

# FY21 Annual Report

# 21





# TABLE OF CONTENTS

- FY21 TIMELINE.....4**
- YEAR IN REVIEW .....10**
  - Program and Service Excellence..... 11
  - Awareness in the Architecture Community.....17
  - Stakeholder Systems, Tools, and Resources.....24
  - Data Analysis and Thought Leadership.....30
  - Advocacy Support, Outreach, and Influence.....36
  - Future-Focused Research and Development.....39
- VOLUNTEER REPORTS .....41**
  - FY21 Board of Directors.....42
  - Officer Reports..... 44
- COMMITTEE REPORTS ..... 65**
- REGION REPORTS .....112**
  - Region 1..... 113
  - Region 2..... 120
  - Region 3..... 124
  - Region 4..... 129
  - Region 5..... 134
  - Region 6 ..... 138
- BUSINESS OPERATIONS .....146**
  - Bylaws ..... 149
  - Organization Chart .....160
  - Strategic Plan..... 171
  - Financial Statements .....173
  - Acronyms..... 192

## Welcome to the FY21 NCARB Annual Report

For NCARB, Fiscal Year 2021 was a year of fast-paced change, driven by ongoing collaboration and thought leadership both within the architecture community and beyond. Our agility and desire for continuous improvement positioned us for a rapid adjustment to the realities of the pandemic and the ongoing exploration of how NCARB can address impediments to diversity, equity, and inclusion. While many of our organizational initiatives reached fruition in the last year, others are ongoing or just beginning. Our commitment to going further for our members, customers, and the public is detailed in this report, which highlights progress made in each of the six objectives identified in NCARB's Strategic Plan.

Thanks to the dedication of the entire NCARB community, we were able to enhance many of our core services—including the launch of the online proctoring option for the Architect Registration Examination® (ARE®). We also worked to address barriers encountered early on the path to becoming an architect by initiating ongoing discussions about flexible, accessible paths to licensure; creating a new Destination Architect campaign to raise awareness of the licensure process; and collaborating with our collaterals to release new resources for K-12 students and guidance counselors. Thanks to growing partnerships and enhanced data capabilities, we were able to look inward, evaluating the impact that NCARB's programs have on diversity, equity, and inclusion in the profession and within our own communities. And we've continued to support our members and volunteers with refreshed collaboration platforms and hybrid virtual/in-person engagement options.

Additionally, we've continued to explore issues central to the practice of architecture—including incidental practice, responsible charge, and continuing education. Our role in the arena of advocacy continues to evolve, as we ensure that our key stakeholders are able to educate and inform legislators about the value of reasonable regulation. Throughout our efforts, we have kept an eye on the future of how the profession protects the public, so that we can take full advantage of the growth opportunities ahead.

In this report, you'll find:

- A timeline of our key efforts from July 2020 to June 2021.
- An update on our services and initiatives based on our 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 FY21 *NCARB Bylaws*, and financial statements.

The FY21 NCARB Annual Report offers insight into our work over the past year, as we continue to pursue our mission to collaborate with the 55 U.S. licensing boards to serve the public through the regulation of architecture. On behalf of the Council, it is our pleasure to welcome you to the FY21 NCARB Annual Report.



**Robert M. Calvani, FAIA, NCARB**  
FY21 President/Chair of the Board



**Michael J. Armstrong**  
NCARB CEO



VIDEO: Robert M. Calvani, FAIA, NCARB

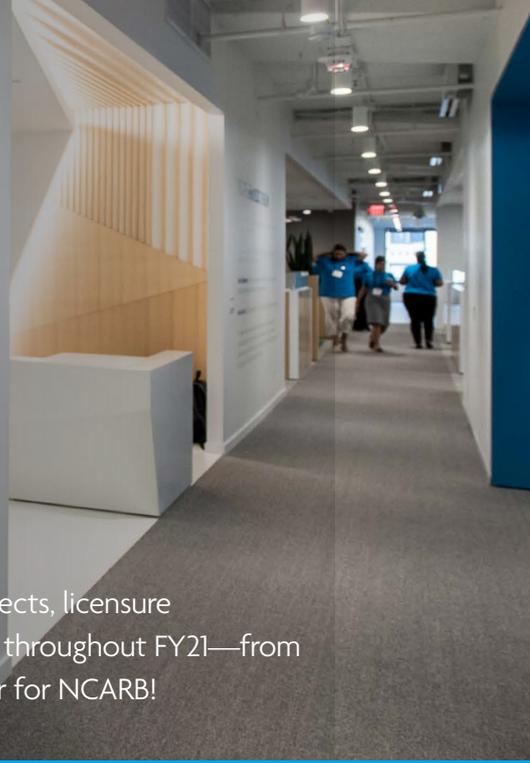


VIDEO: Michael Armstrong

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

# FY21 TIMELINE

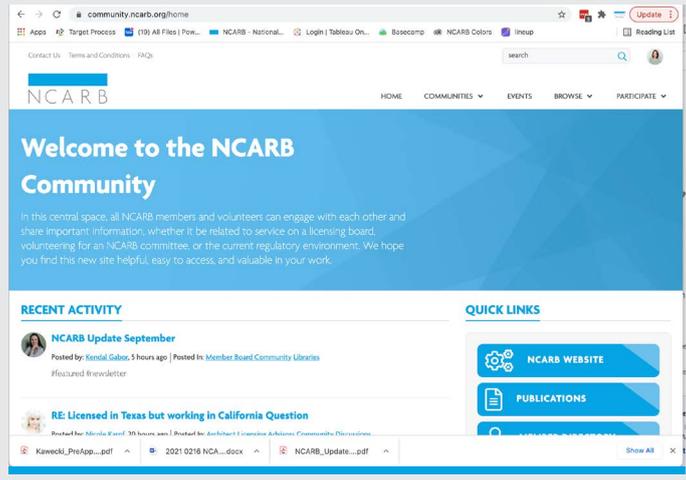
Each year, NCARB takes on both new and recurring initiatives to serve its members, architects, licensure candidates, and the public. Explore key updates in this timeline of the organization's work throughout FY21—from launching online proctoring to publishing several data reports, it's been a momentous year for NCARB!



## JULY

**Introduced New Online Community for Members and Volunteers**

NCARB launched a new platform for the online communities used by licensing board members and committee volunteers, fostering greater collaboration and information-sharing.



## AUGUST

**NCARB Launched Career Resource for Aspiring Architects**

Destination Architect, a new video-based campaign for high school and early college students, provides an overview of the path to licensure.

“The earlier candidates become familiar with how to earn a license and why it’s important, the more strategically they can plan for their future. We hope Destination Architect will serve as an ongoing source of guidance for students and educators for years to come.”

—NCARB CEO Michael Armstrong



## SEPTEMBER

### ◀ **Online Proctoring Timeline and Rolling Clock Extension Announced**

NCARB shared the anticipated timeline for the launch of the exam’s online proctoring option and issued an additional six-month rolling clock extension to ARE candidates.

### **Implemented New Document Management System**

An updated system for managing the files contained within customers’ NCARB Records enables staff to support licensure applications more quickly and effectively.

## OCTOBER

### **NCARB Released New Education Standard**

Effective in January 2021, the new Standard guides the evaluation of degrees from non-accredited programs for licensure and certification.

### **Held Virtual Member Board Chairs and Executives Leadership Summit**

The biennial event offered program updates, resources, and networking for the individuals who lead jurisdictional licensing boards.

### **Hosted First Licensing Advisors Retreat Week**

The week-long virtual event offered engagement opportunities and training for the volunteers who guide candidates and architects along the path to licensure and reciprocity.



## NOVEMBER

### **Launched Updated Demo Exam**

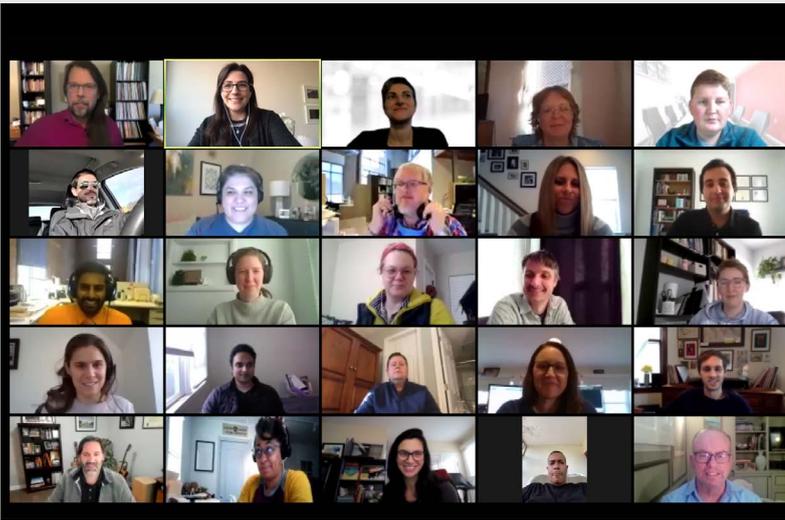
In advance of the December updates to the exam's navigation and timing, NCARB launched a new full-length demonstration exam, free for all candidates.

### **Released Licensure Progress Worksheet**

Designed by the FY20 Think Tank, this new resource for AXP supervisors and candidates helps guide check-ins and identify work opportunities needed to complete the experience program.

### **◀ NCARB Held First Think Tank and Re-Think Tank Alumni Meeting**

For the first time, past members of NCARB's focus groups for licensure candidates and recently licensed architects gathered to discuss progress on the issues identified during their time as volunteers.



## DECEMBER

### **NCARB Launched Online Proctoring Option for the ARE ▶**

Starting December 14, candidates were able to take the exam in person or online. New exam lengths, navigation, and the digital whiteboard also took effect.

### **Volunteers Gathered Virtually for Annual Committee Summit**

Members of NCARB's committees met jointly to discuss important issues and collaborate on shared charges.



# JANUARY

## ACSA and NCARB Launched Professional Practice Curriculum ▶

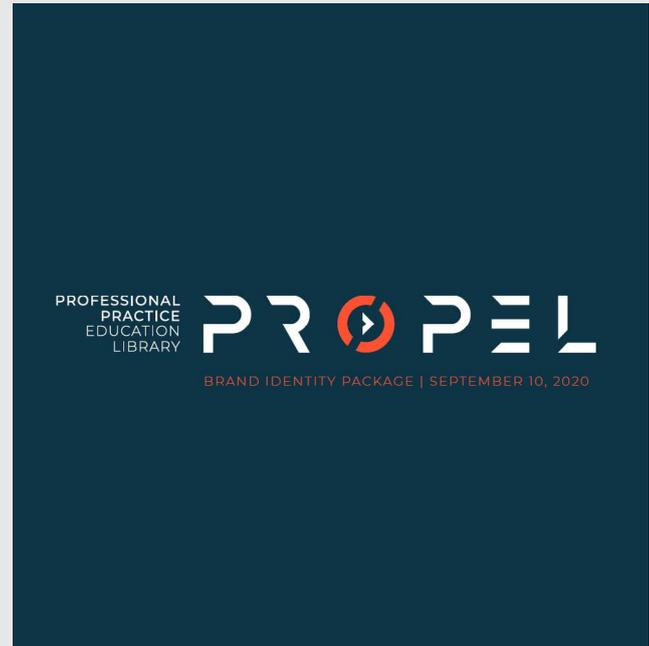
The two organizations jointly created a library of digital course materials that professors can use to supplement professional practice courses.

## Ball State University Joined IPAL

NCARB welcomed Ball State to the IPAL initiative, offering motivated students the opportunity to complete the path to licensure while earning a degree.

## NCARB Released New CE Courses for AXP Supervisors

AXP supervisors can earn continuing education credit in HSW by completing online courses—including a course specific to reviewing AXP portfolios.



Most respondents reported having positive experiences while completing the AXP. However, disparities are seen when the responses are viewed by demographic factors like race, gender, and age.



# FEBRUARY

## ◀ Baseline on Belonging: Experience Report Is Published

NCARB and NOMA released the first full-length report on pinch points faced by underrepresented groups when completing the experience program.

“NCARB is dedicated to ensuring the path to licensure is equitable and accessible to all. It is a privilege to work together with NOMA to address this important issue for our profession.”

—FY21 NCARB President Robert M. Calvani

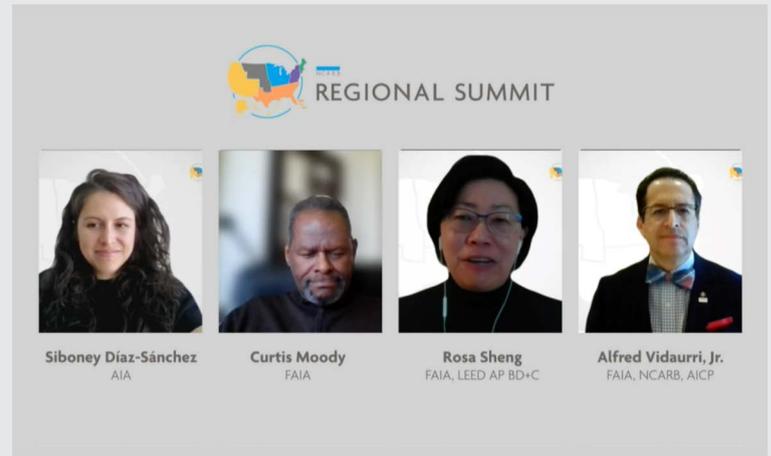
## MARCH

### **Regions Met Virtually for Annual Regional Summit** ▶

NCARB's six regions convened to elect new leadership and discuss resolutions to be voted on at the 2021 Annual Business Meeting.

### **New Licensing Advisors Community Launched**

NCARB introduced a new online community for architect licensing advisors, encouraging greater participation and engagement between advisors and staff.



Siboney Díaz-Sánchez  
AIA

Curtis Moody  
FAIA

Rosa Sheng  
FAIA, LEED AP BD+C

Alfred Vidaurri, Jr.  
FAIA, NCARB, AICP



## APRIL

### ◀ **Collaterals Released Guides for Students and Guidance Counselors**

A joint effort involving all six architecture collateral organizations, these new resources help K-12 students and high school guidance counselors better understand how to begin a career in architecture.

### **Hosted First Bilingual NCARB Live Webinar**

NCARB staff offered two versions—one in English and one in Spanish—of this webinar, explaining the basic steps toward becoming an architect.

## MAY

### **NCARB Provided Additional Rolling Clock Extension**

Combatting the ongoing impact of the COVID-19 pandemic, NCARB brought the total rolling clock extension offered to ARE candidates to 18 months.



# JUNE

## **Published Updated Policy on Diversity and Inclusion**

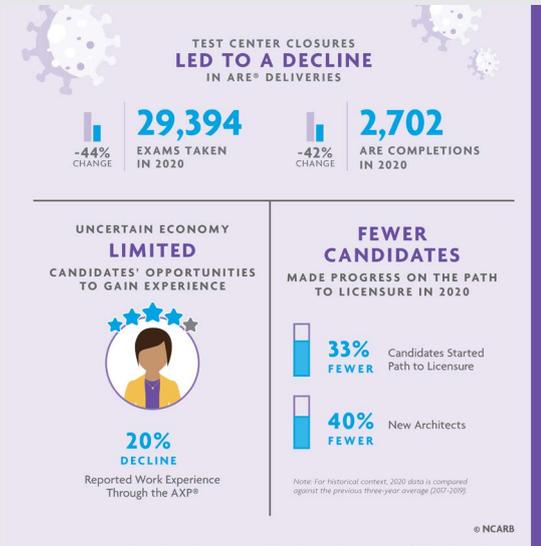
NCARB's Board of Directors approved changes to its "Policy on Diversity and Inclusion," following recommendations from the Diversity Collaborative.

## ◀ **Conducted Hybrid Annual Business Meeting**

NCARB's members convened in person and virtually for its Annual Business Meeting, voting on seven resolutions and electing new leadership for the coming year.

## **Tenth Edition of NCARB by the Numbers Released**

The annual data publication featured a special highlight on the impact of the pandemic and a new look at pass rates for various demographic groups.





# YEAR IN REVIEW

Throughout FY21, 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 FY21 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 FY21—and understand how those initiatives fit into the bigger picture of NCARB's Strategic Plan.



# PROGRAM AND SERVICE EXCELLENCE

NCARB continuously updates its programs and services in response to feedback from its members, customers, and volunteers. The organization's Strategic Plan captures this focus on forward momentum under the objective of "Program and Service Excellence." By regularly refreshing core services, NCARB can go further for the architecture community and the public.

During FY21, NCARB's key focus at the programmatic level was on launching online proctoring for the Architect Registration Examination® (ARE®). While NCARB had already identified online proctoring as a next step for the ARE, the COVID-19 pandemic highlighted the need to expedite this effort, ensuring that licensure candidates could continue to make progress toward becoming architects.

Additionally, NCARB worked to make improvements to several other programs and services. These included implementing the new *Education Standard*, updating the online platform for continuing education courses, testing an expedited process for transmitting NCARB Records, and more.

## COVID-19 Service Updates

The ongoing COVID-19 pandemic continued to impact the architecture community throughout FY21. While all of NCARB's programs and services—including Record transmittals, experience reporting, and the exam—remained available, NCARB worked to ensure that their delivery was as seamless as possible in a virtual environment.

With Prometric test centers reopening just prior to the start of the fiscal year, NCARB collaborated with exam delivery vendors to ensure ARE appointments were available to candidates comfortable testing in person, communicated regarding local test center closures, and shared important COVID-19 policies.

Additionally, NCARB encouraged customers to transition to delivering transcripts and other documentation electronically, ensuring that applications could be processed quickly with little in-office presence.



NCARB shared tips with candidates taking the ARE, including regular updates on Prometric's COVID-19 policies.

## IPAL Updates

NCARB's Integrated Path to Architectural Licensure (IPAL) offers architecture students the opportunity to complete the Architectural Experience Program® (AXP®) and take the ARE while earning an architecture degree from an accredited program. By overlapping these requirements, dedicated students can become eligible for licensure upon (or shortly after) graduation.

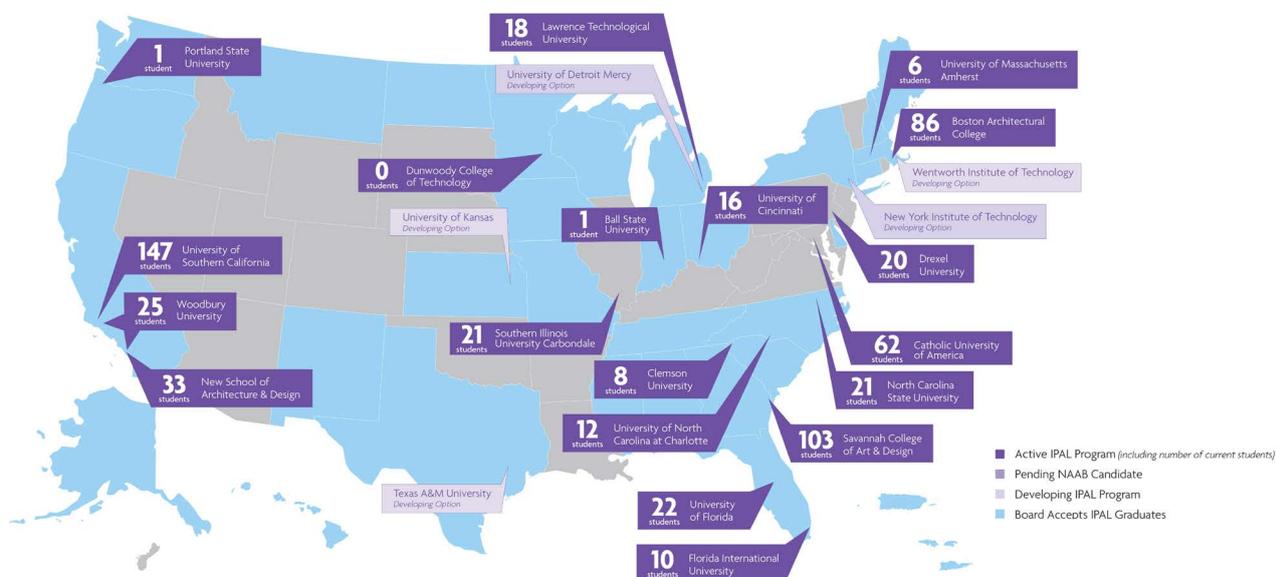
IPAL is offered as an option within existing programs accredited by the National Architectural Accrediting Board (NAAB). In FY21, NCARB welcomed three new schools into the IPAL initiative:

- Ball State University's Master of Architecture program
- Dunwoody College of Technology's Bachelor of Architecture Program
- Texas A&M University's Master of Architecture Program



IPAL is now offered at 24 schools—including 28 individual programs—across the United States, with over 600 students enrolled during the 2020-21 school year.

NCARB continues to work with schools and local licensing boards to support the IPAL initiative.



A map of the participating IPAL programs in the United States.

## New Education Standard

In January 2021, the latest version of the *NCARB Education Standard* went into effect. The Standard, which approximates the requirements of a professional degree from a program accredited by the NAAB, was updated to remain in alignment with the NAAB's *2020 Conditions for Accreditation*, thanks to the recommendations of the FY20 Education Committee.

The *Education Standard* is used to evaluate the educational background of individuals who do not have a degree from a NAAB-accredited program. With input from its volunteer experts, members, and Board of Directors, NCARB implemented several changes including:

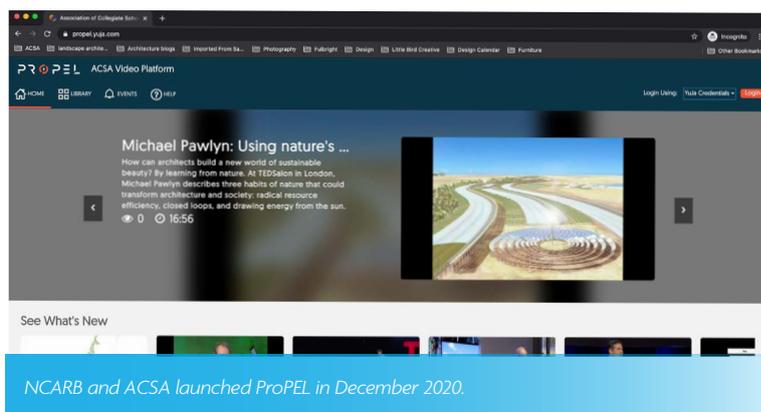
- Three subject categories were broken out explicitly and added to the *Education Standard*: English Composition, History and Theory of Urbanism, and Building Performance.
- Words were updated to utilize more common terminology (for example, “Optional Studies” was renamed “Electives”).
- Additional means to address education deficiencies through the Education Evaluation Services for Architects (EESA) process were added in the areas of proficiency in the English language and several of the Building Technology categories.
- The Design categories were revised and redefined from four categories to three: Fundamental Design, Investigative Design, and Design and Building Integration.
- Minor adjustments were made to the credit hour requirements for each subject area.



