providing continuity, which is essential for volunteer leaders and staff.

In refreshing the Strategic Plan, the Board of Directors considered all stakeholder feedback. Key priorities identified by stakeholders, and their impact on the plan's development, are outlined below.



 McKinleyAdvisors

- Stakeholders reported satisfaction with the organization's direction and the current (2012) Strategic Plan, especially the goals of facilitating licensure and fostering collaboration. This feedback led to a refresh of the plan, rather than a complete redesign, that represents NCARB's continued evolution.
- Member Board desire for explicit reference within the plan led to the inclusion of licensing boards in the Strategic Plan, as well as a revision of the Council's mission statement to more accurately reflect how NCARB carries out its work.
- There is a growing need and an interest among members for NCARB to enhance its role in advocating for issues related to reasonable regulation and serve as an important voice in the architecture community.
- Continued focus on program and service excellence, now a stated objective in the new plan, will include exploration of new opportunities in education, experience, mentorship/supervision, and certification, among other considerations.
- Growing NCARB's capacity to study and share data relative to the organization, regulation, and the components of the path to licensure yielded significant support from stakeholders and resulted in a stated objective within the plan.

The Board of Directors agrees with two other important priorities identified by stakeholders:

1. The importance of staying abreast of the impact of emerging technology on regulation of the profession; and
2. A desire to promote and attract diversity within the architectural profession.

As such, both priorities underpin all of the goals and objectives of the plan and will be evidenced in initiatives launched in the coming years.

METRICS

A study is underway to identify appropriate metrics that will be used by the Board of Directors and NCARB staff to assess performance and appropriate courses of action for each of the Strategic Plan goals.

Envisioned Future

Launching the organization into the next century, the refreshed Strategic Plan retains successful elements of the former plan and introduces opportunities for continuous quality improvement, growth, and transformation in the coming years. Focus areas include, but are not limited to: technology and innovation, NCARB programs and services, legislation/regulation, delivering value for Member Boards, and expanding brand awareness and influence.

NCARB volunteers and staff will be monitoring trends impacting the regulation of the practice of architecture across the next three to five years and will be prepared to support stakeholders through an evolving future. Resources will be devoted to the plan objectives of *Data Analysis and Thought Leadership* and *Future-Focused Research and Development* to prepare for and communicate about changing landscapes.

Today's pace of technological change will impact NCARB on multiple fronts. NCARB must remain abreast of how technological advances will impact the profession of architecture and the regulatory process to understand the needs of Member Boards and the elements of the path to licensure—education, experience, and examination. Further, NCARB will, where appropriate, need to integrate emerging technologies to ensure continued delivery of high-quality programs and services and develop systems, tools, and resources to meet the needs of members and customers.

Additional areas of increased support for Member Boards will include: developing systems, tools, and resources to reduce burden on their stretched resources; providing materials for training new board members and for best practices; and offering robust advocacy support to help jurisdictions combat anti-regulatory sentiment and navigate issues at a local level.

A resounding request from stakeholders is for NCARB to study ways to influence an increase in diverse representation within the profession of architecture and especially within the architectural regulation community with respect to gender, age, race, ethnicity, and socioeconomic background. To that end, NCARB has committed to addressing three key “diversity pipelines” with a supporting strategy to encourage a more diverse pool of individuals. The pipelines with accompanying strategies are:

- Governor appointments to licensing boards: profile each jurisdiction to determine “influencers” of the appointments process, and assist in the preparation of a roster of diverse talent to be offered to the specific influencer community.
- NCARB president-elect appointments to NCARB committees: continue to open the call for volunteers to Member Board Members, newly certified Record holders, alumni of NCARB Think Tanks, recommended individuals from the National Organization of Minority Architects (NOMA), alumni of leaders from the American Institute of Architecture Students (AIAS), and other sources. This approach has already contributed to significant and noted diversification of the NCARB volunteer pool. This diverse pool, in turn, can also be a source for rostering potential Member Board appointments in the future.
- Election of regional leaders: support the grassroots efforts of the newly formed Diversity Collaborative to initiate discussion and recruitment relative to the perceived paths to leadership, encourage new discussions about other paths, and identify cultural and rules impediments to diverse representation in leadership.

Other recommended approaches include leveraging the diversity of the existing pool of NCARB volunteers and staff in ways that assures fair and consistent treatment of all licensure candidates and customers. Stakeholders recognize that NCARB, because of its increased profile through outreach and communications initiatives, has a unique opportunity with its emerging professional audience to raise awareness of this commitment to diversity and inclusion.

NCARB will also continue to devote resources to developing new opportunities as has been done in recent years with development of the Integrated Path to Architectural Licensure (IPAL) and the education alternatives. Advancing opportunities to facilitate licensure, foster collaboration, and maximize the value of NCARB programs, services, and communications will remain important priorities for the future.

Plan Elements

REVISED MISSION STATEMENT

NCARB, in collaboration with licensing boards, facilitates the licensure and credentialing of architects to protect the health, safety, and welfare of the public.

Mission statements represent the fundamental reason for an organization to exist. Given the essential partnership between NCARB and its Member Boards, the Board of Directors agreed with feedback from Member Board Members and Executives that explicit reference to Member Boards would be a priority for inclusion in the next iteration of NCARB's mission statement. The new NCARB mission statement, above, raises awareness about the importance of the collaborative relationship that exists between NCARB and licensing boards in the credentialing of architects for the purpose of public protection.

STRATEGIC GOALS

Goals are the broadest statements of what an organization expects to accomplish over the next several years. The 2019 refreshed Strategic Plan retains two important goals from the previous Strategic Plan that have heralded numerous changes in NCARB programs and services over the past six years: Facilitate Licensure and Foster Collaboration. A new goal, *Maximize Value*, replaces the previous goal Centralize Credential Data.