In addition, NCARB made clarifying edits throughout the rest of the *Education Guidelines* to help candidates and architects navigating the education requirement, reflecting updated information from both NCARB and the NAAB. NCARB worked closely with individuals who would be affected by the updated *Education Standard* throughout the fiscal year to minimize any negative impacts.

### ProPEL

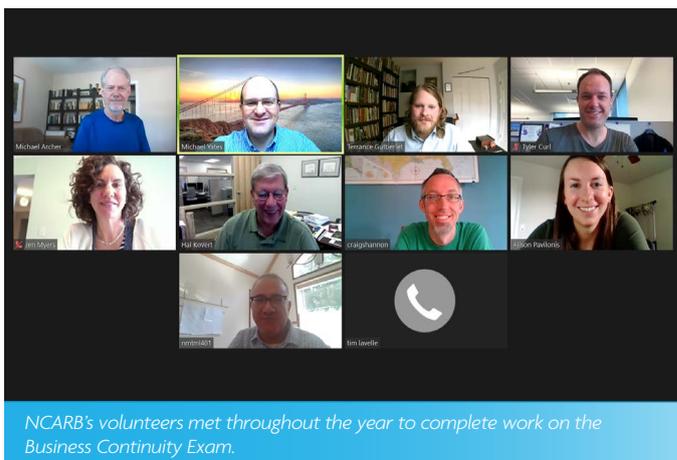
In December 2020, NCARB and the Association of Collegiate Schools of Architecture (ACSA) co-launched the Professional Practice Education Library (ProPEL). Professional practice courses provide architecture students with an understanding of business principles within the practice of architecture, as well as the need to act legally, ethically, and critically to protect the public. ProPEL is a growing library of educational video resources covering foundational and emerging topics in architectural practice.



ProPEL builds upon the organizations' 2018 and 2019 research surveying graduate preparedness for practice, which emphasized the need to support educators and improve student preparedness. NCARB and ACSA coordinated an editorial board composed of educators from the University of Washington, Yale University, Boston Architectural College, the University of Oregon, and Lawrence Technological

University to develop digital curricula for professional practice educators to better equip students. These short-format videos, featuring topics presented by experts, can be used as part of a class lecture or for a “flipped classroom” approach in which students can watch the lecture in advance and then discuss takeaways during scheduled class time.

In addition to exploring videos on topics like contracts and lean construction and design, members can create personalized course channels, integrate hosted videos seamlessly into existing lesson plans, and utilize the site's video capture app to share with the ProPEL community.



NCARB's volunteers met throughout the year to complete work on the Business Continuity Exam.

### Business Continuity Exam Updates

For several years, NCARB's volunteers have been working to create an additional form (the version of a division that is delivered during an exam administration) for each division of the ARE, to be saved securely and used in the case of an extreme emergency, such as a massive exam content breach.

In FY21, the effort to create this "Business Continuity Exam" was completed—a

culmination of thousands of hours of work involving hundreds of volunteer architects. This backup version of the ARE enables NCARB to continue delivering the exam even if all active versions of the exam were leaked publicly. Without a backup, 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.

### Rolling Clock Extensions and Reduced Rescheduling Fees

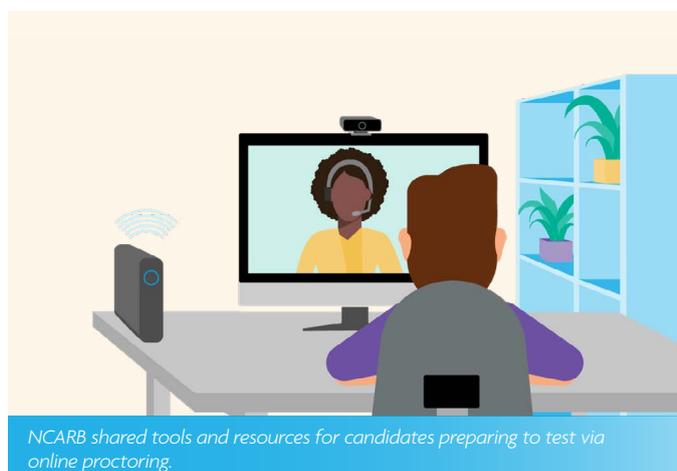
With exam appointment availability limited due to COVID-19 safety precautions, and many candidates uncomfortable or unable to test in person, NCARB issued additional extensions to the five-year rolling clock for passed ARE divisions. A total of 18 months was added to the expiration date for any divisions that were valid as of March 1, 2020, providing candidates with flexibility when considering their testing schedule. All rolling clock extensions were added automatically to qualifying divisions, with no action necessary for ARE candidates.

In addition, rescheduling fees for all appointments were waived through December 31, 2020. Fees were reinstated in January 2021, but at a reduced rate, with NCARB permanently eliminating its portion of the rescheduling fee.

### Online Proctoring Launch and Exam Updates

NCARB staff, members, and volunteers worked throughout FY21 to enable the online proctoring option for the ARE. In order to make this delivery method possible, several changes had to be made to the exam's structure and navigation, including:

- **Items per division were reduced.** Each ARE 5.0 division now features 15-20 fewer items compared to the previous version of the exam. This change continues NCARB's efforts to make the licensure process more efficient while ensuring the rigor of the exam is maintained.
- **Test duration per division was adjusted slightly.** Changes in the number of items per division did not have a significant impact on exam timing, as candidates were given more time per item on each division and more break time per division.



NCARB shared tools and resources for candidates preparing to test via online proctoring.

- **Optional break time was expanded.** Candidates' optional break time was expanded to 30 or 45 minutes, depending on the division. In addition, candidates can now use this time as they see fit, taking multiple short breaks or one long break during their appointment.
- **Previously viewed items lock when a break is taken.** In order to protect the exam's security, candidates can no longer review previously seen items after they return from a break. Candidates can review any previously viewed items before they take a break.
- **Digital whiteboard replaced physical scratch paper.** Candidates can take notes, outline potential solutions, and more using an online whiteboard option.

NCARB communicated these changes to candidates in fall 2020, providing updated *ARE 5.0 Guidelines* and additional resources, as well as live webinars to answer candidates' questions.

The online proctoring option and related exam changes launched on December 14, 2020. Following the launch, NCARB set new cut scores for each division to account for the reduction in the number of questions per division. This process took just over six weeks, and score reports for all divisions were released by early February 2021.

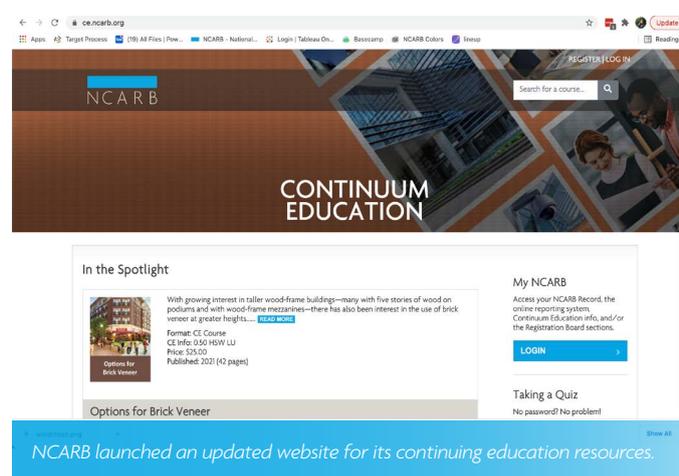
NCARB also released several tools and resources to help candidates prepare for an online-proctored appointment, including an overview of the system and environmental requirements for testing online and several videos with tips for setting up a secure testing space. Additionally, NCARB offered a \$50 prepaid card to candidates after scheduling their first online appointment, intended to help offset the cost of purchasing an external webcam.

In January 2021, NCARB worked with Prometric to launch a “test run” resource for candidates. This free, 30-minute appointment allows candidates to schedule an appointment with a real exam proctor, who can confirm that they meet the requirements for online proctoring prior to an actual exam appointment.

While the launch of online proctoring saw an increase in the number of technical issues reported by candidates, many of these issues were due to insufficient Wi-Fi bandwidth. NCARB worked with its exam delivery partners, Prometric and Zoomorphix, to identify and address other sources of technical issues.

## Continuing Education

Demand for NCARB's Continuum Education courses increased throughout FY21 as many architects relied on online courses to meet their continuing education (CE) requirements for license renewals. Starting in October 2020, NCARB began launching updates to the web portal for CE courses, improving the overall customer experience and aligning with NCARB's branding. NCARB also launched two new AXP supervisor training courses in FY21—for more information about these, see the Stakeholder Systems, Tools, and Resources section.



### ***Expedited Transmittal Process Update***

In October 2020, NCARB launched a pilot program for two jurisdictions—North Carolina and Ohio—to test a new “expedited transmittal” process. This pilot was the first step in an effort to reduce the time it takes to send NCARB Records to licensing boards on behalf of candidates applying for licensure.

Without the expedited service, the process for reviewing NCARB Records, ensuring the candidate meets the requirements for the jurisdiction where they are seeking licensure, and transmitting the Record could take up to 45 business days. The expedited process seeks to streamline this timeline for candidates who have met the standard requirements for licensure. Following the launch of the pilot program, NCARB worked with the North Carolina and Ohio boards to make process improvements and enable this tool to be available to all interested licensing boards.

### ***Reciprocal Licensure Arrangement With the United Kingdom***

For many years, NCARB has been interested in pursuing a mutual recognition arrangement (MRA) with the United Kingdom, allowing for reciprocal licensure for architects licensed in the United States or United Kingdom. While this MRA had been on hold while the United Kingdom navigated its exit from the European Union (EU), NCARB was able to restart discussions with its counterparts in the United Kingdom following the official withdrawal from the EU. NCARB anticipates moving forward with a potential MRA during FY22, and hopes to have a resolution for discussion by members at the FY22 Annual Business Meeting.

### ***Updated APEC Documentation***

As a member of the Asia-Pacific Economic Cooperation (APEC) Architect project, NCARB maintains a roster of architects who have applied for the program and met common elements of the education and training requirements for professional recognition in participating economies. This designation enables architects to seek licensure in other countries within the Asia-Pacific region, frequently with streamlined requirements.

In FY21, NCARB worked to update its APEC roster and application form, ensuring that the organization continues to meet the standards of the APEC Architect project and making the application more widely available.



# AWARENESS IN THE ARCHITECTURE COMMUNITY

NCARB is constantly evolving as an organization, both in terms of programs and services, as well as in the areas of strategic planning, application of best practices, and thought leadership. Members, volunteers, and staff regularly work to raise **Awareness in the Architecture Community** regarding NCARB's mission, recent changes, and improvements.

Each year, staff experts conduct outreach to students, licensure candidates, and architects to provide an overview of NCARB's programs, services, and recent initiatives. During FY21, NCARB offered this information virtually, in some cases enabling the organization to reach individuals beyond its normal scope of engagement.

NCARB continued engaging with its members and volunteers, both virtually and in person, as COVID-19 safety precautions allowed. And the organization furthered its partnerships with external organizations, including its collaterals within the architecture community, as well as similar organizations operating outside the built environment.

With proactive communications to the press and on social media, NCARB continued to offer transparency into its operations and position itself as a thought leader in architectural regulation.

## MEMBER OUTREACH AND ENGAGEMENT

NCARB and its member licensing boards communicate regularly regarding program updates, ongoing initiatives, advocacy and legislative updates, and other important news. By staying informed about key issues at the national, regional, and jurisdictional level, both NCARB and its members can better accomplish their missions to protect the public.

### *Virtual Engagement*

NCARB staff typically conduct regular visits to individual licensing boards. Due to the ongoing global pandemic, these visits were conducted virtually during FY21. CEO Michael Armstrong and NCARB's Council Relations team were able to engage with several boards, including California, Delaware, Kentucky, Louisiana, Michigan, Montana, New Hampshire, Pennsylvania, Texas, West Virginia, and Wyoming. These meetings provided NCARB with a forum to engage with Member Board staff and leadership, assessing ways the organization can better support the individual needs of each 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 also provided a series of webinars for board members and staff, providing in-depth information about ongoing initiatives—including the December launch of online proctoring, NCARB and NOMA’s joint *Baseline on Belonging* study, and the work of NCARB’s Professional Conduct Committee. This open communication allowed for more dialogue between NCARB and its members and provided a forum for members to ask questions.



### **Annual Business Meeting**

As the COVID-19 vaccine became widely available in spring 2021, NCARB moved forward with a hybrid option for its Annual Business Meeting. This allowed members to choose between virtual or in-person attendance, depending on personal comfort, local restrictions, and vaccination status.

To ensure that members would be able to conduct the Council’s essential business in a hybrid environment, NCARB first held a special meeting of its members in May 2021 to vote on a resolution that would update the *NCARB Bylaws* to allow virtual and hybrid meetings to conduct official business. With this resolution passed, NCARB’s members—both those attending in person and virtually—were able to elect leadership and vote on resolutions during the organization’s June Annual Business Meeting through traditional processes.

From June 24-26, 2021, members from the 55 U.S. architecture licensing boards convened in Los Angeles and virtually for NCARB’s 2021 Annual Business Meeting, presided over by President Robert M. Calvani, FAIA, NCARB. The 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 heard a keynote presentation from historian Margaret O’Mara, elected the FY22 NCARB Board of Directors, received important updates on NCARB initiatives, and discussed current concerns through a town hall. They also voted on several resolutions, including:

- Clarifying edits to the *NCARB Certification Guidelines* regarding the certification pathways for architects who don’t hold a degree from a NAAB-accredited program or are licensed internationally
- Updates to the term limits for NCARB’s regional directors
- Sunset of a resolution opposing the regulation of interior designers, returning NCARB to a neutral stance on this issue
- Sunset of several other policy resolutions from the 1980s and 90s that were no longer relevant
- A reduction in Member Board dues
- An overhaul of *NCARB’s Model Law and Regulations*





“In the past 12 months, we have once again seen that our Council has remained resilient, has met the challenge of maintaining and improving our tools to protect the public, and has sustained momentum with new ways of engaging with all of our stakeholders. Our over-400 volunteers have managed not only to do the work, but to ‘Go Further.’”

—FY21 President/Chair of the Board Robert M. Calvani,  
FAIA, NCARB

Incoming FY22 President Alfred Vidaurri Jr., NCARB, NOMA, FAIA, who made history as NCARB’s first Hispanic/Latino president, shared his vision for the year ahead with attendees. During his term, Vidaurri will focus on exploring future models for evaluating competency and encouraging greater diversity, equity, and inclusion in the profession. “I am honored to be the first Latino president in this organization’s 102-year history. But I look forward to the day when we no longer have to call out the first, or the second, or the third, but can celebrate the vision of the individual,” said Vidaurri.

### “Get on Board” Campaign

As part of NCARB’s initiative to encourage diverse appointments to state licensing boards—which will lead to more diverse leadership at the national level—NCARB created a “Get on Board” campaign to advertise open positions on licensing boards to its customer community. By raising awareness of opportunities to volunteer, NCARB hopes to promote increased engagement for individuals of all backgrounds. This campaign is expected to grow over the coming years.



*Incoming President Vidaurri presents during NCARB’s Annual Business Meeting.*

## CUSTOMER OUTREACH

NCARB regularly conducts outreach presentations to students, licensure candidates, architects, and related professionals. These engagements provide the opportunity to raise early awareness about the path to becoming an architect, inform the community about program updates or changes, and provide one-on-one support.

Due to the ongoing impact of the coronavirus, NCARB’s outreach team continued to conduct outreach virtually, which provided the unexpected benefit of allowing staff to connect with customers in rural areas who are sometimes difficult to reach, and enabling customers to join the virtual events more easily on their own time.

In FY21, NCARB made 93 presentations to 4,317 people at:

- 68 Universities
- 21 AIA Components & Other Professional Organizations
- 2 Firms
- 1 AIA Conference
- 1 AIAS Conference

NCARB also held regular live webinars for customers on a variety of topics, including several focused on the launch of online proctoring. In FY21, NCARB offered its first-ever webinar entirely in Spanish, an important step in NCARB's continued efforts to make the path to licensure as accessible as possible.



NCARB's Examination staff and Examination Committee members present a live webinar explaining upcoming changes to the exam.

## EXTERNAL ENGAGEMENT

NCARB worked throughout the year to engage with external partners, including the architecture collaterals and related organizations. By collaborating with other members of the architecture community and beyond, NCARB can help address issues that extend beyond its programs and services.

### *Guide to a Career in Architecture*

One key area of joint focus for all six architecture collaterals—the Association of Collegiate Schools of Architecture (ACSA), American Institute of Architects (AIA), American Institute of Architecture Students (AIAS), National Architectural Accrediting Board (NAAB), National Organization of Minority Architects (NOMA), and NCARB—was an effort to create outreach materials that can help raise early awareness of architecture as a career path.

- "Your Guide to Helping Students Consider a Career in Architecture" is a resource designed for school counselors and educators to help discuss the possibilities of pursuing a career in architecture with their students. The guide offers insights into the skills students need to advance in architecture education, as well as the process for becoming an architect.
- "Your Guide to a Career in Architecture" is a resource designed for high school students who want to consider a career in architecture. This guide offers students information on how to get their architecture education started, as well as insights into the pathway to becoming an architect.



The six collaterals jointly released new resources that provide an overview of pursuing a career in architecture.

The six collaterals developed the guides with the goal of expanding the pipeline of future architecture students and professionals. By increasing awareness among educators and underrepresented students about architecture as a college major and a career choice, the profession of the future will be more diverse—and strengthened by greater access and inclusion.

### **Licensure Advisory Forum**

NCARB's Licensure Advisory Forum (LAF) is made up of representatives from various architecture and architecture-related organizations—including the six architecture collaterals, the Association of Licensed Architects (ALA), the Council of Architectural Component Executives (CACE), 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. Through the LAF, stakeholders from across the profession can participate in comprehensive discussions regarding the development and maintenance of competency standards, encompassing education, experience, continuing education, and how they can inform the examination.

### **AIA**

NCARB continues to collaborate with the AIA, the professional society for architects, to support the practice of architecture. AIA and NCARB leaders continued to engage at their regular Leadership Summits and Six Collaterals meetings. In addition, NCARB collaborated with local AIA chapters throughout FY21 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**

For several years, NCARB has provided financial and mentorship support to the AIAS Freedom by Design™ program. The organization continued that partnership in FY21, again providing mentorship opportunities with members of state licensing boards and grants to fund 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 accessibility for 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 FY21, NCARB and ACSA furthered their partnership to better support professional practice educators. Together, the two organizations launched ProPEL, a library of digital curriculum materials that pro-practice professors can use to supplement their own syllabi. For more information about ProPEL, see **Program and Service Excellence**.

### **NAAB**

In FY21, NCARB updated its *Education Standard* to align with the NAAB's conditions and procedures for accrediting architecture programs. In addition, NCARB and the NAAB met 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 2021 edition of *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.

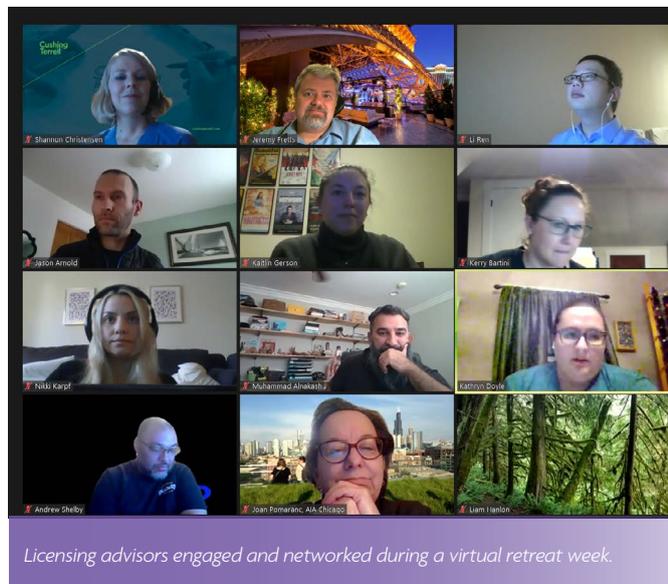
## NOMA

NOMA was welcomed as an architectural collateral in FY21. NCARB and NOMA continued to partner to release reports from the joint *Baseline on Belonging* study, which explores impediments along the path to licensure. In FY21, NCARB and NOMA released an in-depth report on the experience program and began preparing a report on the exam. For more information about the *Baseline on Belonging* survey, see **Data Analysis and Thought Leadership**.

## Other Partnerships

NCARB continued to partner with related organizations in the interior design, landscape architecture, engineering, and surveying professions, collectively known as the Interorganizational Council on Regulation (ICOR). Together, NCARB and its fellow ICOR members provide joint support to their shared members and engaged on other issues facing the design professions.

NCARB was also a returning sponsor of the International Code Council's (ICC) Building Safety Month, which encourages ongoing collaboration between code officials and the professionals who work with them—including architects.



*Licensing advisors engaged and networked during a virtual retreat week.*

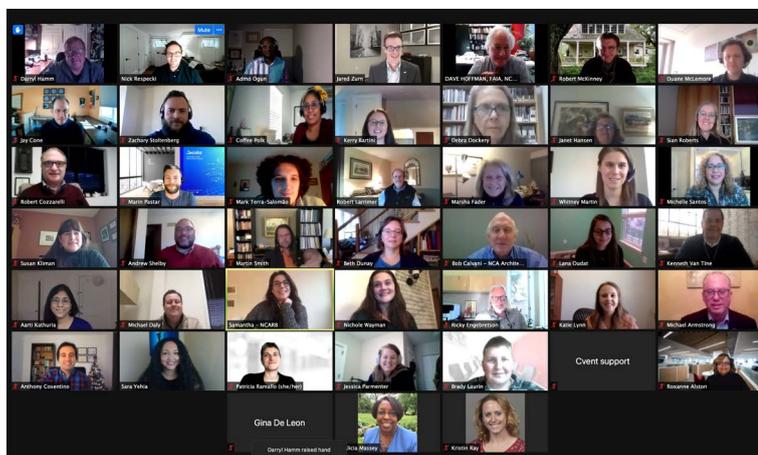
## Community Involvement

In addition to customer and member outreach, NCARB worked to raise awareness of ongoing work through volunteer and community engagement. These engagements bring together individuals who play a role in NCARB's initiatives, offering them a big-picture view of NCARB's efforts throughout FY21.

## Licensing Advisors Retreat Week

In October 2020, NCARB held a virtual “retreat week” for the dedicated volunteers who guide individuals on the path to licensure and certification. 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.

Through a series of virtual webinars and engagement sessions, NCARB provided licensing advisors with the opportunity to learn more about recent program changes, share best practices, and get to know NCARB leadership. NCARB also launched a new online community for licensing advisors in spring 2021, enabling increased collaboration and engagement between advisors and staff.



*NCARB's committee members gathered virtually during the annual Committee Summit, which included alumni members of the Think Tank and Re-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. In early December 2020, NCARB volunteers gathered virtually for the organization’s annual Committee Summit. Each of NCARB’s volunteer groups focuses on a different aspect of the organization’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 holistic understanding of each program or project.

During this year’s summit, members of various committees focused on engaging in joint sessions and exploring how their charges relate to each other. In addition, alumni members of NCARB’s Think Tank of licensure candidates and Re-Think Tank of recently licensed architects met with other volunteer groups to see how their previous efforts impacted NCARB’s ongoing work.

## **MEDIA AND ONLINE OUTREACH**

Throughout FY21, 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 *Architect Magazine*, *Architect’s Newspaper*, *Architectural Record*, *Forbes*, 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 NCARB as an organization. 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 FY21, NCARB had an overall sentiment of 45 percent neutral, 44 percent positive, and 11 percent negative; negative sentiment increased from FY20 due to the change from physical scratch paper on the ARE to an online whiteboard tool. 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

NCARB supports a community of nearly 115,000 members, volunteers, and customers across the country. To support their work and carry out its mission to protect the public through the regulation of architecture, NCARB is constantly evolving its **Stakeholder Systems, Tools, and Resources** to ensure the organization stays on top of current trends in architectural practice.

During FY21, NCARB developed several new tools for customers, including training courses for AXP supervisors, resources for candidates taking the ARE, and a video-based overview of the path to licensure. Plus, NCARB refreshed existing resources, including its automated emails for customers, system for storing and accessing files in customer Records, and community sites for members and volunteers.

## CUSTOMER TOOLS AND RESOURCES

To make sure NCARB is meeting the needs of its customers, the organization regularly reviews and updates its resources. This fiscal year, NCARB focused on accessibility, awareness, and alignment in its tools and communications.

### *Destination Architect*

In August 2020, NCARB launched Destination Architect, a new educational resource. The video-based campaign aims to raise awareness of the architect's role and how to earn an architecture license—particularly among high school and college students, recent graduates, and educators. Destination Architect also highlights data-driven tips to help shorten the path to licensure, such as documenting work experience early and often.

Most licensure candidates start gaining experience while earning a degree. Destination Architect ensures both candidates and their mentors are equipped with accurate and easy-to-navigate information as early as possible. The campaign features:

- An interactive website with tips and success stories
- Short videos about each step on the licensure path





NCARB released two new continuing education courses for AXP supervisors.

- A booklet with additional details about licensing programs
- A printable poster, perfect for classrooms
- Downloadable graphics for lesson plans and social media

“The earlier candidates become familiar with how to earn a license and why it’s important, the more strategically they can plan for their future,” said NCARB CEO Michael Armstrong. “We hope Destination Architect will serve as an ongoing source of guidance for students and educators for years to come.”

### Supervisor Training Courses

AXP supervisors play a crucial role in helping the next generation of architects complete their path to licensure, so it’s important that they have a good understanding of the program, its goals, and the responsibilities involved. To better support supervisors and candidates, NCARB launched two new continuing education courses that provide training for AXP supervisors—available for free through the Continuum Education Program.

The first course provides training for the entire program. Worth 1.5 HSW Learning Units (LUs), the course explains NCARB’s requirements for supervision in the AXP, as well as practical and ethical considerations for supervisors and mentors. Throughout the course, supervisors encounter videos, required activities, and scenario-based questions exploring:

- Learning science related to professional training
- How to give useful feedback
- How to utilize the AXP to provide structured experience
- Considerations of unconscious biases that may affect their candidate’s professional development

NCARB also developed a course specific to the AXP Portfolio, which is worth .5 HSW LUs and is required for all supervisors who are reviewing experience documented through the portfolio method.



NCARB released a new guide for candidates applying for medical accommodations.

### Exam Accommodations Overview

NCARB is committed to making sure the ARE is equitable and accessible. The organization works with its testing partners to provide accommodations for individuals with disabilities or temporary medical conditions. To help candidates through the accommodations process, NCARB developed a one-page guide that provides an overview of the available accommodations and how to request them.

While NCARB's accommodations process itself is not new, many candidates are unaware of how to begin the process or what qualifies. The overview provides a quick, easy-to-access introduction, with basic information like:

- Although there are some limitations to the accommodations that NCARB can provide, the organization works to ensure all reasonable accommodations are offered.
- Some of the most common accommodations include a separate testing room, additional testing time, or additional break time during exam appointments.
- To request accommodations, candidates can reach out to NCARB in writing. Depending on the jurisdiction that granted the candidate's eligibility to test, they may need to make their request directly to their board. Candidates then work with their healthcare provider (or other appropriately licensed professional) to complete an Accommodations Request Form, including documentation of previous accommodations received if applicable.
- Once a candidate's accommodations have been approved, NCARB provides instructions on how to schedule an appointment.

### Certification Guidelines Clarifications

To help customers better understand how to become NCARB certified, the organization's volunteers put forward two resolutions to clarify language in the *Certification Guidelines*. NCARB's Member Boards approved these updates in June, and the changes went into effect July 1, 2021.

The resolutions updated two sections of the requirements for certification:

- *Section 2: Alternatives for Certification of an Architect Registered in a U.S. Jurisdiction*  
Changes made to this section clarify that an architect must be licensed for the last three consecutive years before being eligible for the education alternative, and that NCARB will determine which degrees are eligible for the options.
- *Section 4: Requirements for Certification of an Architect Credentials by a Foreign Registration Authority*

This section was updated to require that a foreign applicant's license only needs to be in good standing with the foreign authority at the point of application to NCARB, and can now include individuals who would otherwise be in good standing if not for a residency requirement in their home country.



FY21 Education Committee Chair Kevin Singh speaks in support of resolutions updating NCARB's Certification Guidelines.

### Accessibility in NCARB Resources

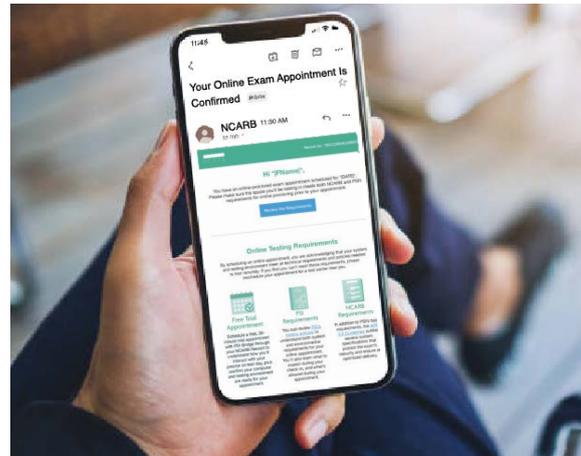
NCARB is committed to following best practices for all of its operating procedures—including communications to customers. In FY21, the organization updated many of its tools, resources, and other communications to meet current accessibility standards. To ensure that newsletters, program guidelines, and other documents can be understood by screen readers, NCARB added alternative text to images, added page reading orders, and removed instances of overlapping text and images.

NCARB also took this opportunity to ensure that its tools and resources are mobile-friendly, allowing customers to read important program information on the go. Accessibility and mobility updates will continue in FY22, as the organization works to refresh its website and My NCARB platform.

### **Refreshing Automated Emails**

This year, NCARB completed the first phase of a “life cycle communications” project, which seeks to ensure that NCARB is providing all the information needed to help customers make educated, strategic decisions throughout their architecture career.

During the first phase, staff from across the organization reviewed NCARB’s automated emails, which are sent to customers when they trigger certain events—such as signing up for an NCARB Record, completing the AXP, or scheduling an ARE division. Many of these automated messages were created on an as-needed basis, so the organization carefully streamlined and aligned information across these emails to ensure they are up-to-date, consistent, and reflect NCARB’s current brand.



*Throughout FY21, NCARB updated its suite of customer emails to include refreshed graphics and personalized next steps.*

Going forward, staff will begin a second phase to explore additional opportunities to communicate with customers and create new messaging.

## **MEMBER AND VOLUNTEER RESOURCES**

NCARB staff collaborate across departments to ensure that licensing board staff, members, and volunteers have access to the resources they need. During FY21, NCARB focused on refreshing several existing tools for these key stakeholders.

### **New Document Management System**

To process licensure applications, NCARB’s members rely on the documentation stored in applicants’ NCARB Records. In FY21, NCARB implemented a new system, called “M-Files,” for managing the documents uploaded to NCARB Records. M-Files replaced NCARB’s existing document management system, with improvements for:

- Efficiently managing and finding documents
- Strengthening data security
- Improving audit processes
- Preventing data loss
- Streamlining team collaboration

This update ensures that the information in NCARB Records is easily accessible and reliable for both NCARB staff and Member Boards.

## NCARB Model Law and Regulations

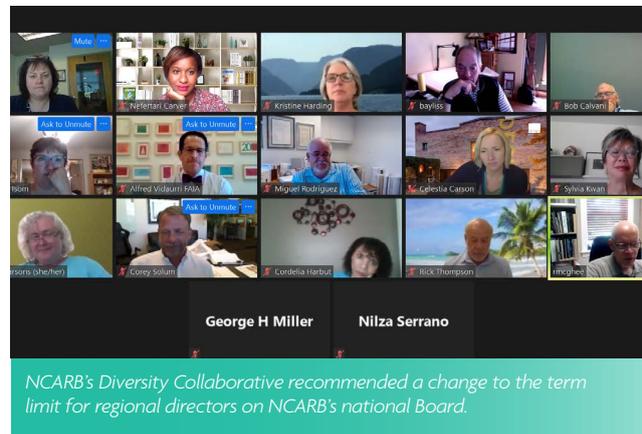
Through a multi-year effort led by NCARB's Model Law Task Force, NCARB worked to holistically review and update its *Model Law and Regulations*—a document used by members that provides draft regulatory language. NCARB's members approved the updated document in June at the organization's Annual Business Meeting. The new *NCARB Model Law and Regulations* is a significant update to the previous 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.

Because the *NCARB Model Law and Regulations* recognizes each jurisdiction's constitutional authority to determine the appropriate level of protection for its citizens, not 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.



Last year, NCARB's Model Law Task Force worked to finalize the overhauled Model Law and Regulations document, which was approved by members this year.



NCARB's Diversity Collaborative recommended a change to the term limit for regional directors on NCARB's national Board.

## NCARB Bylaws Updates

This fiscal year, NCARB's members also approved three updates to the *NCARB Bylaws*, which lay out the organization's governance. Changes to the document included:

- **Term Limits**—To help streamline the time it takes to progress through various levels of NCARB leadership, NCARB's members updated the number of terms a regional director can serve from three years to two. This change will go into effect July 1, 2022.

Recommended by NCARB's Diversity Collaborative, the organization hopes this change will lead to greater diversity in NCARB's national leadership in the coming years.

- **Member Dues**—The organization revised the Member Board dues section of the *Bylaws* to only require a vote of the membership to increase dues.

- **Remote Meetings**—To enable greater participation in NCARB meetings, members added the option to hold remote meetings. The additional meeting type went into effect on May 14, 2021, as a result of a special vote by the membership in May.

### ***Sunset of Old Resolutions***

In FY21, NCARB's Policy Advisory Committee began a multi-year research project to identify historical policy or position-related resolutions that may no longer align with current Council practice or philosophy. This year, the committee reviewed resolutions dating back to 1980 that were related to financial, process, education, experience, certification, or continuing education policies.

Following review, the committee proposed the retirement of several of these resolutions to ensure that NCARB's official policies remain in alignment with current practice. The resolutions were officially retired during NCARB's Annual Business Meeting in June following a vote of the membership. Additional resolutions to clean up NCARB policies are expected over the next several years as the Council works to develop a more user-friendly archive of past resolutions.

### ***New Community Sites***

NCARB's members and volunteers collaborate via online community sites, which enable them to discuss current issues, share best practices, and access documents and other resources. This fiscal year, NCARB launched a new suite of community sites. The new sites are easier to access and make the process of searching for and sharing resources simpler.

### ***Member Board Chairs and Executives Leadership Summit***

On October 21, 2020, NCARB held a virtual Member Board Chairs and Executives Leadership Summit. Held every other year, the summit provides essential training for the volunteers and staff who lead architecture licensing boards. The 2020 Leadership Summit covered a range of topics, including an update on online proctoring; information about a potential reciprocity agreement between the United States and the United Kingdom; a presentation on diversity, equity, and inclusion followed by updates on NCARB's diversity efforts; breakout discussions for chairs and executives; and a Town Hall with NCARB leadership.

In addition, attendees had the opportunity to discuss topics that are essential to the work of their boards and network with fellow board leadership across the country.



# DATA ANALYSIS AND THOUGHT LEADERSHIP

As a source of exclusive data and insight into the path to architectural licensure, NCARB has positioned itself as a thought leader in the architecture, engineering, and construction industry, as well as the broader regulatory community. By using its data analysis to support informed decision-making at the national, regional, and jurisdictional level, NCARB can help lead impactful change throughout the architecture community.

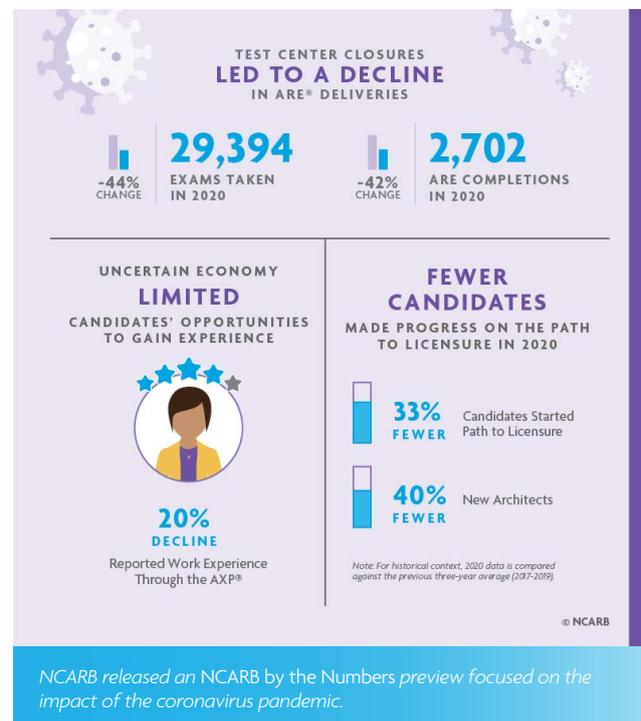
In FY21, NCARB added new insights to its *NCARB by the Numbers* publication, exploring the ongoing impact of the COVID-19 pandemic on the licensure pipeline and sharing ARE performance data filtered by demographics for the first time. And, through its ongoing partnership with NOMA, NCARB released an in-depth report highlighting how factors like race, gender, and age can impact candidates' progress through the experience program.

## NCARB BY THE NUMBERS

In FY21, NCARB prepared the 10th edition of its annual data report, *NCARB by the Numbers*. Each year since its inception, NCARB has evolved the publication, offering new and exclusive insights as the organization expands its data capabilities.

### Spotlight on COVID-19

This year, NCARB released a special report in advance of the full *NCARB by the Numbers* publication exploring the impact of the COVID-19 pandemic on the field of architecture. The report—which provided a look back from January to December 2020—indicated that the combination of test center closures, transition to remote work, and fluctuating demand for architectural services significantly impacted the career progress of licensure candidates.



“2020 was a challenging year for every industry, and architecture was no exception,” said NCARB CEO Michael Armstrong. “As we begin to turn the corner on the pandemic, we are seeing an upward trend that reflects a renewed national focus on infrastructure that protects the public’s health and wellbeing.”

Key insights from the special report include:

- About 25,000 candidates submitted AXP reports in 2020—a 20 percent drop from the previous three-year average (2017-2019), which can be attributed to increased unemployment and delays to architectural projects.
- Delivery of the ARE dropped by 44 percent, due in large part to test center closures from March through June 2020.
- The number of newly licensed architects decreased by 40 percent from the previous three-year average.
- Just over 5,800 candidates began their licensure process by creating an NCARB Record, a 33 percent drop from the previous three-year average of 8,800.
- In contrast, applications for reciprocal (out-of-state) licenses remained relatively strong throughout 2020, with an overall decrease of approximately 3 percent compared to previous years.

While the pandemic's long-term impact on the next generation of architects is still unknown, an early look at 2021 data showed promising gains in several key areas. By the time the special report was released, most program metrics had returned to normal or better, including the number of new NCARB Record applications, monthly exam deliveries, newly licensed architects, and applications for reciprocal licenses.

### **ARE Performance by Demographics**

For the first time, the 2021 *NCARB by the Numbers* included enhanced data on diversity and exam pass rate disparities. The information was released to members in late FY21—including an in-depth workshop during the June Annual Business Meeting—and was later released to the public in early FY22. Thanks to enhanced data science capabilities, NCARB was able to segment and analyze pass rates from more than 32,700 test takers by demographic information, including race and ethnicity, gender, and age.



*NCARB's members engaged in an in-depth exploration of how demographics impact exam performance and other program metrics during the Annual Business Meeting.*



“While there is always more NCARB can do to ensure our programs are fair and accessible, we cannot do it alone. We are calling on firms, academia, test takers, and the entire architecture profession to help us resolve disparities and continue this serious, but necessary conversation about the path to licensure.”

—NCARB Vice President of Examination Jared Zurn, AIA, NCARB, CAE

Key findings included:

- White candidates are much more likely to pass the ARE than candidates of color. The Programming & Analysis division, which focuses on evaluating a project’s requirements and constraints, has the largest disparity: white candidates’ pass rate is 38 percentage points higher than their Black or African American peers.
- Men are more likely to pass than women. In general, men outperform women on five of the six divisions. A similar trend can be seen when factoring race and ethnicity, although Black or African American women generally outperform Black or African American men.
- Younger candidates have higher pass rates. Across all six divisions, candidates between the ages of 18-29 have the highest pass rates, while candidates who are 40 or older have the lowest.

NCARB commissioned an independent “bias study” of the exam to dig deeper into this data. The bias study showed that individual ARE questions do not drive disparities in candidate performance. Findings also emphasized that while the ARE is developed and evaluated in a way that minimizes unconscious biases—including assembling diverse volunteer groups to write and review exam content—NCARB cannot singlehandedly resolve inequity in exam access and performance.

To support all candidates, inform ongoing conversations regarding bias in the greater architecture community, and help address barriers to access, NCARB has pledged to launch the following changes, resources, and opportunities for feedback:

- **New ARE practice exams:** According to NCARB and NOMA’s joint [Baseline on Belonging](#) study, nearly half of respondents spend more than \$500 on test prep materials. NCARB is developing free practice tests for all six divisions, with a goal of launching the new suite of resources in mid-2022.
- **Independent bias audits.** NCARB is currently conducting another external audit on the ARE, this time focused on the content areas within each of the six divisions to identify potential trends related to disparate pass rates. NCARB is committed to sharing ongoing findings with all stakeholders.
- **Collect community feedback.** In addition to NCARB’s annual Think Tanks for emerging professionals and the upcoming Analysis of Practice study, NCARB will launch two new outreach initiatives in 2021-2022: licensure candidate focus groups conducted by an external consultant and an Architecture Licensing Feedback survey, where the community can share their experience and recommendations.

### **Baseline on Belonging**

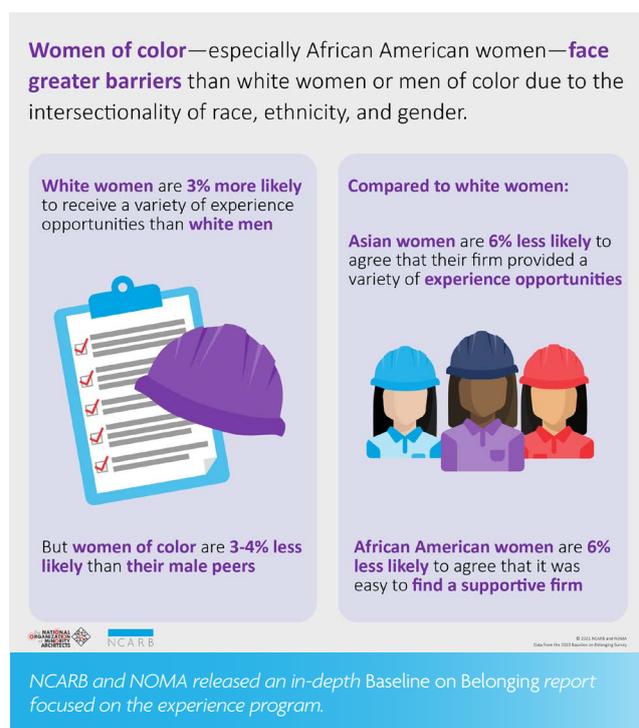
Approximately 16 percent of architects in the United States identified as a racial or ethnic minority, according to *NCARB by the Numbers*. And while representation along most career stages has increased slowly over the past several years, candidates of color are still 31 percent more likely to stop pursuing licensure. In FY20, NCARB and NOMA launched the joint *Baseline on Belonging* study to better understand the factors that lead to this attrition. The two organizations released an overview report in June 2020 sharing several key highlights

from the study. In February 2021 they released the first in-depth report, exploring factors that impact equity, diversity, and inclusion (EDI) for candidates gaining professional architecture experience.

The [Baseline on Belonging: Experience Report](#) reveals that the interplay between factors such as race, age, and firm size can have a significant impact on an individual's ability to navigate the AXP, which is a key step to earning an architecture license in the United States. Throughout FY22, NOMA and NCARB will continue to analyze the survey results and release in-depth reports on four additional key topic areas: examination, education, firm culture, and career development.

With over 5,000 complete responses (including over 2,800 from people of color and nearly 2,500 from women), the survey highlighted several key findings for additional study and exploration:

- Overall, survey participants reported positive experiences completing the AXP. However, filtering the data by demographic factors (such as race/ethnicity, gender, and age) reveals disparities that range from slight to significant.
- When responses are segmented by race/ethnicity, the largest disparities are seen in the variety of experience opportunities provided and supervisor support.
- Age is the most significant factor impacting a candidate's progression through the AXP, with nearly half of respondents over the age of 55 reporting challenges earning experience.
- Women of color—especially African American women—frequently face greater barriers than white women or men of color.
- African American women are consistently less likely to report having a positive supervisor relationship than respondents of other demographic groups.
- Firm size can have a variety of impacts on AXP support, with some positives and negatives seen for each firm size. However, African Americans working at large firms typically report less challenges than those working at small firms.



“Understanding the challenges and hurdles that prevent minorities from achieving architecture licensure is of essential importance to NOMA. We are strongly committed to finding effective ways to reduce the barriers to licensure for all minority architects, especially Black female architects, who remain the least represented population in the profession.”

—NOMA President Jason Pugh,  
NOMA, AIA, AICP, LEED AP

- White candidates take slightly longer to complete the experience requirement than candidates of other races/ethnicities, but they are still younger when they start and complete the AXP.

These findings are a first step in identifying and addressing pinch points during the experience component of the licensure path. To better understand the underlying cause of the disparities highlighted in the report, NCARB and NOMA will conduct focus groups and follow-up surveys. Many aspects of earning professional experience are inseparable from individual firm culture, so necessary solutions to experience-related impediments may vary widely.



“NCARB is dedicated to ensuring the path to licensure is equitable and accessible to all. It is a privilege to work together with NOMA to address this important issue for our profession.”