- **Facilitate Licensure:** *NCARB's programs and services enable the pursuit, achievement, and ongoing maintenance and mobility of architectural licensure.*
 - First launched six years ago, this goal inspired NCARB staff and volunteers by redefining the NCARB service culture for the benefit of Member Boards, architects, and licensure candidates. Overwhelming stakeholder feedback underscored the Council's success in this area. Retaining this goal in the refreshed Strategic Plan demonstrates the Council's commitment to continuing support of the licensure process through advances in programs and services, systems, tools, resources, data, outreach, and research.
- **Foster Collaboration:** *NCARB's proactive engagement with licensing boards and industry organizations advances the understanding and effectiveness of architectural regulation.*
 - In recent years, NCARB has turned to building coalitions with regulation industry partners, from various professions, to educate legislators and other organizations about successful mobility models that already exist in the realm of regulation. Capitalizing on early successes and stakeholder feedback collected during the research phase, the Board of Directors is retaining this important goal while enhancing the definition to proactively engage with licensing boards and industry organizations to advance the understanding and effectiveness of architectural regulation.

- **Maximize Value:** *NCARB's programs and services further the progress of our licensing boards and customers.*
 - This new goal is an important advancement from the previous goal to *Centralize Credential Data* and represents a more holistic approach to providing value to Member Boards and customers. It also presents a desire for the Council to maintain a level of continuous improvement while exploring new approaches and business opportunities to enrich our services and sustain the momentum gained in recent years.

STRATEGIC PLAN FRAMEWORK & OBJECTIVES

Associated with the strategic goals are six measurable objectives that are presented within a new “Enhance, Grow, Transform” framework. Each of the six objectives can be associated with any or all of the Strategic Plan goals. An overview of the framework is below, followed by additional details on each of the objectives identified.

- Three objectives, supporting continuous quality improvements, are shown in the **Enhance** category of activity in the Strategic Plan: *Program and Service Excellence*; *Awareness in the Architecture Community*; and *Stakeholder Systems, Tools, and Resources*. Opportunities for continuous improvement drive the largest segment of the Council's work.
- Two objectives, listed in the **Grow** category of the plan, provide direction to seek targeted opportunities to expand reach and impact. These are: *Data Analysis and Thought Leadership* and *Advocacy Support, Outreach, and Influence*. By definition, these objectives represent growth opportunities for the Council.
- One objective, listed in the **Transform** category of the plan, is to seek meaningful opportunities in areas that will yield a significant return on investment or mission and position the organization for future success. The objective, *Future-focused Research and Development*, responds to a key priority identified from stakeholder feedback to “develop a forward-looking plan” and ensures that the Council looks to the future for emerging trends and opportunities.

Enhance – Continuous quality improvements that drive the success of core operations, programs, and services.

- **Objectives:**
 - **Program and Service Excellence**
This objective recognizes an ongoing commitment to addressing expectations expressed by members and customers for continued excellence in delivery of programs and services. The objective promotes regular evaluation of the status of programs and services, including not only staff performance but the ability of presidential charges to direct committee feedback to the Board of Directors in their effort to maintain momentum as programs/services evolve to meet the needs of Member Boards and NCARB customers. Metrics to measure program and service excellence are expected to inform departmental business plans, annual work plans, and regular updates to the Board of Directors regarding staff and committee performance.
 - **Awareness in the Architecture Community**
Acknowledging stakeholder feedback, this objective builds upon existing outreach conducted by staff visits to campuses and American Institute of Architecture (AIA) components, leadership's visits to Member Boards and external influencers, marketing and communications efforts via social media and other platforms, the positioning of NCARB as a thought leader with architectural and mainstream media, along with institutional/government agencies charged with research, analysis, and information dissemination. Metrics include sentiment measurement of social media platforms, qualitative analysis regarding outreach events and engagements, and updates regarding the sentiment of key influencers inside and outside the regulatory community.

- **Stakeholder Systems, Tools, and Resources**

This objective calls out the essential nature of contemporary approaches to information management, analysis, and delivery on behalf of the Council's Member Boards and customers. The NCARB brand includes a reputation for embracing cutting-edge technology and state-of-the-art analytics regarding data and data management. Metrics include the ability to continuously inform the greater stakeholder community regarding essential data to inform the value proposition for regulation, along with transparency in the transactions of the Council and its Member Boards.

Grow – Targeted opportunities, typically prioritized from ongoing areas of focus, designed to expand reach and impact.

- **Objectives:**

- **Data Analysis and Thought Leadership**

The inclusion of this objective in the “grow” category evidences a commitment from the Council to increase its profile as a valued resource and as an essential reference source for discourse regarding the state of the profession and the value of licensure.

- **Advocacy Support, Outreach, and Influence**

This objective recognizes the interest of the Council and its stakeholders regarding any legislative action that may threaten the health, safety, and/or welfare of the public regarding the practice of architecture. The Council acknowledges the role of professional societies as primary legislative advocates while asserting the interest of the Council toward informing the dialogue with legislators regarding the value of regulation and the success of the NCARB Certificate as a national mobility model.

Transform – Meaningful investments in new areas that will yield significant return on investment or mission, provide financial diversity, and position the organization for future success.

- **Objectives:**

- **Future-focused Research and Development**

The Council desires to position its assets and talent toward exploring how the evolving communities of practice and regulation may complement each other, informing an appropriately-paced evolution of NCARB services, models, and programs. This objective anticipates the investment of NCARB resources into efforts that may reveal new programmatic paths, opportunities to sustain and enhance revenue streams, and further position the Council to act as a thought leader within both the architectural community and a greater regulatory framework.



FINANCIAL STATEMENTS

NCARB provides Member Boards with a yearly summary of the organization's financial results at the Annual Business Meeting, including the year-end results, next fiscal year's budget, and organizational fees. An audit of NCARB's financial statements is conducted annually by an independent auditing firm.