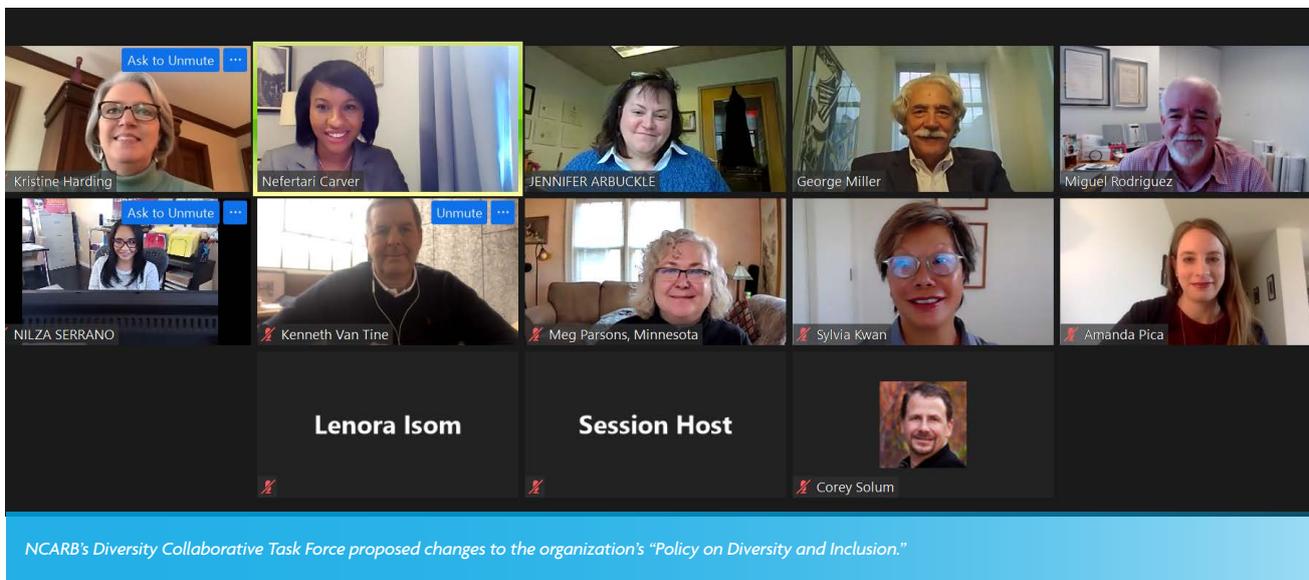
—NCARB President Robert M. Calvani, FAIA, NCARB

## UPDATED POLICY ON DIVERSITY AND INCLUSION

In FY21, NCARB’s Diversity Collaborative Task Force was charged with reviewing the Board of Directors’ “Policy on Diversity and Inclusion,” which was last amended in 2014. The collaborative recommended updating the policy to better reflect NCARB’s holistic approach to ensuring EDI at all levels—including committee volunteers, licensing board members, and the national Board. Prior to the organization’s 2021 Annual Business Meeting, the Board of Directors took action to finalize and approve the updated policy.

The updated policy identifies new and ongoing focus areas, including:

- Identifying and dismantling inequities within NCARB’s programs, policies, and systems
- Committing resources to expand diversity at all leadership levels
- Advocating for EDI initiatives that impact NCARB’s ability to fulfill its mission
- Practicing and encouraging transparency
- Partnering with organizations committed to EDI efforts



NCARB will continue to provide the architecture community with regular updates on the organization's progress on advancing EDI in the architecture profession.

## FAIRNESS IN LICENSURE

In 2019, NCARB launched an internal work group and commissioned external consultants to study licensure programs through an EDI lens. This effort first looked into ARE pass rates by demographics, and is currently exploring potential links between exam performance and the criteria driving candidates' AXP reports, as well as firm culture. NCARB looks forward to sharing more information about the team's ongoing work in the years ahead.

## EXPLORING A FOUR-YEAR DEGREE OPTION

Earning an architecture license generally takes over 12 years, which includes earning a college degree, reporting professional experience, and passing the ARE. In recent years, both architects and policymakers have questioned this framework, and NCARB has turned the microscope inward, resulting in a reduction of required experience hours, a restructuring of the ARE, and many other policy changes.

In September 2020, CEO Michael Armstrong challenged the profession to consider accrediting four-year architecture degrees, which would help shave time and cost from the licensure path.

The existing accreditation framework requires at least 150 semester credit hours to satisfy NCARB's *Education Standard*, which is based on the NAAB's *Conditions for Accreditation*. Typically, students pursue a five-year B.Arch (150 hours) or a six- to seven-year M.Arch (168 hours). For many students, taking on this longer requirement instead of a traditional four-year degree can be a tremendous financial burden.

NCARB will continue to advocate for exploring the adoption of a four-year accredited degree, with the end-goal of creating meaningful, inclusive change in the profession.



“Offering a four-year accredited program would not eliminate or replace current accredited degrees, but offer an additional and more affordable entry point into the profession.”

—NCARB CEO Michael Armstrong



# ADVOCACY SUPPORT, OUTREACH, AND INFLUENCE

General deregulation attempts continue to impact architecture and are a persistent challenge to NCARB and its Member Boards as they carry out their missions to protect the public. NCARB's commitment to **Advocacy Support, Outreach, and Influence** includes working with members, staff, and external partners to analyze trends, address challenges, and provide education regarding reasonable regulation.

Anti-licensing measures increased significantly during FY21 due to the ongoing COVID-19 pandemic and other legislative trends. Governors across the country issued a wide variety of executive orders—some of which imposed strict limits on budget allocations for licensing boards. To address these new challenges, NCARB expanded its review of bills and legislative trends to include quick evaluations of executive orders with the potential to impact licensing boards. In addition, NCARB continued to partner with external organizations to respond to potentially harmful legislation, and the Alliance for Responsible Professional Licensing (ARPL) released several new reports on the value of licensure.

## NCARB ADVOCACY

Prior to the 2021 legislative session, NCARB's Advocacy and External Engagement team created a heat map to prepare for upcoming challenges, which helped NCARB predict which jurisdictions may face regulatory issues.

### Tracking & Monitoring

NCARB tracked hundreds of bills over the 2021 legislative session, closely monitoring policy proposals, social media, committee hearings, executive orders, and more. This includes:

- Reviewing and categorizing more than 2,300 bills as high, medium, or low priority and adding additional information to nearly 500 specific bills.
- Analyzing more than 1,350 emails on legislative activity, regulations, COVID-19 updates, and other specific keyword mentions (e.g., licensing, NCARB, etc.).

Bill	Jurisdiction	Type	Status	Category
104	Ohio	House bill	Introduced or Prefiled	Design professions
105	New Jersey	House bill	Introduced or Prefiled	Design professions
106	California	House bill	Enacted	Architect
107	California	House bill	Enacted	Design professions
108	New York	House bill	Enacted	Design professions

*Members can use the legislation tracking tool on the Member Board Community to stay on top of deregulatory attempts.*

- Holding more than 670 unique interactions—such as meetings, emails, and Zoom calls—with stakeholders to discuss legislative and regulatory developments.
- Researching more than 50 profiles of elected officials to learn more about their backgrounds and policies.

This tracking enabled NCARB to take action on a number of potentially problematic bills, including:

- Alaska – House Bill 61 would have provided for voluntary registration for commercial interior designers. NCARB provided the board with talking points and legislative analysis to educate the bill sponsor on important nuances between architect and interior design qualifications to inform the development of this proposal.
- Iowa – Senate File 487 proposed boards and commissions would be subject to vague review processes that would have challenged necessary regulations. NCARB worked alongside the board and ARPL members in Iowa to provide amendment language. Because of these collaborative efforts, the legislation was ultimately tabled.
- Kansas – House Bill 2066 requires the board to issue a reciprocal license to any applicant who is licensed in a similar scope of practice. The applicant would still be required to meet certain criteria. To effectively implement the new law, NCARB provided the board with a comprehensive bill summary and rulemaking advice.
- West Virginia – ARPL mobilized against a universal licensure bill by coordinating efforts with state partners on the ground. ARPL launched a multi-platform digital campaign that generated over 6 million ad impressions and nearly 5,000 website visits. The board utilized several ARPL resources, such as talking points, to support testimony to state lawmakers.

## COALITION BUILDING

NCARB regularly works with related professionals to address common issues in the regulatory environment.

### ***The Alliance for Responsible Professional Licensing***

In 2019, NCARB helped launch 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:

- 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)

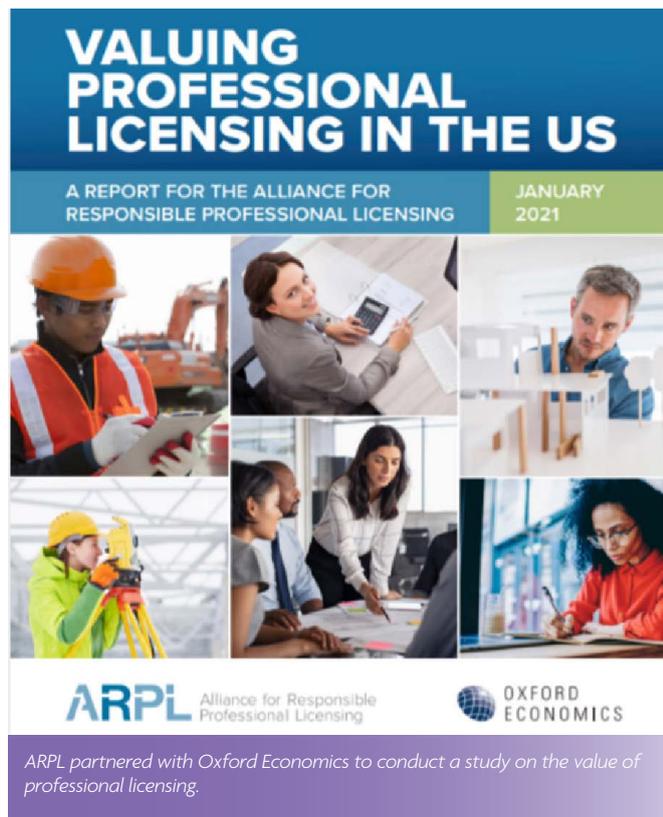


ARPL continues to play a critical role in advocating for a reasonable, balanced approach to licensing. Over the course of FY21, ARPL proved to be an invaluable coalition partner for NCARB’s advocacy agenda, enabling NCARB to better educate policymakers, create digital media campaigns, and reach influential stakeholders.

NCARB collaborated with ARPL on their report, “Valuing Professional Licensing in the United States,” which was developed in partnership with the research firm Oxford Economics. The report found that licensing is associated with 6.5 percent higher wages on average, a red flag to lawmakers looking to impose broad-brush legislation to address their state’s licensing programs. Additional findings also point to the importance of licensing as an economic driver for professionals.

The report also shows that women and people of color in jobs that require advanced education and training benefit significantly from licensing. For these workers, the results show that a license narrows the gender-driven wage gap by about one-third and the race-driven wage gap by about half.

ARPL also released “Licensed to Move: A Guide to Interstate Practice,” a report that supports legislators by providing insight on effective licensure mobility. Interstate licensing must be designed correctly to maintain rigorous standards that protect public health, safety, and welfare.



**The Interorganizational Council on Regulation (ICOR)**

Through ICOR, NCARB partners with its counterpart organizations in engineering, interior design, landscape architecture, and surveying. Working with other regulatory organizations on similar issues allows these frequent collaborators in the built environment to coordinate efforts. In FY21, NCARB worked with other ICOR members to respond to an executive order issued by the Utah governor, offering a comprehensive 30-page report highlighting the rationale behind licensure requirements, information about streamlined processes, and supporting data.





# FUTURE-FOCUSED RESEARCH AND DEVELOPMENT

To protect the public health, safety, and welfare, it's essential that licensure programs confirm that architects' competency reflect current practice. NCARB and its Member Boards constantly evaluate how well the path to licensure aligns with the work being performed by architecture firms, especially as new technological advancements lead to rapid changes in day-to-day practice. In FY21, the ongoing work of NCARB's Futures Collaborative and Analysis of Practice conducted research that will enable NCARB 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 design industry, asking challenging questions, and exploring how current trends could shape the profession.

In FY18-20, the collaborative focused on identifying trends shaping the future of architectural practice and licensure and exploring how those trends might impact architectural regulation. In FY21, the collaborative utilized that research to work with NCARB's Program Continuum Advisory Committee on creating a framework for a future path to licensure. This future path would enable alignment across all programs.

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



NCARB's Futures Collaborative and Program Continuum Advisory Committee met jointly during NCARB's virtual Committee Summit.

## ANALYSIS OF PRACTICE

The Analysis of Practice is a profession-wide study designed to explore the current and near-future practice of architecture. NCARB conducts an analysis of practice every 7-10 years to inform changes to the national programs required for architectural licensure, including the AXP and ARE.

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 features a wide range of data collection methods, spread across three phases:

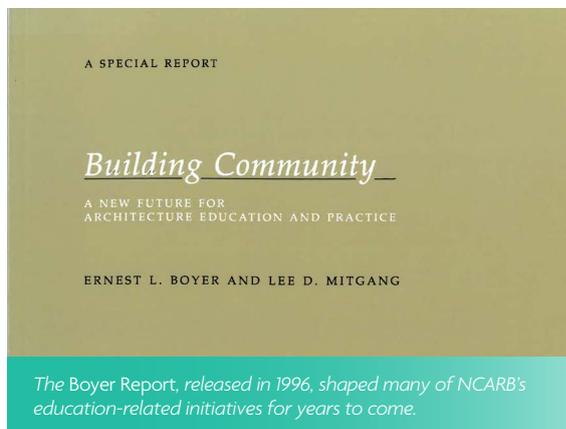
- Phase 1: Research existing materials and resources, such as job descriptions, publications, project RFPs, and conference topics.
- Phase 2: Explore current practice by interviewing architects and other related professionals, conducting online focus groups, offering webinars, and releasing mini surveys.
- Phase 3: Conduct a profession-wide survey with architects, emerging professionals, and other individuals who work with architects.

In FY21, NCARB concluded the first phase of research in partnership with research consultants Alpine Testing Solutions and Schlesinger Group. The second and third phases of the Analysis of Practice were put on hold during the pandemic, to accommodate any dramatic shifts in architectural practice caused by changes in demand, remote work, and more.

During the winter and spring of 2021, NCARB and its research partners prepared for the relaunch of the Analysis of Practice in early FY22. The research is expected to conclude in FY22, with a final report released to the public later in 2022.

## BEYOND THE BOYER REPORT

The architecture community has long debated the perceived gap between architectural education and practice. In 1996, *Building Community: A New Future for Architecture Education and Practice* (often referred to as the *Boyer Report*) was released, highlighting a gap that existed at the time between education and practice. The *Boyer Report* drove several NCARB initiatives—starting with the launch of the NCARB Prize in 2001—to help bridge the gap and better connect education with the other components of the licensure process.



Despite being decades old, the *Boyer Report* is still referenced regularly. In FY21, NCARB worked with the AIA and ACSA to begin preparing for a follow-up study assessing the relationship between current education and practice. This “Beyond Boyer” study seeks to understand how the licensure landscape has shifted since the 1996 report, and the findings will help inform future programs and initiatives.





# 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: typically 12 architects, one public director, and one executive from a licensing board. The FY21 Board of Directors' accomplishments include the following highlights:

- Established a rolling budget approach, allowing the organization to adapt strategically to the challenges and opportunities brought on by the ongoing pandemic, and reduced expenses to ensure the organization's fiscal health throughout the pandemic
- Oversaw the launch of the online proctoring option for the ARE, including the review and approval of changes to the exam's navigation and timing
- Authorized additional rolling clock extensions as necessary to support exam candidates
- Established updated cut scores for each ARE 5.0 division following the launch of online proctoring
- Refreshed and elevated the organization's "Policy on Diversity and Inclusion"
- Moved seven resolutions forward to be voted on during the 2021 Annual Business Meeting
- Engaged in several "blue-sky" activities to consider future opportunities, risks, and the ongoing evolution of NCARB's programs, services, and policies
- Continued organization-wide discussions on encouraging diversity, equity, and inclusion in NCARB's leadership structure
- Led critical discussion and engagement with several collateral organizations and other external partners

**President/Chair of the Board**

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

**First Vice President/President-elect**

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

**Second Vice President**

Bayliss Ward, NCARB, AIA  
Bozeman, Montana

**Treasurer**

Jon Alan Baker, FAIA, NCARB, LEED AP  
San Diego, California

**Secretary**

Kenneth R. Van Tine, AIA, NCARB, LEED AP  
Brighton, Michigan

**Past President**

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

**Director, Region 1**

Janet L. Hansen, NCARB, AIA, LEED AP  
Yarmouth, Maine

**Director, Region 2**

Philip M. Leinbach, NCARB, AIA, REFP, CSI  
Reading, Pennsylvania

**Director, Region 3**

Robert W. McKinney, Ed.D., NCARB  
Washington, Louisiana

**Director, Region 4**

John Patrick Rademacher, AIA, NCARB  
Loveland, Ohio

**Director, Region 5**

David W. Hornbeek, AIA, NCARB  
Edmond, Oklahoma

**Director, Region 6**

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

**Public Director**

Gary Ey, CDT  
Abingdon, Maryland

**Member Board Executive Director**

Katherine E. Hillegas  
St. Francisville, Louisiana



# President's Report

Robert M. Calvani, FAIA, NCARB  
2020-2021 NCARB President/Chair of the Board

*Note: This report is adapted from President Calvani's 2021 Annual Business Meeting speech.*

A year ago, I was introduced as NCARB's new president at the first-ever virtual Annual Business Meeting. When people inquire about my year as president of NCARB, I respond with terms like *unusual* and *challenging*—but also *surprising* and *successful*.

## Looking Back

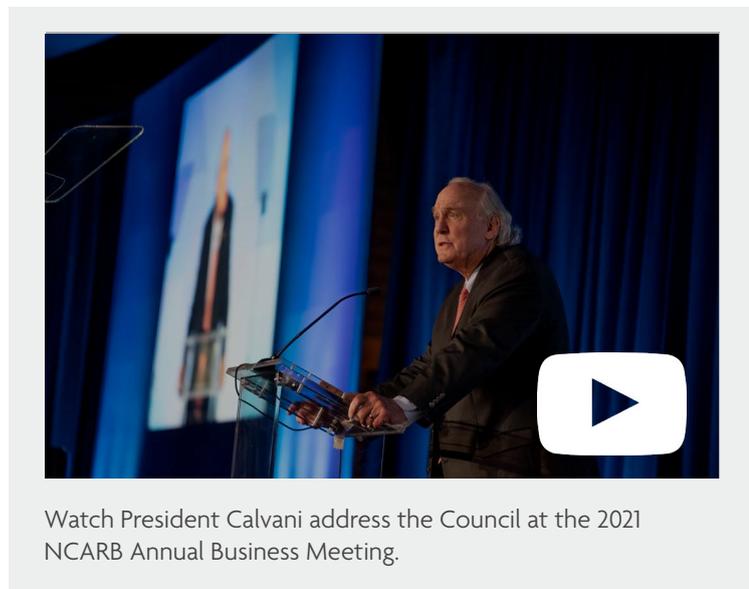
In June 2020, NCARB and our community of members, customers, and volunteers faced several challenges and opportunities.

We were hopeful that the COVID-19 pandemic was ending. As Prometric reopened their test centers in early June, it seemed like the test center closures we saw in the early months of the pandemic were a thing of the past. Those test center closures spurred us to accelerate our research and development of an online delivery option for the Architect Registration Examination® (ARE®).

We were also poised to adopt a severely reduced budget, not knowing how the pandemic would impact NCARB's revenue.

Our Member Boards were trying to adapt to a virtual environment, addressing shortfalls in the ability of state and jurisdictional governments to either support full service remotely, or safely support boards, staff, and customers on site.

And our customers were facing challenges as well. Licensure candidates were uncertain about their lives, ranging from navigating virtual college classes to finding the means to continue earning and recording AXP hours. Architects were grappling with the uncertainty of demand for new projects and the ability to continue working.



Watch President Calvani address the Council at the 2021 NCARB Annual Business Meeting.

## Year in Review

Over the past 12 months, NCARB has remained resilient, met the challenge of maintaining and improving our tools to protect the public, and identified new ways of engaging with our stakeholders.

By December 2020, we emerged with an online proctored option for the ARE, preserving the exam's rigor but also providing a more flexible exam experience. Between 25-30 percent of candidates now use this new option.

Our Board of Directors made strategic and adaptive budgeting decisions, enabling the development of the online exam and other key initiatives as it became increasingly clear that the Council remained on solid financial footing.



As an architect and president of NCARB, I have always known that architects have an important impact on the built environment. One of my key areas of focus was to tackle “sticky issues” facing the architecture profession—with the understanding that these efforts may extend past my time as president and cause some discomfort and disagreement among our stakeholders.

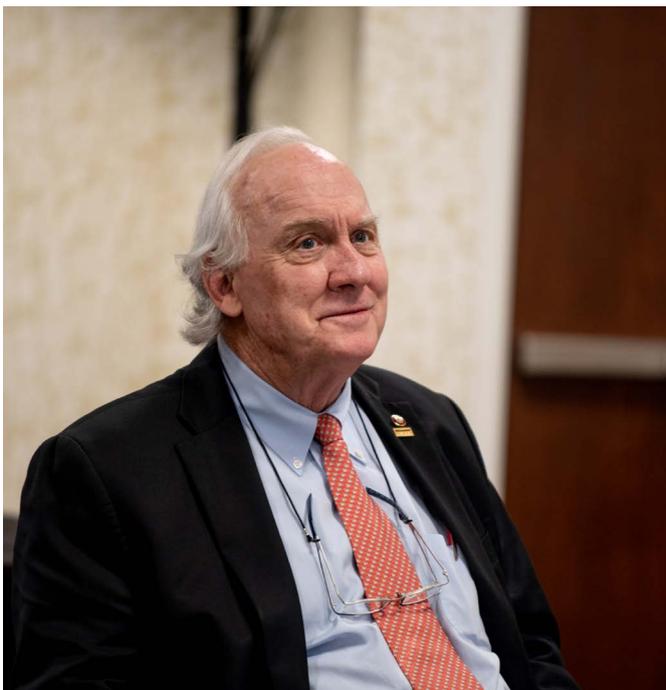
### *Incidental Practice*

One of those issues is incidental practice—the occasional overlap between the responsibilities of related professionals in the AEC industry. How much can an architect or an engineer perform of the other's discipline without jeopardizing the health, safety, and welfare of the public?

I set up a new task force to answer this question, with a goal of exploring how model law can clearly address this overlap and create boundaries for architects, interior designers, engineers, landscape architects, and other credentialed practitioners.

In this first year, the Incidental Practice Task Force included representatives from the regulatory organizations overseeing engineering, interior design, and landscape architecture. These three disciplines are often regulated by joint boards that also regulate the practice of architecture. The leaders of the three national regulatory organizations—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) are joined with NCARB in the Inter-organizational Council on Regulation (ICOR).

For the first time in our history, the NCARB Board hosted discussions with the leaders from all three of these organizations at our virtual Board meetings this year. We now have a great opportunity to collaborate and solve the thorny issue of incidental practice between architect and these related professionals. We are hopeful that through shared research and a focus on public protection rather than professional rivalry, a consensus may emerge over time that will be useful to our Member Boards and provide clarity to legislators, building officials, and the public.



### *Responsible Charge*

I also set up a task force on responsible charge. In listening to various NCARB committees over the past several years, it is clear there is a gap between perspectives on what “responsible charge” really means. This gap creates a dilemma for consistent enforcement across our jurisdictional boundaries.

The task force was charged with considering various philosophical beliefs; best practices in large, medium, and small firms; complex and small projects; and the rigor that currently assigns competency to practice when one initially receives a license.

We continue to believe that the ability of jurisdictions to license and hold accountable the individual practitioner is paramount to

protecting the public consumer. We need to ensure that a responsible architect is exerting sufficient oversight to satisfy their duty of public protection.

I believe it to be a prevalent practice for an architect to seal a document with little or no knowledge or involvement in its origin or production. Instead, these architects rely on and trust their firm’s expertise. So, what are reasonable expectations for all practitioners regarding the necessary knowledge required prior to sealing and signing a technical submission? This task force is just getting started, and I look forward to seeing the results of their work in the future.

### *Other Volunteer Efforts*

We have also been looking at the path to licensure for many years. The Program Continuum Advisory Collaborative (PCAC), which is composed of the chairs of Education, Experience, Examination, and Policy Advisory committees, worked with the Futures Collaborative to dive deep into the 12-year path to licensure. The path to licensure has traditionally been a linear progression from education to experience to examination, sometimes referred to as the “three-legged stool.” Our volunteers were charged with designing prototypes of future licensure models to inform discussions in the years ahead. Our goal is to create a future path or licensing model that will be more flexible, more accessible, and more affordable regarding both time and money, while still delivering the necessary rigor to protect the public.

I also issued charges to other committees that were designed to maintain momentum.

### *Diversity Collaborative Task Force*

In its third year, our Diversity Collaborative was asked to move from identifying issues to making recommendations for creating an environment that better encourages diversity, equity, and inclusion (DEI) within our NCARB volunteer culture and leadership ranks. The collaborative reviewed feedback from focus groups composed of Member Board Members from underrepresented groups. They also listened to governance approaches taken by other organizations.

The collaborative delivered important conclusions and recommendations to the NCARB Board, including an updated statement on diversity, draft resolutions addressing governance, and a desire to foster a more inclusive and equitable volunteer culture. Their ideas included encouraging participation, diversifying candidates for regional and national office, and continuing efforts to raise awareness and create forums for additional knowledge and idea exchanges throughout our programs and organization.

The Board has acted upon many of the collaborative's findings and recommendations and is very intent upon going deeper with these discussions in the coming year. A "Statement on Diversity" has been distributed, and a resolution updating term limits was approved by membership during the FY21 Annual Business Meeting. We are seeing greater diversity, and diversity of thought, in the pipeline of all six regions—which can lead to greater diversity on the NCARB Board in the future.

### **Other DEI Efforts**

As referenced by our CEO regarding the *Baseline on Belonging* initiative, we have partnered with the National Organization of Minority Architects (NOMA) to study the causes of attrition on the licensure path to underrepresented groups.

In another historic first this past year, we hosted leaders from NOMA for the first time at an NCARB Board meeting. Earlier this year, NOMA was welcomed into the community of architectural collaterals, joining NCARB, the American Institute of Architects (AIA), American Institute of Architecture Students (AIAS), Association of Collegiate Schools of Architecture (ACSA), and the National Architectural Accrediting Board (NAAB).

We are also exploring the impact of gender on licensure progress, and how NCARB and the rest of the architecture community can eliminate the impact of gender bias on candidates' ability to complete the education, experience, and examination requirements.

We are also adding a new section to the annual *NCARB by the Numbers* publication referencing ARE performance by demographic groups. These datasets highlight that there is still much work to be done. Determining how we can best inform the discussion and respond to findings will be a key focus for NCARB as we work with our partners in the architecture profession to improve equity on the path to licensure.

### **Business Continuity Exam**

Another NCARB achievement this past year is the completion of the Business Continuity Exam. For many years, NCARB has maintained a long-term strategic fund allocated to risks and opportunities, including this effort. Three years ago, we provided funds from this Strategic Reserves Fund to create a back-up version of the ARE as a safeguard against the risk of a massive exam breach. The now-complete continuity exam is up to date with current ARE content and organization and will be regularly refreshed as needed.

Our diligent volunteers, paid consultants, and staff helped position us to maintain the licensure pipeline should the current exam be seriously compromised. Instead of going dark for up to two years without a back-up exam, we will now be able to step in with this Business Continuity exam within weeks.

### **Other Initiatives**

We have also resumed our effort for a possible mutual recognition agreement with the United Kingdom, which was put on hold during the Brexit process.

All of our committees and task forces have done amazing work, especially when one considers the distractions of the past year—including personal and professional pressures, as well as the challenges of an all-virtual environment. Our over-400 volunteers have, indeed, managed not only to do the work, but to “go further.” One of the unanticipated benefits of the virtual environment is that I’ve been able to observe more committee meetings than any of my predecessors. I’ve seen first-hand the excellent leadership of our chairs, the hard work of the participants, and the steady hands of our staff liaisons.

I am amazed, encouraged, and surprised by the Council’s work performed in this past year, and I’m enthusiastic about the better dynamics and work to come. While I’ve not been “with you” in person, I’ve had the privilege of seeing many of you in action.

## Looking Forward

We have many important issues on the horizon:

- The future of licensure will remain an important focus—illuminated by data from the Analysis of Practice.
- We must continue to fight deregulation efforts at the legislative level and inform legislators regarding the way practitioners are evolving their practice with issues like responsible control and incidental practice.
- We continue to work with our industry partners to encourage governors to diversify their appointments to licensing boards and to foster an inclusive and equitable culture throughout the architecture community.
- And we are always applying our creative thinking toward how the regulatory process can address the public protection needs of our society through measuring competency in a new, relevant, and fair manner, as we explore the path to licensure and beyond.

I look forward to seeing how we will work together in the coming years.



# First Vice President's Report

Alfred Vidaurri Jr., NCARB, NOMA, FAIA  
2020-2021 First Vice President/President-elect

*Note: This report is adapted from First Vice President Vidaurri's 2021 Annual Business Meeting speech.*

Since March 2020, we've all had to make adjustments in our personal lives, our work lives, and everything else that we do. This has taught me the importance of remaining agile: We have to remain flexible, and yet we have to continue to carry on our work.

When I think about the amazing things that NCARB has accomplished and how we've continued to move our work forward, it's really a testament to what we can do and how we have taken on the challenges presented this year.

## Looking Forward

The next fiscal year, FY22, will be a transitional year. We will go from a virtual environment to a hybrid environment—collaborating both in person and virtually.

Sixteen years ago, I was a first-time attendee at NCARB's Annual Business Meeting. I'd been a Certificate holder for several years, and I knew of NCARB, but I really had no feeling and no knowledge of its services and programs, or all the wonderful, important work that NCARB does. At the time, I would never have imagined that I would become NCARB's president.

I am excited for the year ahead—there are a number of opportunities awaiting all of us. I want to look ahead and share with you a few areas that I am looking forward to exploring in FY22.

### *FY22 Committees*

One of the greatest things that NCARB's incoming president-elect gets to do is create and craft the committees, work groups, and task forces that will operate during the coming year—including the committees' charges and leadership. Almost 400 individuals volunteered for FY22, and I had the challenge—and privilege—of placing those volunteers across 30 different initiatives. As I considered what would make a great year, I approached the volunteer appointment process slightly differently than other presidents in years past. I looked at it through a lens of creating balance, but expanding to ensure a greater conversation around diversity and inclusion.

We need new voices, and we need energy—but that has to be balanced with the expertise of individuals who understand the history and the background behind how and why we are where we are today. Our committee appointments for FY22 include a lot of “firsts,” and I’m very proud of that.

- Over the last year, I have been reaching out to the Hispanic/Latino community to try to make sure that this community finds a voice in our work, and I was proud when I heard that we did have volunteers from that community step up.
- I was bold and tried something different this year. I named two of our Member Board Executives (MBEs) as chairs for some of our strongest and most important committees this year. This takes them out of their lane, out of the silo where they may have been as an MBE, and said they can serve as great leaders in other work as well.
- Another committee appointment I'm really excited about is that for the first time ever we appointed a professor from the community college network to be a part of our conversations. This group has never had a voice before on one of our committees.

### *Hybrid Meetings*

As we planned for FY22’s committees, one of the big questions was, “How are we going to do our work next year?” We budgeted for committee work being conducted in person, as it was before the pandemic, so we have the ability to travel, meet together, and collaborate as a community. But we understand that now everyone might not be comfortable with in-person meetings, and that we may still have to deal with travel restrictions.

We will continue to have the opportunity for hybrid meetings, so volunteers can join virtually and engage fully. I ask our volunteers for their patience and cooperation as we continue to do the best we can to ensure that everyone is a part of the conversation at all times.

### *Ongoing Efforts*

Now it's always important for NCARB to continue focusing on our programs and our variety of services. In FY21, President Calvani began efforts to take on two important, challenging topics facing the architecture profession: responsible charge and incidental practice. They have done an amazing amount of work during their first year, but there's more work to be done, so we're going to continue the work of those committees.

I also want to reference to another important effort that has been underway for the past four years. In 2017, then-President Erny stood up an Interiors Task Force to explore the overlap between architecture and interior design. This group has done an amazing amount of work and delivered an amazing competency report exploring the skills and knowledge required for both practices. I've made the decision that it's time to sunset this group. The FY22 Board of Directors will do a deep dive into their work and determine where we go from here. During our first Board meeting in September, one of the major agenda items that the Board will address is to dig deep into this area of interior design.

### *Collateral Relationships*

One of the things that I've always enjoyed, and I feel is a strength for our organization, is our relationships with our collaterals and related organizations. Our partnerships continue to grow. President Calvani did a wonderful job this year of continuing to expand the network of individuals who we collaborate with.

I look forward to continuing the effort to build those relationships. There are so many great examples of how we’re partnering with our collaterals right now:

- We are partnering with the Association of Collegiate Schools of Architecture (ACSA) to develop digital curriculum for professional practice professors.
- We are working with the American Institute of Architects (AIA) to conduct a “Beyond Boyer” report, looking into the intersection of practice and the academy.
- NCARB is a long-time supporter of and advocate for the American Institute of Architecture Students (AIAS) Freedom by Design program, which many of our members have been personally involved with. This program is making a difference in local communities.
- We continue to work side-by-side with the National Architectural Accrediting Board (NAAB) to conduct accreditation visits. Those visits have been one of the greatest highlights of my volunteer history over the years.
- And we are partnering with the National Organization of Minority Architects (NOMA) on our *Baseline on Belonging* study, where we’re asking important, provocative questions that challenge us to make changes in the arena of diversity, equity, and inclusion (DEI).

### Advocacy

One of the important areas where we not only need to keep working, but also need to expand our efforts in, is advocacy. Not a day goes by where we do not hear of deregulatory legislation. Occupational licensure reforms and regional compacts aren’t going away. This work is going to continue to require more resources—and that’s good for us.

We need to be prepared. We need to grow in this area. We need to continue to partner and be a resource, whether it be for state boards or AIA chapters. And I see the importance of continuing to grow and expand the resources we provide in this area.

### Blue-sky Thinking

If you know me, you know that I like to be a dreamer. I like to think blue-sky. I like to peek over the horizon and see what’s next.

When someone tells me we do something because that’s how we’ve always done it, then the light bulb turns on and I say, “Okay, let’s dig into that one.” Because maybe it’s great the way it is—but the pace of change is so amazing today that we cannot sit still on anything we do or how we do it.

## Two Areas of Focus

This year, I’ve tried to hone in on two major areas of focus for me that I want to take a leadership position on and move us forward.

### Licensing Model of the Future

NCARB has been exploring the edges of a discussion surrounding the licensing model of the future. I think it’s time that we get serious about that conversation and what it means to us.

We all start the licensure process from many different positions. Our journeys are all different. And then we get to the “knot” of the licensure requirements, especially the exam. The end result of the licensure process is competency, and a variety of ways that competency shows itself in our individual practices.

Is the licensure process of the future going to look like this? I think not. So what I'm proposing is that it's time for us to put our heads together and consider the licensing model of the future.

We are in a global world, a global practice. We regulate licensure a certain way in the United States and in each U.S. jurisdiction, but there are other licensure models around us that we need to understand.

The Analysis of Practice is going to gather information that plays a critical role in informing those conversations. And the “Beyond Boyer” report is going to explore the intersection of the academy and practice as well. How do we measure competency? What does that look like in the future? It's time to explore the next iteration of the licensure path.

Over the past several years, our Futures Collaborative has done amazing work in this area. I enjoy that group so much because they're the broad thinkers, and their efforts are going to be an important part of the conversation.

There are two other areas related to the licensure model of the future that we have to address:

- **Specialization:** We have talked about specialization for a number of years. We have to understand where NCARB and its members are in this conversation. What is our lane? What is appropriate for us as a regulatory organization?
- **Titling:** NCARB's members all come from individual jurisdictions where the law makes it clear that if you want to call yourself an architect, you have to earn a license. But things are changing. We have a broad community, full of different journeys. There are different licensing models out there, where different titles may apply at different career stages. It is time that we have an open and honest conversation about the issue of titling.

### *Diversity, Equity, and Inclusion (DEI)*

I propose that if we're able to do the work I mentioned above and tackle the issues facing our future licensure models, we will underpin the second important area I want to address: DEI.

Now is the time for research, exploration, and having brave conversations. This is merely the start of the process. This is something that we will continue to work on well past my year as president. We must continue to be forward-looking.

Five years ago, I ran in a contested election for the position of secretary on NCARB's Board of Directors. And at that time, I said, "If I am blessed and fortunate enough to be elected, and if I'm fortunate enough to continue the journey up the ladder, the most important thing that we as an organization have to focus on is equity, diversity, and inclusion." Who would have known in the five-year time span between then and now, the conversations that would be taking place today?

It is time to address DEI. NCARB has not stood still on this issue. I acknowledge that we have made progress. But there's so much work still to be done in this area, and we must all work together.

I am so honored and humbled to be the first Hispanic/Latino president in the 102 years of this organization. I do not take that lightly. But I look forward to the day where we no longer have to call out or celebrate the first, or the second, or the third. I look forward to the day that we celebrate our new presidents for their vision, leadership, dynamics, and forward-thinking attitude. Not whether they're the first, second, or third.

So DEI is a critical issue in my heart. It's in my DNA. I'm excited to have those brave conversations, but I need your help.

Here are the highlights of my plan regarding DEI and how we're going to launch into this area.

- **Consultants:** We are currently in the process of onboarding a new diversity consultant and a board governance consultant, two independent subject-matter experts in the area of diversity and nonprofit board governance. These are critically important to the conversations that we need to have regarding this organization and how we move it forward.
- **Listening Sessions:** Within the first 60 days of FY22, we will hold a series of listening sessions across the country. I invite each of our members to be a part of those listening sessions. They will be small groups to ensure that everyone has the opportunity to be heard. Our consultants will help guarantee that these are safe spaces as we ask ourselves, "What are the gaps? What are the opportunities?"
- **Training:** We're also going to work with our consultants to provide training for the Board of Directors. Our September Board meeting will start with diversity training and conversations around board governance. This is going to be an ongoing effort as we become more comfortable and more knowledgeable in these conversations.
- **Review the Strategic Plan:** My hope and goal is that we think big and set aspirational goals. We conducted a "north star" exercise to guide our committees and our Board. But one thing we identified is that the current Strategic Plan is silent in the area of DEI. While I don't think we need to recreate the Strategic Plan, I do think we have to revisit it and call out NCARB's role in that area.

I am looking forward to the year to come. NCARB is a forward-thinking organization, and we've evolved significantly. We are a totally different organization than what I first encountered 16 years ago. We are transparent, agile, and self-critical. We're willing to hold a mirror to ourselves. That is an amazing thing that we should not take for granted. It would be very easy to look the other way and ignore what the data is telling us.

FY22 will be a great year for opportunities, and to take on these challenges as we step into our second century of service. I'm so grateful to be a part of this forward-thinking organization, and I look forward to working with our entire architecture community.



## Second Vice President's Report

Bayliss Ward, NCARB, AIA  
2020-2021 NCARB Second Vice President

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

It was exciting to be exposed to several virtual meetings with collaterals and to be introduced to all that the first vice president will be responsible for completing!

### ***As Board liaison to the Member Board Executives Committee, what are your key takeaways from spending time with this community?***

Each year, the second vice president serves as the Board of Directors' liaison to the MBE Committee to make sure there is a direct line of communication between this essential group of volunteers and our Board. If you spend any amount of time with our Member Board Executives, this much will become clear—these are a dedicated group of people. The countless hours and meetings this committee works through to ensure that NCARB is helping licensing board staff accomplish their work to the best of our ability has inspired me and made me proud to partner with them.

### ***You're licensed in seven of the 55 U.S. jurisdictions. How has being NCARB certified helped you throughout your career, and why are national models for reciprocity important?***

The NCARB Certificate has allowed me the flexibility to practice everywhere from Minnesota to Montana, where I currently reside. This has been essential to my career development, because the Certificate shows I meet the core requirements for work as an architect throughout the 55 U.S. jurisdictions. By having national models for reciprocity, we help ensure that buildings and communities everywhere are safe and meet the same high standards—no matter where they are.

### ***You've been volunteering with NCARB since 2005. How has the organization evolved over the years?***

During my time with NCARB, I have seen this organization grow into a true leader. I have watched NCARB lead not just in the regulatory side of the profession, but also in addressing key initiatives that require advocacy—so that architects can continue to protect the public's health, safety, and welfare.

### **What initiatives will you focus on as NCARB's 2021-2022 first vice president?**

I'm very interested in how the Architect Registration Examination® (ARE®) will continue to evolve. I've already been speaking to NCARB's Examination team, and it's exciting to see how we are constantly testing new ways to improve the exam and the candidate experience. Additionally, I look forward to the organization gaining fresh insights from the [Analysis of Practice](#) that will inform changes we make to better measure candidates' competency to practice architecture.



I will also focus on bolstering NCARB's initiatives for greater equity, diversity, and inclusion in our profession. EDI cannot and should not be limited to just race, gender, and age. We need to continue to identify barriers, why they exist, and how we can change them so that our profession reflects the diversity found across the U.S. jurisdictions. I do not see this important initiative being a one-year effort—this work will continue for years to come for our organization.

Lastly, I'm excited to continue serving licensure candidates and students, as well as our incredible community of licensing advisors, who dedicate hours upon hours of time and effort to helping the next generation of architects throughout the licensure process. I want to ensure we are always getting our advisors the most up-to-date tools and support, so they are equipped to help candidates truly understand what the architecture profession entails. I look forward to deepening my relationships with members of that community and learning more about what resources they need to help them go even further for licensure candidates.



# Treasurer's Report

*Jon Alan Baker, FAIA, NCARB, LEED AP  
2020-2021 Treasurer*

*Note: This report is adapted from Treasurer Baker's  
2021 Annual Business Meeting speech.*

In June 2020, the Council did not know what to expect in Fiscal Year 2021 (FY21). The world was in the first few months of a pandemic and ensuing economic shutdown, the likes of which had never been seen before.

NCARB's leadership had many conversations about the possible long-term effects that the pandemic—especially test center closures—would have on licensure candidates, licensees, and NCARB as an organization.

However, the NCARB Boards of Directors had been proactively planning for events such as this for more than a decade. The shutdown of an exam vendor was a risk that was identified several years ago, and NCARB mitigated against it by shoring up our reserve funds. This ensured we could continue to support customers and Member Boards despite the disruption to our revenue.

Despite this preparation, the Board decided to take additional precautions and reduced the budget for FY21 by nearly 20 percent compared to pre-pandemic budget drafts.

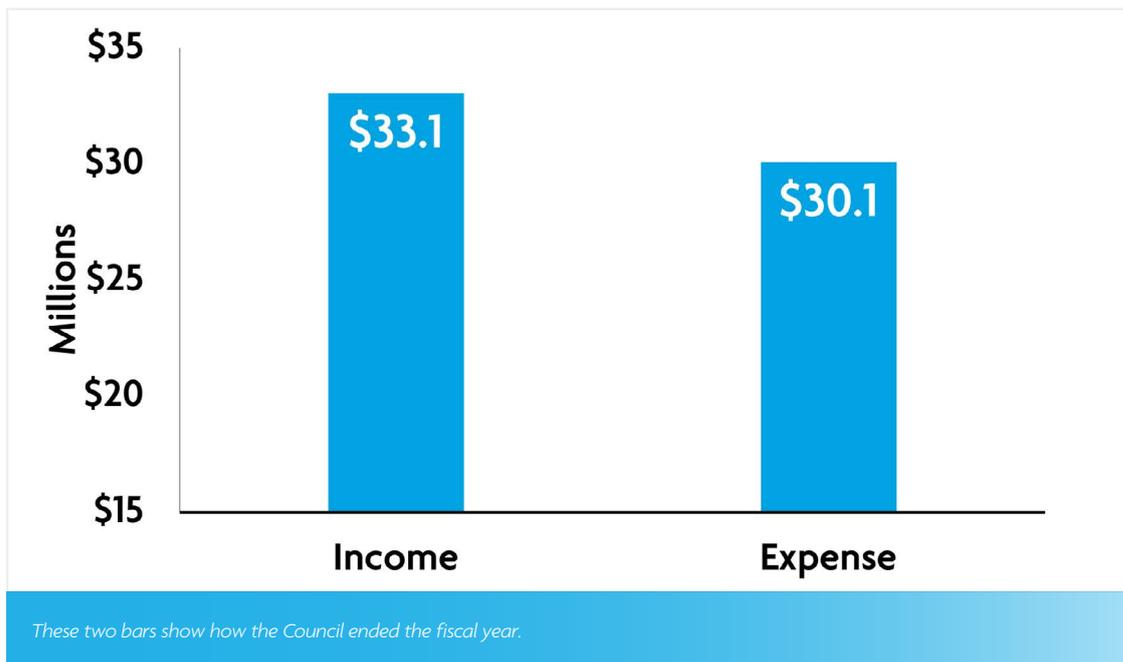
## **Year-End Results**

This chart shows how the Council ended the fiscal year.

NCARB's FY21 income was \$33.1 million, and our expenses were \$30.1 million, generating \$3 million in excess funds this year.

This level of income was at pre-pandemic or “normal” levels, due to several reasons:

- Once test centers reopened and online proctoring launched, exam activity returned to normal.
- Most licensure candidates kept their NCARB Records active.
- Certificate holders kept their Records active, and requests for transmittals in pursuit of reciprocal licensure were at a higher demand than normal.