National Council of Architectural Registration Boards

Consolidated Financial Report
June 30, 2020

Contents

Independent auditor's report	1-2
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Financial statements	
Consolidated statements of financial position	3
Consolidated statements of activities	4
Consolidated statements of cash flows	5
Consolidated statements of functional expenses	6
Notes to consolidated financial statements	7-17



RSM US LLP

Independent Auditor's Report

Board of Directors
National Council of Architectural Registration Boards

Report on the Financial Statements

We have audited the accompanying consolidated financial statements of National Council of Architectural Registration Boards and Lineup Management Services, LLC (collectively, the Council), which comprises the consolidated statement of financial position as of June 30, 2020, the related consolidated statement of activities, cash flows and functional expenses for the year then ended, and the related notes to the consolidated financial statements (collectively, the financial statements).

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Council's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of National Council of Architectural Registration Boards and Lineup Management Services, LLC as of June 30, 2020, and the changes in their net assets and their cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

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Other Matter

The financial statements of National Council of Architectural Registration Boards and Lineup Management Services, LLC as of and for the year ended June 30, 2019, were audited by other auditors whose report dated September 11, 2019, expressed an unmodified opinion on those financial statements.

RSM US LLP

Washington, D.C.
September 28, 2020

National Council of Architectural Registration Boards

Consolidated Statements of Financial Position
June 30, 2020 and 2019

	2020	2019
Assets		
Cash and cash equivalents	\$ 2,045,145	\$ 2,077,788
Investments	28,242,418	28,870,545
Accounts receivable, net	79,447	21,935
Prepaid expenses and other assets	753,707	747,242
Investments – deferred compensation	504,796	583,163
Property, equipment and capitalized software, net	7,038,571	7,286,661
	<hr/>	<hr/>
Total assets	\$ 38,664,084	\$ 39,587,334
Liabilities and Net Assets		
Liabilities:		
Accounts payable and accrued expenses	\$ 629,534	\$ 2,390,671
Accrued payroll and related liabilities	1,004,804	1,393,985
Deferred revenue	4,381,007	3,196,471
Deferred rent and lease incentive	4,726,764	3,819,612
Deferred compensation	504,796	583,163
	<hr/>	<hr/>
Total liabilities	11,246,905	11,383,902
Commitments and contingencies (Notes 8, 9 and 11)		
Net assets without donor restrictions:		
Undesignated	26,357,985	26,824,514
Regional conferences' net assets	457,886	484,684
Board designated – centennial	-	287,600
Board designated – business development	601,308	606,634
	<hr/>	<hr/>
Total net assets	27,417,179	28,203,432
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Total liabilities and net assets	\$ 38,664,084	\$ 39,587,334

See notes to consolidated financial statements.

National Council of Architectural Registration Boards

Consolidated Statements of Activities
Years Ended June 30, 2020 and 2019

	2020	2019
Revenue, NCARB and regional activities:		
Customer relations income	\$ 21,484,930	\$ 21,384,936
Examination income	8,336,810	10,218,170
Member board dues	357,500	357,500
Interest and dividends	661,829	625,225
Education income	19,525	66,661
Annual meetings, regional activities and other income	52,187	55,857
Total revenue, NCARB and regional activities	30,912,781	32,708,349
Expenses, NCARB and regional activities:		
Program services:		
Council Relations Directorate	2,687,639	3,873,999
Examination Directorate	6,786,376	7,649,943
Information Systems Directorate	6,060,075	4,765,836
Customer Relations Directorate	4,216,394	4,249,171
E + E Directorate	2,066,576	1,778,169
Marketing and Communications Directorate	1,538,584	2,256,057
Business Development	-	407,049
Total program expenses, NCARB and regional activities	23,355,644	24,980,224
Supporting services:		
Administration Directorate	3,981,042	4,403,547
Executive Office	2,711,164	2,623,016
Total supporting expenses, NCARB and regional activities	6,692,206	7,026,563
Total expenses, NCARB and regional activities	30,047,850	32,006,787
Change in net assets before Lineup LLC activities and investment gain or loss	864,931	701,562
Lineup LLC revenue	77,620	11,000
Lineup LLC Business Development expenses	(835,367)	(276,546)
Change in net assets - Lineup LLC	(757,747)	(265,546)
Realized and unrealized (loss) gain on investments	(893,437)	706,884
Change in net assets	(786,253)	1,142,900
Net assets:		
Beginning	28,203,432	27,060,532
Ending	\$ 27,417,179	\$ 28,203,432

See notes to consolidated financial statements.

National Council of Architectural Registration Boards

Consolidated Statements of Cash Flows
Years Ended June 30, 2020 and 2019

	2020	2019
Cash flows from operating activities:		
Cash received from:		
Customer relations income	\$ 21,503,755	\$ 21,378,619
Examination income	9,527,320	11,948,094
Education income	22,525	66,662
Member board dues	331,500	305,500
Annual meetings, regional activities and other income	147,505	68,815
Total cash received	31,532,605	33,767,690
Cash paid for:		
Employment/human resource expenses	(13,197,798)	(12,295,171)
Operating expenses	(7,733,674)	(4,998,245)
Contributions	(490,100)	(489,167)
Consulting	(5,547,686)	(6,353,026)
Travel/other meeting expenses	(2,989,762)	(5,077,044)
Total cash paid	(29,959,020)	(29,212,653)
Net cash provided by operating activities	1,573,585	4,555,037
Cash flows from investing activities:		
Cash received for:		
Tenant improvement allowance reimbursements	-	382,519
Cash paid for:		
Transfers from or (into) investments	371,638	(4,326,794)
Capital expenditures	(1,977,866)	(2,773,887)
Net cash used in investing activities	(1,606,228)	(6,718,162)
Net decrease in cash and cash equivalents	(32,643)	(2,163,125)
Cash and cash equivalents:		
Beginning	2,077,788	4,240,913
Ending	\$ 2,045,145	\$ 2,077,788
Supplemental disclosure of noncash investing and financing transactions:		
Leasehold improvements acquired via tenant improvement allowance	\$ -	\$ 2,352,526

See notes to consolidated financial statements.

National Council of Architectural Registration Boards

Notes to Consolidated Financial Statements

Note 1. Nature of Activities and Significant Accounting Policies

Nature of activities: National Council of Architectural Registration Boards (the Council) is a nonprofit organization of individual architectural registration boards. The general purpose of the Council is to protect the public health, safety, and welfare by leading the regulation of the practice of architecture through the development and application of standards for licensure and credentialing of architects.

The accompanying consolidated financial statements include the accounts of the Council and five of its regional conferences. The Council authorizes these five regional conferences to use its taxpayer identification number in conjunction with operating and managing the activities of the regional conferences. The net assets and operations of these five regional conferences have been included in the Council's operations for purposes of financial and tax reporting.

During the year ended June 30, 2019, Lineup Management Services, LLC (Lineup) was formed as a single member limited liability company with the Council as its sole member. The purpose of Lineup is to develop and sell a software tool designed to help organizations better manage the skills and demographics of work teams.

A summary of the Council's significant accounting policies follows:

Income tax status: The Council is exempt from income taxes on its exempt activities under the provisions of Section 501(c)(6) of the Internal Revenue Code. However, the Council is subject to income taxes on any unrelated business income. For the years ended June 30, 2020 and 2019, the Council had unrelated business income from Lineup LLC software sales of \$77,620 and \$11,000, respectively. As a single member LLC, Lineup does not file a separate income tax return and its activities are included in the Council's tax returns. Thus, Lineup is treated as a disregarded entity for income tax purposes.

Principles of consolidation: The consolidated financial statements include the accounts of National Council of Architectural Registration Boards, inclusive of Council Regions 1, 2, 4, 5, and 6 (see Note 10), and Lineup Management Services, LLC (collectively, referred to as the Council). Significant intercompany accounts and transactions have been eliminated in consolidation.

Basis of accounting: The Council prepares its consolidated financial statements on the accrual basis of accounting. Revenue is recognized when earned and expenses when the obligation is incurred.

Basis of presentation: The financial statement presentation follows the Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC). As required by the Not-For-Profit Entities Topic of the FASB ASC, the Council is required to report information regarding its financial position and activities according to two classes of net assets: without donor restrictions and with donor restrictions. As of and for the years ended June 30, 2020 and 2019, there were no net assets with donor restrictions.

Net assets without donor restrictions, undesignated: Net assets held by the Council and its regional conferences whose use is not restricted by donors or internally designated for other uses.

Net assets without donor restrictions, designated: Net assets consisting of funds designated by the Board of Directors (the Board) to be used for specific purposes. The Centennial Fund was created to support projects and initiatives associated with the 2019 NCARB Centennial. The Business Development Fund was created to support the development and sale of proprietary software products to third parties. Since the inception of the Business Development Fund, a cumulative amount of \$2,148,692 and \$1,393,366 has been expended for this purpose through June 30, 2020 and 2019, respectively.

National Council of Architectural Registration Boards

Notes to Consolidated Financial Statements

Note 1. Nature of Activities and Significant Accounting Policies (Continued)

Use of estimates: The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America (U.S. GAAP) requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from estimates.

Cash and cash equivalents: For financial statement purposes, the Council considers all checking accounts, overnight repurchase agreements, money market funds and highly liquid investments with original maturities of 90 days or less to be cash and cash equivalents except for money market funds held in the investment portfolio. At times, certain balances held within these accounts may not be fully guaranteed or insured by the U.S. federal government. The Council has not experienced any such losses in the past, and does not believe it is exposed to any significant financial risk on these cash balances.

Overnight repurchase agreements involve investment risks, including the possible loss of principal. The mortgage-backed securities bought and sold daily are collateralized by one or more pools of residential mortgage loans that conform to the standards of the Federal National Mortgage Association (FNMA or Fannie Mae) or the Federal Home Loan Mortgage Corporation (FHLMC or Freddie Mac) at the time of securitization. The Council had \$1,259,012 and \$1,376,988 in its overnight repurchase agreements account at June 30, 2020 and 2019, respectively.

Investments: Investments with readily determinable fair values are reflected at fair value. To adjust the carrying value of these investments, the change in fair value is charged or credited to investment return net of related fees. The Council invests funds in a professionally managed portfolio that contains corporate bonds, asset-backed securities, government bonds, mutual funds, exchange-traded funds (ETFs), certificates of deposit, and money market funds. Such investments are exposed to market and credit risks. Thus, the Council's investments may be subject to significant fluctuations in fair value. As a result, the investment balances reported in these financial statements may not be reflective of the portfolio's value during subsequent periods.

Investment income: Interest and dividends are reported as operating activities, while the current year changes in fair value of investments (realized and unrealized gains and losses) are reported as non-operating activities. Investment fees are netted with interest and dividends income in the consolidated statement of activities.

Accounts receivable: Accounts receivable consists primarily of registration fees for the Council's annual meeting. Accounts receivable are presented at the net amount due to the Council. The Council's management periodically reviews the status of all accounts receivable balances for collectability. Each receivable balance is assessed based on management's knowledge of the customer, the Council's relationship with the customer, and the age of the receivable balance. The Council has established an allowance for doubtful accounts to estimate the portion of receivables that will not be collected, which is regularly reviewed by management. The allowance for doubtful accounts was \$0 for each of the years ended June 30, 2020 and 2019.

Property, equipment and capitalized software: Acquisitions of property, equipment and capitalized software greater than \$2,000 are recorded at cost and depreciated using the straight-line method over their respective useful lives, ranging from three to ten years. Leasehold improvements are amortized on a straight-line method over the shorter of the lease term or estimated useful life of the asset. Capitalized Architect Registration Examination (ARE) development costs are amortized on a straight-line method over an estimated useful life of 5 years.