Meanwhile, NCARB had fewer expenses than normal:

- Travel and related expenditures were put on hold.
- Hiring for staff vacancies and consultant use was also put on hold.
- Several other significant planned initiatives were delayed due to the necessary budget reductions.

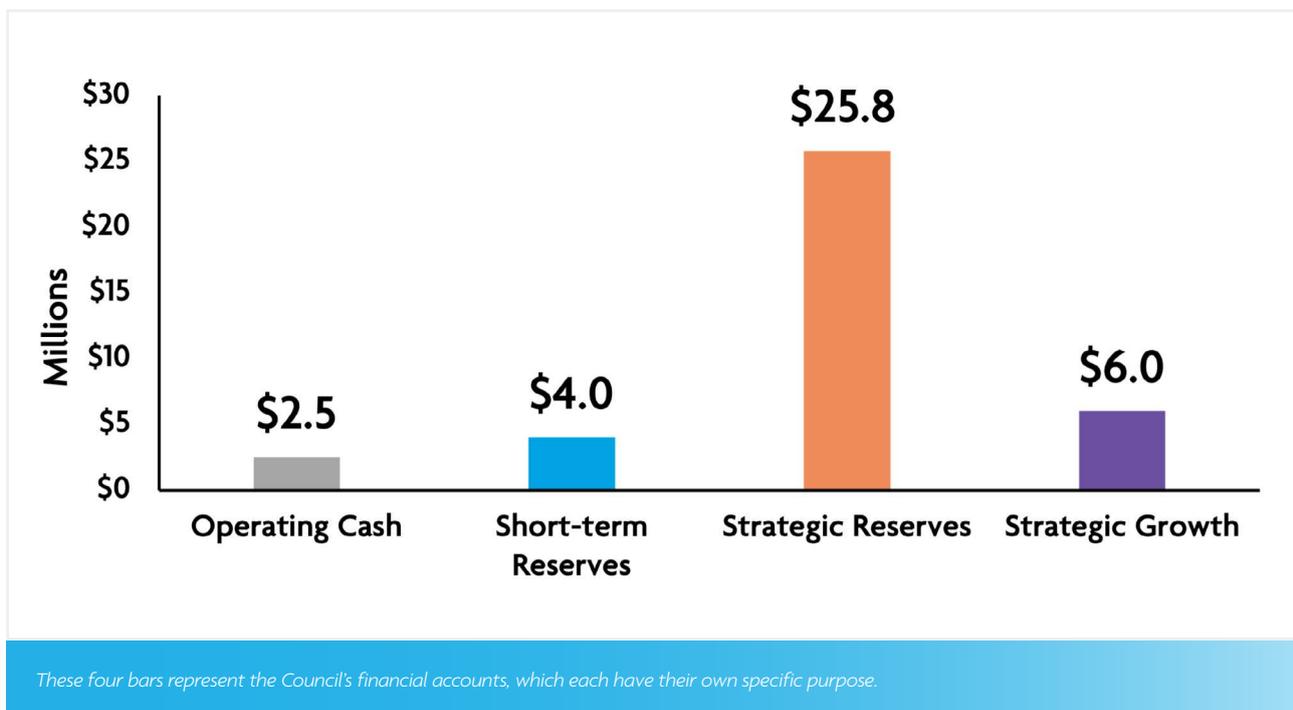
However, as the year progressed, the Board began adding back funding for some of these expenses that were put on hold.

### **FY21 Benefits to Licensure Candidates**

This year, NCARB invested \$1.6 million to directly benefit licensure candidates, including:

- **Covering the fee to reschedule exams: \$925,000**  
For four months, we absorbed 100 percent of the of exam vendor reschedule fees charged to our candidates. We also eliminated NCARB's portion of the reschedule fee entirely, permanently reducing the cost to reschedule an exam.
- **Developing an online-proctored exam: \$165,000**  
The online-proctored exam was fast tracked to allow candidates to take divisions of the ARE without having to be physically present in a test center.
- **Offering first online appointment rebate: \$285,000**  
NCARB offered a \$50 rebate to all candidates scheduling their first online-proctored appointment in order to offset the cost of the necessary equipment, such as an external webcam.
- **Providing a free test run: \$75,000**  
NCARB also absorbed the cost for candidates to pre-test their connection for online exams, providing them the time and opportunity to identify and resolve technical glitches before their testing appointment. They may repeat this pre-test as often as they like.

We will continue to provide funding for all of these initiatives in future years.



### Financial Accounts

The first two bars on the left—the operating and short-term savings accounts—could provide funding for up to two months of expenses if circumstances dictated.

The Council's investment portfolio has two parts:

- The Strategic Reserve Fund shown in the third bar.
- And the Strategic Growth fund shown in the fourth bar. This fund is new this year, geared to increase investment earnings that will fund strategic initiatives.

While we initially halted all strategic initiatives for FY21, we slowly started to reintroduce them throughout the year, using these funds to reignite several opportunities.

By January, the Board had authorized use of Strategic Reserves to:

- Relaunch the Analysis of Practice
- Partner with AIA and ACSA for a new “Beyond Boyer” study
- Partner with ACSA to create a digital curriculum for professional practice professors
- Begin a “Fairness in Licensure” study, exploring practices related to the AXP and ARE
- Increase legislative support for Member Boards
- Grow NCARB's data analytics capability to support even more data-driven analysis, expanding beyond *NCARB by the Numbers*
- Create a continuing education tracking/audit service for Member Boards

These initiatives used approximately \$625,000 of the Council's Strategic Reserves during FY21.

Going forward, the Board will continue to review the annual budget at each of its meetings and will make adjustments if appropriate.



# Secretary's Report

*Kenneth R. Van Tine, AIA, NCARB, LEED AP  
2020-2021 NCARB Secretary*

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

The profession of architecture has always held a special place in my heart, and I have enjoyed practicing architecture for the last 35 years. I enjoy working collaboratively with and enjoy mentoring the emerging professional. I have always felt that it was important to give back to a profession that has blessed me greatly. In order to impact and help move the profession forward, it's important to be an active participant.

***Before being elected secretary, you served as director of Region 4. How did your experience as a regional director prepare you for your role as secretary?***

My experience as Region 4 director definitely helped me to develop a deeper understanding of the various programs and work of the Council. It allowed me time to understand how similar, yet how differently each Member Board functions. It also allowed me to serve on various leadership committees and afforded me the ability to interact with members of others committees.

***You were the FY21 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 is charged with reviewing any potential resolutions that may be put forward to NCARB's membership and providing feedback to the Board of Directors. The committee takes a big-picture look at resolutions or policy adjustments, and evaluates how they align with NCARB's policies as a whole. The committee includes the chairs of all six NCARB regions, so together they are able to offer suggested revisions and feedback that's reflective of all NCARB's members, and the resolution can be updated as necessary before its 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 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 members voted on eight resolutions this year. Can you tell us a little about them?***

NCARB's members passed all of the resolutions that were put forward for a vote this year. The first resolution was voted on during a special meeting held prior to our Annual Business Meeting—which is when we typically vote—to allow our members to vote via a virtual platform. This enabled us to vote on the other resolutions during our hybrid Annual Business Meeting. Those resolutions included:

- **An overhaul and refresh of the *NCARB Model Law and Regulations***, which is a resource for licensing boards as they establish or update their rules and requirements for the regulation of architecture.
- **Clarifying updates to the *NCARB Certification Guidelines*** around the foreign architect and education alternative paths.
- **A new term limit for regional directors on the NCARB Board of Directors**, which we anticipate will help improve diversity at the national leadership level.
- **Sunset of several policy resolutions that are no longer relevant** based on updates to NCARB's programs, services, and operations.
- **Sunset of a resolution to oppose the licensure of interior designers**, allowing NCARB to take a neutral stance on this topic.
- **A reduction in Member Board dues** to align NCARB with the dues charged to licensing boards by other, similar organizations.

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

Members can stay up-to-date with Board activities by visiting the new 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 each meeting. The public can find the latest news on NCARB's programs on [ncarb.org](http://ncarb.org) and our social media channels.



## Past President's Report

*Terry L. Allers, FAIA, NCARB, Hon. FCARM  
2020-21 Past President*

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

When I joined the Iowa Architectural Examining Board, I heard from several current members of the board about the value in volunteering for committee work with NCARB. I volunteered and was selected for the Broadly Experienced Architects (BEA) committee. This committee was formed to provide an opportunity for those architects who did not have a five-year bachelor's or six-year master's degree in architecture from a NAAB-accredited program to apply for an NCARB Certificate.

The process included an independent review by each member of the committee of a portfolio prepared by the applicant to see how their work as an architect met the requirements of the *Education Standard* that they were deficient in. Then if the committee determined that their portfolio appeared to meet the requirements, an interview was conducted by three committee members with the applicant to verify that they were in fact the author of the work presented. If the interview confirmed this, the applicant was recommended by the committee to the NCARB Board of Directors for final consideration.

This committee was instrumental in providing me with a sound background of the work of NCARB and illustrated the importance of providing opportunities for experienced architects to be granted an NCARB Certificate for their work in protection of the public's health, safety, and welfare.

My parents taught me the importance of becoming involved in your community, and I have carried that philosophy further by my involvement in my profession. Voluntary service first on the Iowa Architectural Examining Board and then for NCARB gave me exposure to NCARB's programs, which impact so many facets of architectural practice. This involvement has been a real blessing that gave me the opportunity to contribute to many of these programs as a volunteer and to meet and work with so many other dedicated and talented volunteers and NCARB staff.



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

Serving as president gave me the opportunity to meet and work with so many dedicated volunteers and NCARB staff and blessed me with creating wonderful relationships. Working with a dedicated and talented Board of Directors who always considered the value of NCARB's mission was a fulfilling experience.

### ***How has NCARB evolved since you first volunteered?***

I have witnessed revolutionary changes in the way that this organization has responded to the needs of its Certificate holders, emerging professionals, Member Boards, and Member Board Members, as well as in the significant new programs and activities that have been initiated. This truly is not your parents' NCARB. Many thanks go to NCARB's forward-thinking CEO Michael Armstrong and the talented NCARB team, who work tirelessly to be sure that we are agile and on the cutting edge of our profession. Also, a big thank you to the Board of Directors, who focus on how they can implement NCARB's programs following the Strategic Plan. Finally, NCARB couldn't be where it is today without the hundreds of dedicated volunteers who populate NCARB's committees and task forces.



### ***What was your favorite committee to work on?***

I would have to say my first committee, the BEA Committee. For all the reasons that I mentioned before, and because I got to know many of NCARB's present and future volunteers, including one of my best friends, NCARB's current president, Alfred Vidaurri. He and I joined the committee at the same time and have enjoyed a wonderful friendship.

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

- Mentoring our emerging professionals has been a passion of mine, and I am so excited about the work that has been done with regard to training supervisors to help them in their role to encourage and support the emerging professionals entering the profession. During my presidency, NCARB developed on-site training for supervisors and was working on training through CE courses, which were able to launch this year. On the NCARB website there are tools and resources, including several videos that talk about the value of mentorship, working with your AXP supervisor, tips for AXP supervisors, and how to review an AXP Portfolio.
- We were able to develop remote proctoring of the ARE.
- We utilized each NCARB Board meeting to prepare for the first ever Accreditation Review Forum, hosted by the NAAB, where the Board was ready to offer NCARB's perspective on the important elements needed to educate future architects to protect the public's health, safety, and welfare.
- We increased our efforts with our 55 jurisdictions in regard to advocating for professional licensing of architects by working with local AIA chapters and state legislators, educating them on the importance of

professional licensure.

- We launched two new committees: the Policy Continuum Advisory Committee—composed of the chairs of the Examination, Experience, Education, and Policy Advisory committees—to explore common emerging issues; and the Licensure Advisory Forum to create a new engagement with key external organizations that assures awareness and creates a pipeline for constructive feedback.
- We converted the Interior Architecture Work Group into the Interiors Task Force and elevated the Diversity Collaborative to task force status.
- We met the challenges presented by the recent pandemic, keeping our programs moving forward and our finances sound. We researched ways to hold successful virtual meetings including our Annual Business Meeting.

### ***You chaired the Licensure Advisory Forum during 2020-21—what was that experience like?***

I was especially pleased to chair this exceptional committee one year after I established it. The Licensure Advisory Forum took the place of the Council's previous Experience Advisory Committee, which provided a way for our external partners to share insights into our experience program. Because the forum's membership is composed of representatives from ancillary architecture and architecture-related organizations with a vested interest in licensure, we envisioned the broad membership to examine the path to licensure from each of their perspectives. We hoped that the collaboration would help in addressing any barriers to the licensure path. We also used the forum to provide the other forum members with information about NCARB's programs and what we were working on regarding the path to licensure. We then were able to obtain valuable feedback.

The year was filled with numerous opportunities to accomplish many of these objectives, and I was excited to witness the multiple times when the members of the committee offered their perspectives on those objectives.

### ***What are your expectations for the organization in the future?***

I would expect that NCARB will continue to keep its role by providing the programs and services necessary to make sure that architects are given those opportunities needed to maintain the health, safety, and welfare of the public, and to support our Member Boards during these challenging times when the need for professional licensing is being questioned in many jurisdictions. During my time on the Board and in committee work, I have witnessed the dedication and commitment of the hundreds of volunteers, the NCARB leadership team, and staff and am confident that even with new challenges and opportunities in the future, this organization will continue to be the leader of the profession.

### ***How do you plan on staying involved with NCARB?***

I hope to continue to offer my time and experience as a volunteer by continuing to be engaged in committee work and plan to attend as many Annual Business Meetings as possible. NCARB has proven to be an organization of value and worth, and I have been blessed by the time that I have invested in this great organization.



# COMMITTEE REPORTS

NCARB has more than a dozen standing committees, subcommittees, and task forces that meet throughout the year to review topics including education, the AXP, the ARE, certification, and more. Made up of volunteers from across the profession—including members of state licensing boards, practicing architects, licensure candidates, and collateral representatives—these groups help steer the organization by reflecting on our programs and policies and making recommendations for improvement.

In FY21, NCARB had over 380 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: Tara Rothwell**

AIA, NCARB, LEED AP  
New Mexico Member Board Member

**Kate R. Nosbisch**

Hon. AIA  
Virginia Member Board Executive

**Kevin Sneed**

FAIA, NCARB, LEED AP BD+C  
Maryland Member Board Executive

**Nathaniel Waugh**

Nevada Member Board Member

**Caitlin Stromberg**

Staff Liaison

## **Committee Purpose**

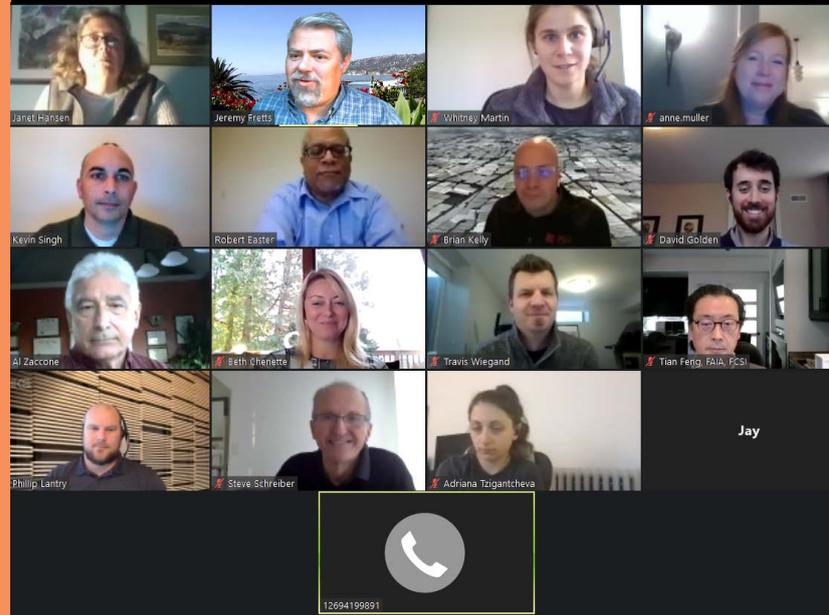
Members of the Credentials Committee oversee the nomination and election process for positions on the Board of Directors, verify candidate qualifications for office, examine and verify voting delegate credentials, report to the membership regarding quorum at the Annual Business Meeting, and tabulate and report election results to the president/chair of the Board. The Credentials Committee contributes to the evolution and improvement of the nomination and elections process, provides feedback on existing procedures, and offers advice to the Board of Directors.

## **Report**

### *Highlights/Year-End Summary*

- Confirmed and verified Board of Director candidate qualifications.
- Oversaw election procedures during 2021 Annual Business Meeting.

# EDUCATION COMMITTEE



## COMMITTEE MEMBERS

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

**Linda Alfson Schemmel**  
AIA, NCARB  
Iowa Member Board Member

**Gabriela Baierle**  
AIA, NOMA, LEED AP BD+C

**Carly De La Hoz**  
RA, AIA

**Robert L. Easter**  
FAIA, NOMAC

**Tian Feng**  
FAIA, FCSI  
California Member Board Member

**David Golden**  
Assoc. AIA, NAAB Liaison

**Janet L. Hansen**  
AIA, NCARB, LEED AP, BOD Liaison

**Brian M. Kelly**  
AIA, NCARB  
Nebraska Member Board Member

**Mike Kolejka**  
AIA, NCARB, LEED AP

**Phillip Lantry**  
AIA, NCARB

**Jay M. Larson**  
Michigan Member Board Member

**Whitney Martin**  
AIA, NCARB

**Anne Muller**  
Kentucky Member Board Member

**Stephen D. Schreiber**  
FAIA, NCARB  
Region 1 Director

**Adriana Tzigantcheva**  
RA, NCARB

**Travis Wiegand**  
NCARB, RA, CID

**Albert F. Zaccone**  
AIA, PP, CID  
New Jersey Member Board Member

**June Williamson**  
ACSA Liaison

**Jeremy Fretts**  
AIA, NCARB  
Staff Liaison

## Committee Purpose

Members of the Education Committee contribute to the development of programs and initiatives impacting architecture education. Examples of initiatives include oversight of the *NCARB Education Standard*, education alternatives for NCARB certification, Integrated Path to Architectural Licensure (IPAL), and lifelong learning opportunities.

## Report

### *Highlights/Year-End Summary*

- With debates in the architectural press about degree and licensure timeframes, nationwide discussion of racial inequities in every facet of American life, and a global pandemic radically reshaping work and education in real-time, the FY21 Education Committee engaged in robust investigation and discussion of these issues.
- The committee developed resources for future use including a comparison of licensure paths across several professions, suggestions for how NCARB can influence architectural education beyond the NAAB process, and an analysis of HSW content within education, including how and when it could be acquired.
- In conducting a strength, weakness, opportunity, and threat (SWOT) analysis of a theoretical four-year degree, a subgroup of the committee found no empirical evidence for or against a four-year degree path. However, such a change “could lead to innovation, particularly as competency-based education and lifelong learning become more mainstream.”
- Further, they noted that “structure, organization, and degree paths in higher education are being broadly questioned. Now is a good time to take a proactive position, rather than a defensive position later.” They suggested further research by NCARB and the collateral organizations.
- Committee members also provided critical review of two proposed IPAL programs at Ball State University and Dunwoody College of Technology.

### *Summary of Charges*

- Continuing the work of the FY20 committee, this committee continued its support for Resolution 2021-02: *NCARB Certification Guidelines Amendment – Qualifications for Education Alternative*, which was approved by membership at the FY21 Annual Business Meeting.
- The discussions and discoveries of this committee particularly inspired the FY22 charge to “define a baseline recommended level of pre-collegiate educational preparedness prior to acceptance to B.Arch. programs.” This arose from the realization that inequities in preparation for college and wide variances in architecture program acceptance criteria can be a pre-career impediment to underrepresented groups.

# CONTINUING EDUCATION SUBCOMMITTEE



## **SUBCOMMITTEE MEMBERS**

**Chair: Linda Alfson Schemmel**  
AIA, NCARB  
Iowa Member Board Member

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

**Kerry Bartini**  
AIA, NCARB

**J. David Brinson**  
AIA, NCARB  
Louisiana Member Board Member

**T. Rexford Cecil**  
NCARB, AIA Member Emeritus

**Joseph Cullingford**  
Maryland Member Board Executive

**Holly Dennis**  
NCIDQ, ASID  
Florida Member Board Member

**Denise Delano Forbes**

**Doug Hurley**  
AIA, NCARB, LEED AP BD+C

**Caleb Marquard**  
AIA, NCARB

**Kevin Minster**  
AIA, LEED AP BD+C

**Nathaniel St Jean**  
AIA, NCARB

**Michael Sutton**  
AIA, LEED AP BD+C

**Marcus R. Thomas**  
AIA, NOMA, NCARB

**James A. Wesala**  
AIA, NCARB

**Courtney Zunis**

**Jeremy Fretts**  
AIA, NCARB  
Staff Liaison

**Stephen Martin**  
AIA Liaison

## **Subcommittee Purpose**

Members of the Continuing Education Subcommittee contribute to the development and/or evaluation of continuing education related initiatives. Examples include NCARB's continuing education programs and collaboration with the AIA to evaluate the HSW content of proposed seminars and tours for their national convention.

## Report

### *Highlights/Year-End Summary*

- Committee members reviewed over 32 existing NCARB Continuum Education courses, providing feedback used to improve the courses prior to renewal. They also reviewed author proposals for four new courses, providing feedback to improve the learning objectives and content.
- Committee members also provided feedback on some general discussion topics related to NCARB's role in advancing professional ethics, and particularly as a domain of "continuing competency."
- The committee was strongly opposed to continuing examination or recertification exams. Opinions were more favorable toward completing certain required CE topics within a period (i.e., a five-year period). The committee was not supportive of periodic retaking of the same CE content. The committee was somewhat supportive of voluntary competency measurement as an "extra," similar to a LEED credential.

# 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

**Daniel D. Bennett**  
FAIA, NCARB  
Alabama Member Board Member

**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 J. Dockery**  
FAIA, NCARB  
Texas Member Board Member

**Tian Feng**  
FAIA, FCSI  
California Member Board Member

**Pasqual V. Gutierrez**  
AIA  
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

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

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

**Stedmann B. McCollough**  
Alabama Member Board Member

**Mark R. McKechnie**  
AIA, NCARB

**John F. Miller**  
FAIA, NCARB

**Jonathan Moore**  
AIA, LEED AP BD+C, NCARB

**Carole Pacheco**  
AIA, NCARB  
Georgia Member Board Member

**Roark R. Redwood**  
AIA, NCARB, PMP

**Raul Rivera-Ortiz**  
AIA, NCARB

**Cheryl C. Walker**  
FAIA, NCARB

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

**Brittany Cosby**  
Staff Liaison

## Team Purpose

Members of the Certification Alternatives Review Team are responsible for evaluating NCARB Certificate Portfolios submitted in support of obtaining NCARB certification through the Education Alternative. This team is also responsible for reviewing dossiers and conducting interviews in support of an application for certification through the Tri-National Mutual Recognition Agreement. The review of all portfolios is performed virtually and independently through a work-flow process.