National Council of Architectural Registration Boards

Notes to Consolidated Financial Statements

Note 1. Nature of Activities and Significant Accounting Policies (Continued)

Impairment policy: Long-lived assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of long-lived assets is measured by a comparison of the carrying amount of the asset to future undiscounted net cash flows expected to be generated by the asset. If such assets are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the estimated fair value of the assets. Assets to be disposed of are reportable at the lower of the carrying amount or fair value, less costs to sell. During the years ended June 30, 2020 and 2019, management did not consider the value of any property or equipment or intangible assets to be impaired.

Adopted accounting pronouncements: During the year ended June 30, 2020, the Council adopted Accounting Standards Update (ASU) 2014-09, *Revenue from Contracts with Customers (Topic 606)*. This standard requires an entity to recognize the amount of revenue to which it expects to be entitled for the transfer of promised goods and services to customers. ASU 2014-09 replaces most existing revenue recognition guidance in U.S. GAAP. This standard also requires expanded disclosures relating to the nature, amount, timing and uncertainty of revenue and cash flows from contracts with customers. The Council adopted the new standard effective for the year ended June 30, 2020 using the modified retrospective method. Based on the Council's review of its contracts with customers, the timing and amount of revenue recognized previously is consistent with how revenue is recognized under this new standard. The adoption of this standard had no effect on the previously reported change in net assets.

Also, during the year ended June 30, 2020, the Council adopted, on a modified prospective basis, the guidance regarding contributions received from ASU 2018-08, *Not-for-Profit Entities (Topic 958): Clarifying the Scope and Accounting Guidance for Contributions Received and Contributions Made*. This standard is intended to clarify and improve the scope and the accounting guidance for contributions received and contributions made. Key provisions in this standard include clarification regarding the accounting for grants and contracts as exchange transactions or contributions, and improved guidance to better distinguish between conditional and unconditional contributions. Based on the Council's review of its activities, the timing and amount of revenue recognized previously is consistent with how revenue is recognized under this new standard. The adoption of this standard had no impact on the consolidated statements of financial position and the consolidated statements of activities and changes in net assets. The Council will adopt the guidance regarding contributions made from ASU 2018-08 during the year ended June 30, 2021.

Revenue: The Council's activities are primarily supported through customer relations income, examination income, and member board dues. Prices charged to customers are specific to distinct performance obligations and do not consist of multiple transactions. Economic factors are driven by consumer confidence, employment, inflation and other world events that impact the timing and level of cash received and revenue recognized by the Council. Periods of economic downturn resulting from any of the above factors may result in declines in future cash flows and recognized revenue of the Council.

The Council did not have any impairment or credit losses on any receivables or contract assets arising from contracts with customers. There are also no incremental costs of obtaining a contract and no significant financing components. Finally, there are no significant changes in the judgments affecting the determination of the amount and timing of revenue from contracts with customers.

National Council of Architectural Registration Boards

Notes to Consolidated Financial Statements

Note 1. Nature of Activities and Significant Accounting Policies (Continued)

Customer relations income: Revenue from the Council's customer relations income includes services performed by the Council related to the creation, maintenance, and transmittal of records for registered architects and architect licensure candidates. Fees paid by the customer are non-refundable and paid in advance for each transaction. Income related to the creation of records is recognized at the point in time when the customer has access to their record. Income related to annual renewals of records is recognized at the point in time when the previous customer record has expired. Income related to transmittals is recognized at the point in time when the record has been transmitted to the designated architectural authority.

Examination income: Revenue associated with the Architect Registration Examination (ARE) is recognized at the point in time when registrants take the divisions of the examination (including no-shows) or when the allowable exam scheduling period has lapsed. Revenue and the related third-party exam administration fees are reported at gross based on a contractual agreement, which requires the Council to withhold and pay fees from the amounts collected from the candidates.

Member board dues: Member board dues are billed annually in advance of the membership period which coincides with the Council's fiscal year (July 1 to June 30). Member benefits are not available individually outside of membership. Member benefits include the development and delivery of the ARE for the member jurisdiction's licensure candidates; administration of the Architectural Experience Program (AXP); administration of the architect/licensure candidate record development, credential verification, and electronic transmittal process, which facilitates the licensure process; access to a database of disciplinary actions taken against architects around the country; development of and access to regulatory tools and advocacy resources to help navigate the current licensing environment; and funding for up to three individuals to attend certain meetings held by the Council. All member benefits are considered one performance obligation given that benefits are accessible to the member throughout the term of membership. Member board dues are recorded as deferred revenue upon receipt and revenue is recognized ratably over the membership period as the delivery of the member benefits are provided.

Deferred revenue: Deferred revenue consists primarily of cash received for record renewals and examination registrations, which have been received in advance of the record expiration date and examination date, respectively.

Functional allocation of expenses: The costs of providing various programs and other activities of the Council have been summarized on a functional basis in the consolidated statements of activities and consolidated statements of functional expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Salaries and benefits are allocated based on estimates of the percentage of the employee time spent on relevant activities as determined by the annual budget. Rent and other overhead costs are allocated based on estimated square footage occupied by the relevant departments.

Recent accounting pronouncements: In February 2016, the FASB issued ASU 2016-02, *Leases* (Topic 842), which changes the accounting for leases. While both lessees and lessors are affected by the new guidance, the effects on lessors is largely unchanged. Under the new guidance, lessees will be required to recognize the following for all long-term leases: (1) a lease liability, which is the lessee's obligation to make lease payments measured on a discounted basis, and (2) a right-of-use asset, which represents the lessee's right to use (or control use of) a specified asset for the lease term. The standard will be effective for the Council for the fiscal year ending June 30, 2023. The Council is currently in the process of evaluating the impact of the new accounting guidance will have on its consolidated financial statements.