## Report

### *Highlights/Year-End Summary*

- During FY21, NCARB announced a new version of its *Education Standard*, which had a direct impact on the CART and the NCARB Certificate Portfolio process. NCARB Certificate Portfolio applicants were given a deadline to complete their portfolio process before the transition from the 2016 *NCARB Education Standard* to the 2020 *Standard*. The CART saw a significant increase in portfolio submissions prior to the transition and ultimately reviewed and approved three times the average amount of portfolios for NCARB certification through the NCARB Certificate Portfolio path.

### *Summary of Charges*

- During FY21, the CART was charged with making recommendations and modifications to suggested Certificate Portfolio documents and exhibits to align with NCARB's education criteria. The CART had great success in not only updating the list of suggested documentations, but also adding additional language in the "NCARB Certificate Portfolio Applicant Guide" to clarify exhibit expectations for each subject area category in the Certificate Portfolio.

# EXAMINATION COMMITTEE



## **COMMITTEE MEMBERS**

**Chair: Neitha Wilkey**

RA  
Washington Member Board Member

**Daryl Bray**

AIA, NCARB, LEED AP, CPSM

**James Devine**

NCARB, AIA, LEED AP  
North Dakota Member Board Member

**Catherine M. Fritz**

AIA  
Alaska Member Board Member

**Elizabeth Glasgow**

AIA, NCARB  
Oklahoma Member Board Member

**Wayne G. Hilbert**

AIA, NCARB, CSI, CCS, LEED AP  
Minnesota Member Board Member

**Deborah Suzan Huff**

AIA, NCARB, LEED AP BD+C

**Miguel A. Rodriguez**

FAIA, NCARB  
Florida Member Board Member

**Cynthia Shonaiya**

AIA, NCARB, LEED AP  
Maryland Member Board Member

**Corey Solum**

AIA, NCARB  
Utah Member Board Member

**John Patrick Rademacher**

AIA, NCARB  
BOD Liaison

**Brett P. Foley**

Ph.D., Consultant  
Nebraska Member Board Member

**Amanda Wolkowitz**

Ph.D., Consultant

**Joan Paros**

MBA, Staff Liaison

## **Committee Purpose**

The Examination Committee oversees research initiatives related to the development, delivery, and assessment of the ARE for use by all 55 licensing boards. This committee is composed of the chairs of the ARE subcommittees and task forces, as well as a limited number of at-large appointees necessary to provide insight from the perspectives of educators, recently licensed architects, and the public.

## Report

### *Summary of Charges*

- The Examination Committee focused primarily on adapting ARE policies and procedures to provide licensure candidates the option to test remotely, as well as in Prometric test centers.
- The committee also monitored the transition from four-option to three-option multiple choice items and a reduction in the number of calculation items on the exam.
- The Business Continuity Exam (BCE) was developed in conjunction with continued writing of items for operational delivery, so all six divisions of the ARE would be available in the event of a security breach of operational content. The Examination Committee monitored development of the BCE through regular reports from the Item Development Subcommittee.

# ARE 5.0 CASE STUDY SUBCOMMITTEE



## **SUBCOMMITTEE MEMBERS**

**Chair: Elizabeth Glasgow** William Johnson  
AIA, NCARB Staff Liaison  
Oklahoma Member  
Board Member

### **Construction & Evaluation Group**

**Coordinator:** Michael J. Bonick RA  
Katie Lynn AIA, NCARB  
**Mark Sangin** CDT, NCARB  
**Stephanie Clarkson** NCARB  
**Christopher Gerrity** AIA, LEED AP

### **Practice Management Group**

**Coordinator:** Jose A. Moreno Rivera NCARB, AIA, CSI, CDT  
Samuel Mathau AIA, APA  
**Brian Fujiwara** AIA Hawaii Member Board Member  
Carole Pacheco AIA, NCARB Georgia Member Board Member  
Kristine Wentworth

### **Programming & Analysis Group**

**Coordinator:** Erin Fox NCARB, LEED AP BD+C, CDT  
Katelyn Nunn RA  
**Eric Anderson** Daniel Topping AIA, NCARB, LEED AP BD+C  
**Kerry Anderson** AIA, NCARB

### **Project Development & Documentation Group**

**Coordinator:** J. Brent Lance AIA, NCARB, LEED AP  
Scott Oglesby AIA, NCARB, LEED AP  
**Thomas Cook** NCARB  
Jaelyn Shor NCARB  
**Thomas Krejci** AIA, NCARB, LEED AP BD+C

### **Project Management Group**

**Coordinator:** Rachel Harman AIA, NCARB, LEED AP BD+C  
Thomas Otteson AIA  
**Clarence D. Olsen** AIA, NCARB  
Christine Smith AIA, NCARB, LEED AP BD+C  
**Jim Oschwald** NCARB, AIA, LEED AP BD+C New Mexico Member Board Member

### **Project Planning & Design Group**

**Coordinator:** Jessica O'Donnell AIA, NCARB  
Andrew Shelby AIA, NCARB  
**R. Matthew Conard** AIA, EDAC  
Gedeon L. Trias AIA, NCARB  
**Taryn Petrela** RA, NCARB, CFM

## Subcommittee Purpose

The ARE 5.0 Case Study Subcommittee creates, reviews, and edits the case study scenarios and resource documents used in each division of ARE 5.0. Appointees are assigned to one divisional working group focusing on a division of the exam.

## Report

### *Highlights/Year-End Summary*

- Moved the Business Continuity Exam closer to reality by developing 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.
- Maximized the opportunity for future item development on the Business Continuity Exam through this effort and by 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.

Identified the test specification objectives each case study scenario is expected to support.

# ARE 5.0 FORMS ASSEMBLY SUBCOMMITTEE



## **SUBCOMMITTEE MEMBERS**

Chair: Wayne G. Hilbert  
AIA, NCARB, LEED AP

William Johnson  
Staff Liaison

### ***Construction & Evaluation Group***

Coordinator:  
Christine Snetter-Dick  
AIA  
Virginia Member Board Member

Michael Chapman  
AIA, LEED AP  
Alabama Member Board Member

Alberto Lopez

Peter Koehler

Dieter A. Borrell  
NCARB

Ashley Peed  
Consultant

### ***Practice Management Group***

Coordinator:  
Hans Hoffman  
NCARB, AIA, LEED AP

Joseph Beer

Candace Wong

Ralph E. Raymond  
AIA, NCARB, NOMA

Courtney Brand

Brent Reif  
Consultant

### ***Programming & Analysis Group***

Coordinator:  
Tara Rothwell  
AIA, NCARB, LEED AP  
New Mexico Member  
Board Member

Emily Adams

Carlos Augusto Garcia

Gregory Overkamp  
NCARB, AIA, LEED AP, WELL AP

Ashley Villoria

Julie Torres  
Consultant

### ***Project Development & Documentation Group***

Coordinator:  
Jeffery Skapin

Caroline Buckner

Kermit D. Thompson  
FAIA, AICP

Roark Redwood

Mario Walker

Kristina Hollowell  
Consultant

### ***Project Management Group***

Coordinator:  
Jorge Calderón-López  
Puerto Rico Member  
Board Member

Adrienne Steichen

Matthew Peddie

Abdulrazaq Ogun  
AIA, LEED Green Assoc.

Joseph Cruz

Sarah Hughes  
Consultant

### ***Project Planning & Design Group***

Coordinator:  
Martina Bello

Roan Isaku  
AIA, NCARB

Justin Langenfeld  
AIA

Kelsey Richey

Eric Street

Casey Johnson  
Consultant

## Subcommittee Purpose

The ARE 5.0 Forms Assembly Subcommittee is responsible for quality control of the forms assembled to be delivered to ARE 5.0 candidates, which may include review of newly authored items. Appointees are assigned to one working group focusing on a division of the exam.

## Report

### *Summary of Charges*

- Developed a minimum of two case study scenarios with coordinated resource documents for each division of ARE 5.0.
- Identified the test specification objectives each case study scenario is expected to support.

# ARE 5.0 ITEM DEVELOPMENT SUBCOMMITTEE



## **SUBCOMMITTEE MEMBERS**

**Chair: Deborah Suzan Huff**  
AIA, NCARB, LEED AP BD+C

**Sheronne Wilson**  
Staff Liaison

### **Construction & Evaluation Group**

**Coordinator:  
Edward W. Tucker**  
FAIA, NCARB  
West Virginia Member  
Board Member

**Gary Hale**  
AIA, NCARB

**Eman Siddiqui**

**Tyler Cini**  
AIA, NCARB

**Todd D. Stevens**  
AIA, NCARB, LEED AP BD+C, CDT

**Ashley Peed**  
Consultant

**Anthony Cosentino**  
AIA, NCARB, LEED AP BD+C

### **Practice Management Group**

**Coordinator:  
John Beystehner**  
AIA, LEED AP, NCARB

**Emily Schickner**  
AIA, NCARB

**Ryan Kronbetter**  
AIA, NCARB

**Brent Reif**  
Consultant

**Jerry Roller**  
AIA, LEED AP, NCARB  
Pennsylvania Member  
Board Member

### **Programming & Analysis Group**

**Coordinator:  
Andrew T. Malanowski**  
AIA, CDT, NCARB, LEED AP BD+C

**Li Ren**  
AIA, NCARB, NOMA, LEED AP  
BD+C

**Jordan Fitch**  
RA, NCARB, LEED Green Assoc.

**Martin D. Sams**  
AIA, NCARB

**Faisal Mohsin**  
NCARB, AIA, ARB, RIBA

**Dagmara M. Ziolkowska**  
RA, LEED Green Assoc.

**Catherine C. Polk**  
AIA, NCARB, LEED AP

**Julie Torres**  
Consultant

### **Project Development & Documentation Group**

**Coordinator:  
Steven Jones**  
AIA, LEED AP BD+C, NCARB

**So Young Lee**  
AIA, CDT, NCARB, LEED AP BD+C

**Christopher Biggers**  
NCARB

**Rebecca M. Schwartz**  
AIA, LEED AP BD+C

**Edward Richardson Bryan**  
AIA, NCARB

**Kristina Hollowell**  
Consultant

**Project Management Group**

Coordinator:

**Alex Booth**  
AIA, NCARB, LEED AP BD+C**Joshua Mollenkamp****Maggie Ciaccio**  
AIA, LEED Green Assoc.**Kendrick Richardson****Ritinha A. Fernandes****Kyonta Smith**  
AIA, NCARB**Tyler Mason****Sarah Hughes**  
Consultant**Project Planning & Design Group**

Coordinator:

**Faye Alice Rogers**  
AIA, LEED AP BD+C**Andrew Mailloux**  
RA**Ahmed A. Emara**  
AIA, NCARB, LEED GA**Joseph Miller**  
AIA, NCARB, LEED AP BD+C**Jarret Charles Hudson**  
AIA, NCARB**Sarah Woynicz-Sianozecki**  
AIA**Tuo Ji**  
AIA, NCARB, LEED AP**Casey Johnson**  
Ph.D., Consultant**Brady Laurin**  
AIA, NCARB, LEED GA**Subcommittee Purpose**

The ARE 5.0 Item Development Subcommittee develops content and reviews operational items for the ongoing delivery of ARE 5.0. Appointees are assigned to one divisional working group focusing on writing, reviewing, and editing items to be used in that division of the exam.

**Report***Highlights/Year-End Summary*

- The ARE 5.0 Item Development Subcommittee's review of completed case study scenarios and development of items specific to each case enhanced the value of the ARE with higher cognitive complexity items based on real-world scenarios.
- Continued development of new items so that a continual inflow of new items replace existing items that have reached the end of their useful life.
- Ensured previously tested items meet minimum performance standards prior to becoming scored items.

*Summary of Charges*

- Reviewed completed case study scenarios and develop items specific to each case.
- Developed individual items based on test consultant and staff analysis of the item pool.
- Reviewed previously pretested items and determine future status of each item.
- Reviewed operational items flagged based on statistical performance and determine future status of each item.

# BUSINESS CONTINUITY EXAMINATION WORK GROUPS



## WORK GROUP MEMBERS

### Construction & Evaluation Group

Coordinator: <b>Pearl McLin</b> AIA, LEED AP BD+C, NCARB	<b>Maxim D. Nasab</b> AIA, NCARB
<b>Constance Lai</b> FAIA, NCARB, LEED AP BD+C	<b>Thomas Trautman</b> Consultant
	<b>Sheronne Wilson</b> Staff Liaison

### Practice Management Group

Coordinator: <b>Brent Frick</b> NCARB, CSI	<b>Samantha Surath</b> AIA, Assoc., DBIA, LEED AP BD+C
<b>Ryan Ford</b> AIA, NCARB	<b>Edward Wolfstein</b> AIA, NCARB, CSI, MRAIC
<b>Katherine Keller-Kratzer</b> RA, NCARB	<b>Thomas Trautman</b> Consultant
<b>Kendra E. Logan</b> AIA	<b>Michael Yates</b> Staff Liaison

### Programming & Analysis Group

Coordinator: <b>Paul May</b> AIA, LEED AP	<b>Brian Tibbs</b> RA, AIA, NOMA, NCARB Tennessee Member Board Member
<b>Miranda Beystehner</b> AIA, NCARB, LEED AP	<b>Bryan Turner</b> FAIA
<b>Lori Wood Lessem</b> AIA, LEED AP, NCIDQ, NCARB	<b>Terrance Gutberlet</b> Consultant
<b>Juan Riestra</b> AIA, NCARB, CDT, LEED AP BD+C	<b>Sheronne Wilson</b> Staff Liaison

### Project Development & Documentation Group

Coordinator: <b>Vivian Workman</b> AIA, NCARB	<b>Kimberly Navarro</b> AIA
<b>Emily Anna Hagen</b> AIA, LEED Green Assoc.	<b>Robert Santaniello</b> AIA, NCARB, LEED AP
<b>Brandon Hepburn</b> AIA, LEED AP BD+C	<b>David Stafford</b> AIA
<b>Colin Randall Jones</b> AIA, NCARB, LEED AP, Washington Member Board Member	<b>Terrance Gutberlet</b> Consultant
<b>Matthew Kuhn</b> AIA, NCARB, LEED AP BD+C	<b>Nicholas Respecki</b> AIA, NCARB Staff Liaison

### Project Management Group

Coordinator: <b>Jennifer Myers</b> AIA, NCARB, LEED AP Michigan Member Board Member	<b>Timothy Lavelle</b> AIA, NCARB, LEED AP, CDT
<b>Michael Archer</b> AIA, NCARB	<b>Alison Pavilonis</b> AIA
<b>Tyler Curl</b> AIA, NCARB, LEED AP BD+C	<b>Craig Shannon</b> AIA, NCARB, LEED AP BD+C
<b>Hal E. Kovert</b> AIA, NCARB Indiana Member Board Member	<b>Terrance Gutberlet</b> Consultant
	<b>Michael Yates</b> Staff Liaison

### **Project Planning & Design Group**

Coordinator:

**Scott Heywood**  
AIA, LEED AP

**Randall Holl**

AIA, NCARB, LEED AP

**Leon Holloway**

NCARB, LEED AP BD+C

**Cynthia Mueller**

AIA, LEED AP BD+C, NCARB

**Laura Riegler**

AIA, LEED AP, NCARB

**Joshua Rubbelke**

AIA, NCARB, LEED AP BD+C,  
WELL AP

**Raymond Vigil**

AIA, CSI, LEED AP  
New Mexico Member  
Board Member

**Frank Wagster**

AIA, NCARB, LEED AP BD+C  
Tennessee Member  
Board Member

**Terrance Gutberlet**

Consultant

**Thomas Trautman**

Consultant

**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 enhanced the value of the Business Continuity Exam with higher cognitive complexity items based on real world scenarios.
- Further, development of individual items based on the ARE 5.0 Test Specification and form assembly rules provided 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: Leah Alissa Bayer**  
AIA, NCARB, LEED Green Assoc.

**Stephanie Bedinghaus**  
AIA, NCARB

**Wyly Brown**  
AIA, NCARB

**Shannon French**  
AIA, NCARB, LEED Green Assoc.

**Monica Harrison**  
Nevada Member Board Executive

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

**Allison McClintick**  
Idaho Member Board Member

**Catherine C. Morrison**  
AIA, NCARB, LEED AP BD+C  
North Carolina Member Board Member

**Sheldon Pennoyer**  
AIA, LEED AP, NCARB  
New Hampshire Member Board Member

**Amy Perenchio**  
AIA, LEED AP

**Jakiel Sanders**  
AIA, NOMA, NCARB

**Elizabeth Seidel**  
AIAS, Assoc. AIA

**Nichole Wayman**

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

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

## **Committee Purpose**

Members of the Experience Committee contribute to the development of programs and initiatives impacting the architecture experience requirement. Examples of initiatives include the development of the AXP.

## Report

### *Highlights/Year-End Summary*

- After several months of the profession adapting to work in a pandemic era, the Experience Committee had many discussions on COVID-19's impact in the short-term on candidates' ability to develop and demonstrate competency to practice architecture. Not knowing the long-term impact, they provided the potential future of practice. The committee concluded that there are no updates needed for AXP due to the pandemic. However, there are some concerns around the organic nature of offices, as architects have always worked to shift to more intentional training and knowledge sharing methods.
- The committee reviewed each existing experience opportunity and discussed the level of gained competency possible, the potential for diversified experience, and overall value to candidates for each option. All current opportunities still have validity to developing competency in the tasks identified in AXP.
- The committee reviewed the new supervisor training courses provided through NCARB Continuum Education program and provided feedback.

# 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

**Robert Lopez**  
RA, NCARB  
New York Member Board Executive

**Lori Schrader Bachar**  
Iowa Member Board Executive

**Laura Zuniga**  
California Member Board Executive

**Bayliss Ward**  
NCARB, AIA, BOD Liaison  
Montana Member Board Member

**Joshua Batkin**  
Staff Liaison

## Committee Purpose

Members of the Member Board Executives Committee consider issues of concern to the licensing boards and Member Board Executives, develop the agenda for the Spring MBE Workshop, and serve as a focus group for the Board of Directors and Council staff.

## Report

### Highlights/Year-End Summary

- Provided a thoughtful and productive forum for board executives to share best practices and engage in dialogue with colleagues from across the country through the successful execution of the virtual Member Board Executives Workshop.
- Working with the Professional Conduct Committee, members helped identify ways in which NCARB can better define language in the Professional Conduct Committee's *Rules of Procedure*.
- Contributed to the development of an MBE mentor program, connecting new MBEs to mentors within the NCARB MBE community.

# POLICY ADVISORY COMMITTEE



## **COMMITTEE MEMBERS**

**Chair: Richard H. McNeel**  
AIA, NCARB, IIDA, LEED AP  
Mississippi Member Board Member

**Jennifer R. Arbuckle**  
NCARB, AIA, LEED AP

**Melarie Gonzales**  
New Mexico Member Board Executive

**Lenora A. Isom**  
NCARB  
Nebraska Member Board Member

**Sylvia Kwan**  
FAIA, LEED AP  
California Member Board Member

**George H. Miller**  
FAIA, NCARB  
New York Member Board Member

**Margaret (Meg) Parsons**  
AIA, NCARB, ALEP, LEED AP BD+C  
Minnesota Member Board Member

**Kenneth (Ken) R. Van Tine**  
AIA, NCARB, LEED AP  
BOD Liaison

**Vanessa Williamson**  
CAE  
Staff Liaison

## **Committee Purpose**

The Policy Advisory Committee (PAC) reviews proposed resolutions, procedures, and documents for their impact on and consistency with Council policies and programs and make recommendations on such matters to the Board of Directors. The committee also assesses the usefulness of special Council publications and modifies them as appropriate.

## **Report**

### *Highlights/Year-End Summary*

- The PAC conducted reviews and provided feedback on all FY21 resolutions.
- The PAC completed a comprehensive review of proposed updates to NCARB's *Certification Guidelines*.
- The PAC completed the first year of a multi-year project examining policy resolutions to determine any recommendation for updating or sunseting resolutions.

# PROFESSIONAL CONDUCT COMMITTEE



## **COMMITTEE MEMBERS**

**Chair: Nathan Baker**

AIA, NCARB  
Oklahoma Member Board Member

**Sherry L. Cooper**

Missouri Member Board Member

**John A. Cothron**

Mississippi Member Board Executive

**Tyson Ducote**

Louisiana Member Board Executive

**Mark A. Glenn**

New Mexico Member Board Member

**Tari Rayala**

AIA  
Minnesota Member Board Member

**Douglas L. Steidl**

FAIA  
Ohio Member Board Member

**Edward T. Marley**

NCARB, AIA, LEED AP  
BOD Liaison

**Vanessa Williamson**

CAE  
Staff Liaison

## **Committee Purpose**

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

## Report

### *Highlights/Year-End Summary*

- The PCC undertook a comprehensive review of its *Rules of Procedure* to provide recommendations for updates to the *Rules of Procedure* consistent with NCARB's current *Bylaws* and programs. The NCARB Board of Directors approved updates to the *Rules of Procedure* incorporating all the PCC's recommendations.
- The PCC worked with the Member Board Executives Committee (MBEC) to determine a unified NCARB definition for "discipline." The agreed upon definition was incorporated into the Professional Conduct Committee's *Rules of Procedure* and accepted by the NCARB Board of Directors. The PCC also worked with the MBEC to consider what actions might qualify as an administrative violation or infraction. These in-depth joint charge deliberations contributed to the manner in which administrative violations are addressed in the updated *Rules of Procedure*.
- The PCC reviewed reported sanctions of NCARB Record holders in accordance with the *Rules of Procedure*.

# REGIONAL LEADERSHIP COMMITTEE



## COMMITTEE MEMBERS

**Chair: Alfred Vidaurri Jr.**  
FAIA, NCARB, AICP

**Jennifer R. Arbuckle**  
NCARB, AIA, LEED AP

**Judy Belcher**  
Region 2 Executive

**Dawne Broadfield**  
Region 1 Executive  
Rhode Island Member Board Executive

**Lenora A. Isom**  
NCARB  
Nebraska Member Board Member

**Stacy Krumwiede**  
Region 5 Executive  
North Dakota Member Board Member

**Glenda Loving**  
Region 4 Executive

**Richard H. McNeel**  
AIA, NCARB, IIDA, LEED AP  
Region 3 Chair  
Mississippi Member Board Member

**George H. Miller**  
FAIA, NCARB  
Region 2 Chair  
New York Member Board Member

**Jenny S. Owen**  
Region 3 Executive

**Margaret S. Parsons**  
AIA, NCARB, ALEP, LEED AP BD+C  
Region 4 Chair  
Minnesota Member Board Member

**Gina Spaulding**  
Region 6 Executive

**Sylvia Kwan**  
FAIA, LEED AP  
Region 6 Chair  
California Member Board Member

**Joshua Batkin**  
Staff Liaison

**Caitlin Stromberg**  
Staff Liaison

## Committee Purpose

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

This committee also reviews 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.