National Council of Architectural Registration Boards

Notes to Consolidated Financial Statements

Note 1. Nature of Activities and Significant Accounting Policies (Continued)

In August 2018, the FASB issued ASU 2018-13, *Fair Value Measurement (Topic 820): Disclosure Framework—Changes to the Disclosure Requirements for Fair Value Measurement*, which modifies the disclosure requirements for fair value measurements by removing, modifying, or adding certain disclosures. ASU 2018-13 is effective for the Council for the fiscal year ending June 30, 2021. The adoption of ASU 2018-13 is not expected to have a material impact on the consolidated financial statements.

Subsequent events: Subsequent events have been evaluated through September 28, 2020, which is the date the consolidated financial statements were available to be issued. See Note 11 for information regarding subsequent events.

Note 2. Investments

Investments other than deferred compensation holdings consist of the following at June 30, 2020 and 2019:

	2020	2019
Fixed income securities:		
Corporate bonds	\$ 1,189,115	\$ 1,865,383
Asset-backed securities	1,298,391	993,198
Government bonds	943,553	2,721,459
Mutual funds	1,199,259	2,102,290
Exchange-traded funds	5,406,437	2,432,060
Equity securities		
Mutual funds	2,346,025	3,495,334
Exchange-traded funds	12,747,069	12,093,976
Certificate of deposits	70,652	661,398
Cash and money market funds	3,041,917	2,505,447
Total investments	<u>\$ 28,242,418</u>	<u>\$ 28,870,545</u>

Deferred compensation holdings consist of the following at June 30, 2020 and 2019:

	2020	2019
Fixed income mutual funds	\$ -	\$ 142,336
Fixed income ETFs	-	57,712
Equity mutual funds	123,786	-
Equity ETFs	-	225,629
Cash and money market funds	381,010	157,486
	<u>\$ 504,796</u>	<u>\$ 583,163</u>

National Council of Architectural Registration Boards

Notes to Consolidated Financial Statements

Note 2. Investments (Continued)

The Board of Directors has directed that the Council's investments be allocated between short-term and strategic reserve funds, which were allocated as follows as of June 30, 2020 and 2019:

	2020	2019
Centennial fund	\$ -	\$ 287,600
Short-term reserve	4,653,842	3,674,614
Strategic reserve	23,588,576	24,908,331
	<u>\$ 28,242,418</u>	<u>\$ 28,870,545</u>

Investment (loss) income consists of the following for the years ended June 30, 2020 and 2019:

	2020	2019
Interest and dividends	\$ 763,389	\$ 727,134
Realized and unrealized (loss) gain on investments	(893,437)	706,884
Investment fees	(101,560)	(101,909)
	<u>\$ (231,608)</u>	<u>\$ 1,332,109</u>

Investment purchases and sales between investment accounts for the year ended June 30, 2020 were \$18,031,269 and \$16,783,427, respectively, and investment purchases and sales between investment accounts for the year ended June 30, 2019 were \$7,914,043 and \$4,938,470, respectively.

Note 3. Fair Value Measurements

The Fair Value Measurement Topic of the ASC defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, and sets out a fair value hierarchy. The fair value hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3). Inputs are broadly defined under this topic as assumptions market participants would use in pricing an asset or liability.

- Level 1:** Unadjusted quoted prices in active markets for identical assets or liabilities that the reporting entity has the ability to access at the measurement date. As required by the Fair Value Measurement Topic, the Council does not adjust the quoted prices for these investments even in situations where the Council holds a large position and a sale could reasonably impact the quoted price.
- Level 2:** Inputs other than quoted prices within Level 1 that are observable for the asset or liability, either directly or indirectly, and fair value is determined through the use of models or other valuation methodologies. A significant adjustment to a Level 2 input could result in the Level 2 measurement becoming a Level 3 measurement.
- Level 3:** Inputs that are unobservable for the asset or liability and include situations where there is little, if any, market activity for the asset or liability. The inputs into the determination of fair value are based upon the best information in the circumstances and may require significant management judgment or estimation. There were no Level 3 inputs for any assets or liabilities held by the Council at June 30, 2020 and 2019.

National Council of Architectural Registration Boards

Notes to Consolidated Financial Statements

Note 3. Fair Value Measurements (Continued)

The following is a summary of the input levels used to determine fair values at June 30, 2020:

	June 30, 2020			
	Total	Level 1	Level 2	Level 3
Investments:				
Corporate bonds	\$ 1,189,115	\$ -	\$ 1,189,115	\$ -
Asset-backed securities	1,298,391	-	1,298,391	-
Government bonds	943,553	-	943,553	-
Fixed income mutual funds	1,199,259	1,199,259	-	-
Fixed income ETFs	5,406,437	5,406,437	-	-
Equity mutual funds	2,346,025	2,346,025	-	-
Equity ETFs	12,747,069	12,747,069	-	-
Money market funds	1,507,597	1,507,597	-	-
	<u>26,637,446</u>	<u>23,206,387</u>	<u>3,431,059</u>	<u>-</u>
Deferred compensation assets:				
Equity mutual funds	123,786	123,786	-	-
	<u>123,786</u>	<u>123,786</u>	<u>-</u>	<u>-</u>
Assets carried at fair value	<u>\$ 26,761,232</u>	<u>\$ 23,330,173</u>	<u>\$ 3,431,059</u>	<u>\$ -</u>

The following is a summary of the input levels used to determine fair values at June 30, 2019:

	June 30, 2019			
	Total	Level 1	Level 2	Level 3
Investments:				
Corporate bonds	\$ 1,865,383	\$ -	\$ 1,865,383	\$ -
Asset-backed securities	993,198	-	993,198	-
Government bonds	2,721,459	-	2,721,459	-
Fixed income mutual funds	2,102,290	2,102,290	-	-
Fixed income ETFs	2,432,060	2,432,060	-	-
Equity mutual funds	3,495,334	3,495,334	-	-
Equity ETFs	12,093,976	12,093,976	-	-
	<u>25,703,700</u>	<u>20,123,660</u>	<u>5,580,040</u>	<u>-</u>
Deferred compensation assets:				
Equity ETFs	225,629	225,629	-	-
Fixed income mutual funds	142,336	142,336	-	-
Fixed income ETFs	57,712	57,712	-	-
	<u>425,677</u>	<u>425,677</u>	<u>-</u>	<u>-</u>
Assets carried at fair value	<u>\$ 26,129,377</u>	<u>\$ 20,549,337</u>	<u>\$ 5,580,040</u>	<u>\$ -</u>
Liabilities:				
Deferred compensation liability	\$ 583,163	\$ -	\$ 583,163	\$ -

National Council of Architectural Registration Boards

Notes to Consolidated Financial Statements

Note 3. Fair Value Measurements (Continued)

Certain cash and money market funds and certificates of deposit included in the investment portfolio (see Note 2 for totals) are not subject to the provisions of fair value measurements as they are recorded at cost.

Investments classified in Level 2 were valued by pricing vendors using outside data. In determining the fair value of the investments, the pricing vendors use a market approach to obtain pricing spreads based on the credit risk of the issuer, maturity, current yield, and other terms and conditions of each security. Management believes the estimated fair values of assets classified in Level 2 to be a reasonable approximation of the exit price for these investments.

Note 4. Liquidity

The Council strives to maintain liquid financial assets sufficient to cover approximately 60 days of general expenditures. Financial assets in excess of daily cash requirements are invested in money market funds, certificates of deposit and other short-term investments.

The Board designated funds are intended to fund specific initiatives not considered in the annual operating budget. In the event the need arises to utilize the board designated funds for liquidity purposes, the reserves could be drawn upon through board resolution.

The following financial assets are available within one year to meet cash needs for general expenditures as of June 30, 2020 and 2019:

	2020	2019
Cash and cash equivalents	\$ 2,045,145	\$ 2,077,788
Investments	28,242,418	28,870,545
Accounts receivable	79,447	21,935
Investments - deferred compensation	504,796	583,163
Financial assets	<u>30,871,806</u>	<u>31,553,431</u>
Less amounts not available for general expenditure:		
Investments – deferred compensation	(504,796)	(583,163)
Board designated net assets – centennial	-	(287,600)
Board designated net assets – business development	(601,308)	(606,634)
Financial assets available to meet cash expenditures within one year	<u>\$ 29,765,702</u>	<u>\$ 30,076,034</u>

National Council of Architectural Registration Boards

Notes to Consolidated Financial Statements

Note 5. Property, Equipment and Capitalized Software

Property, equipment and capitalized software consists of the following at June 30, 2020 and 2019:

	2020	2019
Furniture and equipment	\$ 1,441,759	\$ 1,438,388
Leasehold improvements	3,755,375	3,653,672
Computer software	6,574,187	6,130,688
Examination services system	3,335,151	3,335,151
	<u>15,106,472</u>	<u>14,557,899</u>
Less accumulated depreciation and amortization	(8,067,901)	(7,271,238)
	<u>\$ 7,038,571</u>	<u>\$ 7,286,661</u>

Note 6. Line of Credit

The Council has access to a revolving line of credit collateralized with its assets that are held at the financial institution. The line of credit allows maximum borrowings up to \$5,000,000 and bears interest at a variable rate based upon the outstanding balance and estimated repayment period. During the years ended June 30, 2020 and 2019, no amounts were drawn on the line of credit and no amounts were outstanding under the line of credit as of June 30, 2020 and 2019, respectively.

Note 7. Retirement Plans

The Council has a 457(b) salary deferral plan for key executives. As part of the plan, the Council reports assets and liabilities of equal amounts attributable to the amount deferred and the related investment earnings. Information regarding the Council's invested assets of deferred compensation are disclosed in Note 2 and the fair value of the deferred compensation assets and liability is disclosed in Note 3. The balance in the deferred compensation plan is \$504,799 and \$583,163 at June 30, 2020 and 2019, respectively.

The Council maintains a defined contribution 401(k) retirement plan (the Plan) for employees. Employees are immediately eligible to contribute a percentage of their compensation to the Plan. The Plan provides Qualified Non-Elective contributions of 3% of employee compensation. The Plan also provides for self-directed investments by employees. The Council may make annual discretionary contributions to the Plan. In order to be eligible for this discretionary contribution, an employee must complete six months of service before a plan entry date (January 1 or July 1), must complete 500 hours of service during the plan year, and must be actively employed on the last day of the plan year (December 31). Employees begin vesting in the discretionary contribution at the end of their second year of service, fully vesting at the end of six years of service. The Council made Qualified Non-Elective contributions of \$308,479 and \$290,187 and discretionary contributions of \$0 and \$230,000 for the years ended June 30, 2020 and 2019, respectively.

National Council of Architectural Registration Boards

Notes to Consolidated Financial Statements

Note 8. Operating Leases

The Council leases office space, mailing, copying and computer equipment under non-cancelable operating leases. In connection with an operating lease arrangement for office space at 1801 K Street NW entered into in December 2008, the Council was granted certain incentives from the lessor, including a rent abatement and construction allowance. In May 2013, an additional \$350,000 lease incentive was granted to the Council in exchange for the Council giving up an option for expansion for additional space. The office lease at 1801 K Street NW ends December 31, 2020.

In March 2019, the Council entered into an additional office lease at 1401 H Street NW. The lease extends through February 2034. The new lease contains various incentives such as 24 months of abated rent and a tenant improvement allowance.

The deferred rent and lease incentive liability recorded at June 30, 2020 and 2019 results from recording the variance between rent expense on a straight-line basis and cash flow basis over the term of the leases in accordance with U.S. GAAP.

Future minimum lease payments, exclusive of the Council's pro rata share of additional operating expenses, under non-cancelable office space leases at June 30, 2020 are as follows:

Years ending June 30:

2021	\$ 1,610,010
2022	1,632,406
2023	1,583,018
2024	1,576,160
2025	1,615,600
Thereafter	15,800,640
	<u>\$ 23,817,834</u>

The Council incurred rental expense of \$3,176,934 and \$2,386,231 for the years ended June 30, 2020 and 2019, respectively.

National Council of Architectural Registration Boards

Notes to Consolidated Financial Statements

Note 9. Commitments and Contingencies

Hotel space: The Council has several contracts with hotels for future meetings and conferences. All of the contracts contain a clause whereby the Council is liable for a portion of the costs of hotel rooms in the event of cancellation. As a result of the events discussed in Note 11, the Council has cancelled or rescheduled certain planned meetings and events. The Council has worked with its hotels and other vendors in order to avoid cancellation penalties. As a result, no cancellation penalties have been incurred thus far.

Legal matters: From time to time, the Council may be subject to various legal proceedings, which are incidental to the ordinary course of business. In the opinion of management, there are no material legal proceedings to which the Council is a party.

Note 10. Regional Conferences

Included in the Council's consolidated financial statements are the regional conferences' assets, liabilities, net assets and change in net assets, which are as follows as of and for the years ended June 30:

	2020	2019
Assets:		
Cash and cash equivalents	\$ 361,010	\$ 396,857
Investments	101,552	100,586
Accounts receivable, net	-	85
Total assets	<u>\$ 462,562</u>	<u>\$ 497,528</u>
Liabilities and net assets:		
Accounts payable	<u>\$ 4,676</u>	<u>\$ 12,844</u>
Net assets:		
Beginning of the year	484,684	555,792
Change in net assets	(26,798)	(71,108)
Regional conferences' net assets	<u>457,886</u>	<u>484,684</u>
Total liabilities and net assets	<u>\$ 462,562</u>	<u>\$ 497,528</u>

Note 11. Subsequent Events

On January 30, 2020, the World Health Organization declared the coronavirus outbreak (COVID-19) a "Public Health Emergency of International Concern" and on March 11, 2020, declared it to be a pandemic. The coronavirus and actions taken to mitigate the spread of it have had and are expected to continue to have an adverse impact on the economies and financial markets of many countries, including the United States of America. On March 27, 2020, the Coronavirus Aid Relief, and Economic Security Act (CARES Act) was enacted to amongst other provisions, provide emergency assistance for businesses affected by the coronavirus pandemic.

It is unknown how long the adverse conditions associated with the coronavirus will last and what the complete financial effect will be to the Council. The extent of the impact of COVID-19 on the Council's operations and financial performance are uncertain and cannot be predicted. Management is monitoring the impact of COVID-19 on the Council and will adjust operations as necessary.

Acronyms

The following guide includes many of the acronyms and abbreviations associated with Council programs and initiatives, as well as related organizations.

A

AACA Architects Accreditation Council of Australia
 ABET Accreditation Board for Engineering and Technology
 ABM Annual Business Meeting
 ACEC American Council of Engineering Companies
 ACSA Association of Collegiate Schools of Architecture
 ADA Americans With Disabilities Act
 AIA American Institute of Architects
 AIA Australian Institute of Architects (AU)
 AIAS American Institute of Architecture Students
 ALA Association of Licensed Architects
 APEC Asia-Pacific Economic Cooperation
 ARE Architect Registration Examination
 ARPL Alliance for Responsible Professional Licensing
 ASCE American Society of Civil Engineers
 ASID American Society of Interior Designers
 ASINEA Association of Institutes of Teaching and
 Architecture for the Republic of Mexico
 AXP Architectural Experience Program

B

B.Arch. Bachelor of Architecture
 BIM Building Information Modeling
 BOCA Building Officials and Code Administrators International
 BOD Board of Directors

C

CACE Council of Architectural Component Executives
 CALA Canadian Architectural Licensing Authorities
 CACB Canadian Architectural Certification Board
 CART Certification Alternatives Review Team
 CIDA Council for Interior Design Accreditation
 CIDQ Council for Interior Design Qualification
 CLARB Council of Landscape Architectural Registration Boards
 CLEAR (International) Council on Licensure, Enforcement and Regulation
 COMPIA Comité Mexicano para la Práctica Internacional de la Arquitectura
 CONARC Consejo Nacional de Registro de la Certificación Profesional
 de Arquitectos
 CSI Construction Specifications Institute

D

D.Arch. Doctor of Architecture

E

EAC Experience Advisory Committee
 EDU Education Committee
 EESA Education Evaluation Services for Architects
 EXCOM Executive Committee

F

FARB Federation of Associations of Regulatory Boards
 FBD Freedom by Design
 FCARM La Federación Nacional de Colegios de Arquitectos
 de la República Mexicana

H

HBCU Historically Black Colleges and Universities

I

IBC International Building Code
 ICBO International Conference of Building Officials
 ICC International Code Council
 ICOR Interprofessional Council on Regulation
 IDP Intern Development Program
 IgCC International Green Construction Code
 IPAL Integrated Path to Architectural Licensure
 IPEC Integrated Path Evaluation Committee

M

M.Arch. Master of Architecture
 MBC Member Board Chair
 MBE Member Board Executive
 MBM Member Board Member

N

NAAB National Architectural Accrediting Board
 NAED National Academy of Environmental Design
 NBTN NCARB by the Numbers
 NCARB National Council of Architectural Registration Boards
 NCEES National Council of Examiners for Engineering and Surveying
 NOMA National Organization of Minority Architects
 NSPE National Society of Professional Engineers
 NZRAB New Zealand Registered Architects Board

P

PAC Policy Advisory Committee
 PCC Professional Conduct Committee

R

RIBA Royal Institute of British Architects

S

SARA Society of American Registered Architects
 SDA Society for Design Administration

U

UIA International Union of Architects
 USGBC U.S. Green Building Council