## Report

### *Highlights/Year-End Summary*

- Successfully executed a virtual Regional Summit with a “regional feel,” allowing attendees to hear from a panel on DEI issues, discuss regional business, hear from NCARB leadership, and nominate regional leadership.
- Enhanced the attendee experience with rich content including a presentation on DEI within the architecture community, a renewed focus on regional meetings, cross-regional breakout discussions, while remaining agile transitioning the event to fully virtual.



# 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 strengthening EDI efforts among membership to providing suggestions on the path to licensure.

# DIVERSITY COLLABORATIVE TASK FORCE



## **COLLABORATIVE MEMBERS**

**Chair: Jennifer R. Arbuckle**  
NCARB, AIA, LEED AP

**Celestia R. Carson**  
AIA, NCARB, LEED AP  
Utah Member Board Member

**Kristine Annestad Harding**  
FAIA, NCARB

**Lenora A. Isom**  
NCARB  
Nebraska Member Board Member

**Ronnie McGhee**  
FAIA, NCARB, LEED AP  
District of Columbia Member Board Member

**George H. Miller**  
FAIA, NCARB  
New York Member Board Member

**Miguel A. Rodriguez**  
FAIA, NCARB  
Florida Member Board Member

**Margaret (Meg) Parsons**  
AIA, NCARB, ALEP, LEED AP BD+C  
Minnesota Member Board Member

**Nilza Serrano**  
California Member Board Member

**Corey R. Solum**  
AIA, NCARB  
Utah Member Board Member

**Rick D. Thompson**  
AIA, NCARB  
Tennessee Member Board Member

**Sylvia Kwan**  
FAIA, LEED AP  
California Member Board Member

**Bayliss Ward**  
NCARB, AIA  
BOD Liaison

**Joshua Batkin**  
Staff Liaison

**Caitlin Stromberg**  
Staff Liaison

## **Collaborative Purpose**

The Diversity Collaborative Task Force explores the 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*

- Beginning as a grassroots group of regional leaders exploring opportunities to increase the diversity of the NCARB community, the FY21 committee welcomed both regional chairs and Member Board Members to take a comprehensive look at the governance model of the NCARB Board of Directors and held focus groups with the assistance of a diversity consultant. The committee continues to work with the NCARB community to develop programs and trainings to expand the conversation about the value of diversity and inclusion.

### *Summary of Charges*

- The committee drafted two resolutions shared with the Board of Directors at the January meeting and to the membership at Regional Summit. The resolutions include a change to the term limits for directors and a realignment of officer positions.
  - The resolution to reduce term limits passed at the 2021 Annual Business Meeting, while the resolution to realign the board has been tabled for further discussion by the Board.

# ETHICS CASE STUDY WORK GROUP



## **WORK GROUP MEMBERS**

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

**Robert A. Boynton**  
FAIA, NCARB

**Denise Campos**  
California Member Board Member

**Scott E. Harm**  
NCARB, AIA  
Washington Member Board Member

**Stephanie V. Hopkins**  
Maryland Member Board Member

**Leigh G. Jaunsen**  
AIA, NCARB, LEED AP  
Mississippi Member Board Member

**Christopher D. Ling**  
AIA, NCARB, LEED AP, CTT

**Mary McClenaghan**  
AIA, NCARB  
Pennsylvania Member Board Member

**Ian Nicholson**  
AIA, NCARB

**R.K. Stewart**  
FAIA, NCARB

**J. Sanders Tate**  
NCARB, AIA, LEED AP  
South Carolina Member Board Member

**Jeremy Fretts**  
AIA, NCARB  
Staff Liaison

## **Work Group Purpose**

The Ethics Case Study Work Group drives critical review and innovative thinking about the role of the Council and its Member Boards in developing programs and resources to advance education and maintain high standards in professional ethics among architects.

## Report

### *Highlights/Year-End Summary*

- The work group reviewed existing disciplinary cases from the past year and selected several for development into NCARB Continuum Education courses. In doing this work, the members found that the disciplinary cases were often clear-cut instances of broken rules or criminal activity, but not nuanced situations that require a more thoughtful application of ethics. To that end, the committee also attempted to develop course materials that required more ethical judgment beyond clear cut rule following.
- The CE courses developed by the work group will be published in 2022 as three separate courses consisting of several cases.
- In reviewing broader NCARB ethics efforts and proposals, the work group also affirmed the idea of NCARB being proactive in outreach to architects and architecture students to advance ethical thinking and education. The group asserted that NCARB should lead, not merely react, and raise the level of architects' service to society beyond mere rule-following.

# FUTURES COLLABORATIVE



## **COLLABORATIVE MEMBERS**

**Chair: David Cronrath**  
AIA, NCARB

**Eli Allen**  
AIA, LEED AP BD+C

**Kingini Arend**  
RA, AIA, NCARB

**Ronald B. Blich**  
FAIA, FACHA, NCARB  
Louisiana Member Board Member

**Fred Dodson**  
North Carolina Member Board Member

**April C. Drake**  
AIA, NCARB, LEED AP ID+C

**Christopher Meyers**  
AIA  
Ohio Member Board Member

**James M. Robertson**  
FAIA, FCSI, NCARB  
Oregon Member Board Member

**Doug Sams**  
AIA, CSI, CDT, LEED AP BD+C  
Oregon Member Board Member

**Alastair Stokes**  
AIA, NCARB

**Rick Storvick**  
Washington Member Board Executive

**Jon Alan Baker**  
FAIA, NCARB, LEED AP  
BOD Liaison

**Andrew McIntyre**  
Staff Liaison

**Guillermo Ortiz de Zárate**  
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 future.

## Report

### *Highlights/Year-End Summary*

- The collaborative evaluated early findings from the Analysis of Practice and provided recommendation on direction of the study so that it can contribute to the evaluation of potential future licensing models.
- The collaborative evaluated how COVID-19 has shaped the practice of architecture, as an example of how resilient and/or adaptive the profession can be to a disruptive force.
- Collaborative members explored and reported on the direction and pace of change of trends most likely to impact NCARB or its Member Boards, so that NCARB and its Member Boards can make informed decisions in the future.
- The collaborative looked ahead 20-30 years and began developing a report on findings for the Board of Directors.

# INCIDENTAL PRACTICE TASK FORCE



## **TASK FORCE MEMBERS**

**Chair: Wendy Ornelas**

FAIA, NCARB  
Kansas Member Board Member

**Paul D. Edmeades**

RA, AIA, NCARB  
Maryland Member Board Member

**Brett Foley**

Nebraska Member Board Member

**Julie Hildebrand**

Texas Member Board Member

**Rachelle Schoessler Lynn**

CIDQ Representative

**Vincent Mancini Jr.**

NCARB

**Mary M. Morissette**

FAIA, NCARB, LEED AP  
Colorado Member Board Member

**Philip J. Meyer**

CLARB Representative

**James (JC) Clifford Rearden**

AIA, CSI, NCARB  
Missouri Member Board Member

**Dean Ringle**

NCEES Representative

**Jitendra Vaidya**

RA  
New York Member Board Executive

**David W. Hornbeek**

AIA, NCARB  
Board Liaison

**Joshua Batkin**

Staff Liaison

**Maurice Brown**

Staff Liaison

## **Task Force Purpose**

The Incidental Practice Task Force works with representatives of the other design profession regulatory associations to research approaches to defining incidental practice between architects, landscape architects, engineers, and interior designers, and seek to develop consensus about the appropriate scope for the practice of architecture.

## Report

### *Highlights/Year-End Summary*

- Compiled and discussed the advantages and disadvantages of approaches to incidental practice found in state and territory architecture practice acts as well as national regulatory organizations' model laws/rules.
- Reviewed research and analysis from NCARB's legal counsel, which determined there are few commonalities or uniform elements among the architecture practice acts to regulating incidental practice.
- Met with the Interiors Task Force and Licensure Advisory Forum to discuss respective goals and share guidance.
- Built foundation for FY22, in which the task force seeks to complete research and create a report of preliminary recommendations for the NCARB Board of Directors to consider.

### *Summary of Charges*

- Researched definitions of incidental practice across professions.
- Identified areas of commonality.
- Synthesized a uniform philosophy of appropriate levels of overlapping practice.
- Joint charge with Interiors Task Force: Collaborated to ensure that scope of practice issues discussed by both committees are consistently addressed and provide clarity to relevant stakeholders.
- Joint charge with Licensure Advisory Forum: Facilitated discussions within the architecture, engineering, and construction industry regarding the scope of practice, value and expertise provided by each profession.

# INTERIORS TASK FORCE



## **TASK FORCE MEMBERS**

### **Chair: James S. Mickey**

NCARB, AIA, Chair  
Nevada Member Board Member

### **Timothy Belton**

AIA, NCARB  
Wyoming 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

### **Mary Rakocy Dietsch**

AIA, NCARB

### **Gregory L. Erny**

FAIA, NCARB, Hon. FCARM  
Nevada Member Board Member

### **M. Bradley Gaskins**

AIA, CASP, NCARB  
Oklahoma Member Board Member

### **Amanda J. Green**

Esq.  
South Carolina Member Board Member

### **Leslie Hanska**

Oklahoma Member Board Executive

### **Stephanie McCrery**

IIDA, NCIDQ, KYCID  
Kentucky Member Board Member

### **Richard H. McNeel**

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

### **Ryan L. Misner**

### **Joyce Smith**

CPA, CGMA  
Texas Member Board Member

### **Gary Ey**

CDT  
BOD Liaison  
Maryland Member Board Member

### **Per Bjornstad**

Staff Liaison

### **Harry M. Falconer, Jr.**

FAIA, NCARB, HonD, Hon. FCARM  
Staff Liaison

## **Task Force Purpose**

The Interiors Task Force evaluated data and research as it relates to the regulation of interior design and the impact to the public's health, safety, and welfare. Furthermore, the group reviewed best regulatory practices regarding the regulation of architecture and interior design.

## Report

### *Highlights/Year-End Summary*

- An increasing number of U.S. states and territories are now regulating interior design, leading to questions about the boundary between the practices of architecture and interior design. Many of NCARB's Member Boards jointly regulate both professions. To better understand similarities and differences in the competency expectations of the two professions, NCARB's FY19 Interior Architecture Work Group was charged with comparing the most recent practice analyses for both professions. NCARB invited the Council for Interior Design Qualification (CIDQ) to collaborate in this research.
- The NCARB/CIDQ research team members presented their final report to the FY21 Interiors Task Force in February. Task force members agreed that the findings reported clearly illuminate specific areas of similarity as well as differences in the knowledge and skills required for competent practice of architecture and interior design, which are embedded in the assessment objectives developed by the respective organization.
- The task force recommended that the NCARB Board of Directors release the report publicly, understanding that the findings can be leveraged to promote productive collaboration and dialogue between the two professions in pursuit of mutual acknowledgement and agreement regarding the reasonable regulation of architecture and interior design.

### *Summary of Charges*

- Continued to assess recent legislative and regulatory changes for interior designers that further emphasize the changing role of the profession and scope of practice in the design field.
- Reviewed research and findings from the FY20 Interiors Task Force's NCARB/CIDQ workgroup's report on the comparisons of practice analyses of the architecture and interior design professions and the examination assessment objectives of NCARB's ARE and CIDQ's NCIDQ Examination.
- Began research on procedure, process, and timeline to change the Classification of Instructional Programs (CIP) codes regarding the qualifications and definitions of architecture and interior architecture university programs.

# LICENSURE ADVISORY FORUM



## FORUM MEMBERS

**Chair: Terry L. Allers**  
FAIA, NCARB, Hon. FCARM

**Tiffany D. Brown**  
NOMA, Assoc. AIA

**Nick Caravella**  
AIA, NCARB, NOMA

**Corey Clayborne**  
FAIA, NOMA

**Jeanne M. Jackson**  
FAIA, NCARB, LEED AP

**Regal Leftwich**

**Emily McGlohn**  
AIA, NCARB

**Russell Peterson**  
ALA, CID

**Octavio Antonio Santurio**  
FARA, AIA, NCARB

**Brooke Simcik**  
CDFA

**Sara Taketatsu**

**Dennis S. Ward**  
FAIA, NCARB

**Joshua Batkin**  
Staff Liaison

**Maurice Brown**  
Staff Liaison

## Forum Purpose

The Licensure Advisory Forum (LAF) is a diverse group of engaged external partners who provide ongoing feedback to the Council regarding its programs and initiatives. The purpose of this group is to provide perspectives to NCARB outside of its own, and to identify opportunities and challenges regarding the path to licensure.

## Report

### Highlights/Year-End Summary

- During FY21, the LAF discussed several topics and ongoing initiatives that could potentially impact those on the path to licensure. This included the AIA K-12 initiative, AIAS Re-Thinking Studio Culture project, NCARB's state licensing board pipeline efforts, and the NCARB/NOMA joint study Baseline on Belonging.
- The LAF volunteers had engaging conversations with the Interiors and Incidental Practice task forces and provided considerations for each group as they continue to complete their respective charges.

### *Summary of Charges*

- Members from each organization shared their efforts to support licensure candidates and promotion of licensure and reciprocity, creating an idea exchange to support opportunities and challenges between organizations.
- Members from each organization acted as a “think tank” for NCARB and provided continuous feedback on various NCARB programs, so that the Council can be transparent with our key stakeholders and bring back constructive feedback to inform our programs.
- Invited additional external stakeholders as participants of the group on an as-needed basis identified by the group.
- Joint charge with Interiors and Incidental Practice task forces: Facilitated discussions within the architecture, engineering, and construction industry regarding the scope of practice, value, and expertise provided by each profession.

# MEMBER BOARD STAFF WORK GROUP



## **WORK GROUP MEMBERS**

### **Shana Bryant**

Arkansas Member Board Executive

### **Cathe Evans**

North Carolina Member Board Executive

### **Robert Lopez**

RA, NCARB

New York Member Board Executive

### **Julia Manley**

Washington Member Board Staff

### **Jessica Pierce**

Kansas Member Board Staff

### **Lori Schrader Bachar**

Iowa Member Board Executive

### **Jessica Carmona**

Staff Liaison

## **Work Group 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*

- Work group 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.

# PROGRAM CONTINUUM ADVISORY COLLABORATIVE



## **COLLABORATIVE MEMBERS**

**Chair: Alfred Vidaurri Jr.**  
FAIA, NCARB, AICP

**Leah Alissa Bayer**  
AIA, NCARB, LEED Green Assoc.

**Wylly Brown**  
AIA, NCARB

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

**Whitney Martin**  
AIA, NCARB

**Bobbie Mayo**  
New Hampshire Member Board Executive

**Richard H. McNeel**  
AIA, NCARB, IIDA, LEED AP  
Mississippi Member Board Member

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

**Neitha Wilkey**  
RA  
Washington Member Board Member

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

**Jeremy Fretts**  
AIA, NCARB  
Staff Liaison

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

## **Collaborative Purpose**

The Program Continuum Advisory Collaborative (PCAC) facilitates an ongoing, comprehensive discussion regarding the development, determination point of, and maintenance of competency to practice architecture. The dialogue will encompass education, experience, examination, and continuing education to inform strategic discussions for the Board of Directors.

## Report

### *Highlights/Year-End Summary*

- The committee reviewed the available research on exam performance, as well as literature from other disciplines. The committee also identified research questions to be answered in future work, as well as problems to be solved in any new or updated licensure model. Members engaged in a joint session with Think and Re-Think Tank Alumni to discuss how potential changes to the licensure model might impact fairness.
- After multiple discussions and review of relevant resources relative to competency and licensure models and review of work by the Futures Collaborative, the PCAC debated two proposed models for a future licensure framework. Through these discussions, they considered multiple entry and exit points along the licensure path and felt that acknowledging these would be important in any new path. They agreed there should be two main titling/practice points on the path, one near the beginning and one later, either before or with specialist titles.
- With input from others, the PCAC considered the pros and cons of allowing all licensure candidates to take the ARE prior to completion of their education. This discussion included a focus on the potential impact on fairness. Committee members lean toward exploring further the option to allow candidates to take the ARE prior to completion of their education, suggesting that this is something that may be worked into a future licensure model and the *NCARB Model Law and Regulations*. Committee members noted that this change could increase access to the licensure process, potentially reduce the time to licensure, and create a bridge between academia and practice.

### *Summary of Charges*

- The work of the FY21 PCAC directly informed the joint charges assigned to the Education, Experience, and Examination committees in FY22.

# RESPONSIBLE CHARGE TASK FORCE



## **TASK FORCE MEMBERS**

**Chair: David L. Hoffman**  
AIA, NCARB, Hon. FCARM

**Jay W. Cone**

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

**Debra J. Dockery**  
FAIA, NCARB  
Texas Member Board Member

**Ricky L. Engebretson**  
AIA, NCARB  
North Dakota Member Board Member

**Cathe M. Evans**  
North Carolina Member Board Executive

**Darryl R. Hamm**  
Pennsylvania Member Board Member

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

**Robert K. Larrimer**  
AIA, LEED AP  
Ohio Member Board Member

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

**Marin Pastar**  
AIA, NCARB, ASHE

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

**David C. Schulz**  
AIA, PP, AUA  
New Jersey Member Board Member

**Robert W. McKinney**  
Ed.D., NCARB  
Board Liaison

**Jared N. Zurn**  
AIA, NCARB, CAE  
Staff Liaison

## **Task Force Purpose**

The Responsible Charge Task Force (RCTF) will research approaches to further defining the concept of “responsible charge” in the future, as the role of the architect and practice of architecture continue to evolve.

## Report

### *Highlights/Year-End Summary*

- The task force conducted research comparing current Member Board language related to responsible charge. The findings related to how various NCARB member jurisdictions are applying and interpreting responsible charge/control show common patterns but no consistency.
- Through multiple discussions, the task force reaffirmed that the ability of jurisdictions to license and hold accountable the individual practitioner is paramount to protecting the public consumer.
- To better understand how practitioners across the profession perceive their responsible charge duty, the task force developed and released a survey to a random sample of NCARB Certificate holders. The data was used to inform discussions related to establishing a cohesive definition that appropriately reflects the variety of ways practitioners are practicing architecture and protecting the health, safety, and welfare of the public.

### *Summary of Charges*

- In the coming year, the RCTF hopes to define reasonable expectations regarding appropriate knowledge and authority that must be exercised by the individual whose seal and signature are used to affirm responsible control. The RCTF believes the establishment of the above expectations must be done from an informed position that considers public, client and member board needs. The RCTF currently expects draft changes to the *NCARB Model Law and Regulations* will be forwarded for the NCARB Board of Directors consideration during FY22.

# TEST PREP PROVIDER REVIEW COMMITTEE



## **COMMITTEE MEMBERS**

**Chair: Anne K. Smith**  
FAIA, NCARB, Chair  
Georgia Member Board Member

**Courtney Chin**  
NCARB

**Martha Green**  
RA, AIA

**Denis Henmi**  
FAIA, LEED AP, NCARB

**Fokruddin Khondaker**  
AIA, NCARB

**Nea Maloo**  
AIA, NCARB, NOMA, LEED AP

**Carol S. Sakata**  
FAIA, NCARB, LEED AP

**Caitlin Whitley-Hayes**  
AIA, NCARB

**Vanessa Williamson**  
CAE  
Staff Liaison

## **Committee Purpose**

The Test Prep Review Committee reviews materials submitted by test preparation providers under NCARB's Approved Test Prep Provider Program. As of April 2018, test prep companies can submit ARE 5.0 study materials to NCARB for review. Submissions are reviewed by an NCARB committee of volunteer architects, who evaluate whether the materials adequately address the content areas and objectives outlined in the *ARE 5.0 Handbook*.

## **Report**

### *Summary of Charges*

- The Test Prep Review Committee completed numerous reviews of test preparation materials submitted by test prep providers. Test prep books and videos underwent comprehensive reviews in connection to NCARB's Approved Test Prep Provider Program. Detailed feedback from NCARB's cadre of architect reviewers was provided to test prep vendors to assist in their ongoing test prep material content design.

# THINK TANK AND RE-THINK TANK ALUMNI



## **MEMBERS**

**Kerry Bartini**  
AIA, NCARB

**R. Matthew Conard**  
AIA, EDAC

**Anthony Cosentino**  
AIA, NCARB, LEED AP BD+C

**Melanie D'Souza**  
Assoc. AIA, EDAC, LEED Green Assoc.

**Michael Daly**  
AIA, NCARB, NCIDQ, LEED AP BD+C

**Gina De Leon**

**Elizabeth Dunay**  
AIA, NCARB

**Marsha L. Fader**  
AIA, LEED AP

**Jordan Fitch**  
RA, NCARB, LEED Green Assoc.

**Darguin Fortuna**  
AIA, NCARB

**Amanda Green**

**Avik K. Guha**  
AIA, NCARB, CDT, LEED Green Assoc.

**Andrew Hart**  
Assoc. AIA

**Ashwini Karanth**  
Assoc. AIA, LEED AP, ENV SP

**Aarti Kathuria**  
LEED AP, Assoc. AIA, NCARB

**Thomas Krejci**  
AIA, NCARB, LEED AP BD+C

**Brady Laurin**  
AIA, NCARB, LEED Green Assoc.

**Sarah Luna**  
AIA, EDAC

**Katie Lynn**  
AIA, NCARB

**Whitney Martin**  
AIA, NCARB

**Tyler Mason**

**James C. McDonald**  
RA, CSI, CDT, LEED AP BD+C

**Duane McLemore**

**Lauren Miller**

**Ambikesh Mishra**  
Assoc. AIA, LEED AP BD+C

**Abdulrazaq Ogun**  
AIA, LEED Green Assoc.

**Matthew Okazaki**

**Lana Oudat**  
Assoc. AIA

**Carrie Parker**  
AIA, LEED AP BD+C

**Jessica Parmenter**  
Assoc. AIA

**Catherine C. Polk**  
AIA, NCARB, LEED AP

**Dena A. Prastos**  
AIA

**Rebecca Rand**

**Li Ren**  
AIA, NCARB, NOMA, LEED AP BD+C

**Michelle Santos**  
LEED AP

**Caroline Shannon**  
AIA, LEED AP

**Andrew Shelby**  
AIA, NCARB

**Damon Sidel**  
AIA, NCARB

**Phillip Talley**

**Zachary Stoltenberg**  
AIA, NCARB

**Mark J. Terra-Salomão**  
AIA

**Adriana Tzigantcheva**  
RA, NCARB

**Nichole Wayman**

**Sara Yehia**  
AIA, LEED Green Assoc., NCARB

## **MEMBERS CONTINUED**

**Samantha Miller**  
Staff Liaison

**Nicholas Respecki**  
AIA, NCARB  
Staff Liaison

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

**Patricia Ramallo**  
AIA, NCARB, LEED AP BD+C & Homes  
Staff Liaison

## **Purpose**

Amid the COVID-19 pandemic, NCARB invited previous Think Tank and Re-Think Tank members to be part of the inaugural alumni group. Members included licensure candidates and recently licensed architects 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 several virtual meetings, members shared their perspective on the launch of online proctoring; resources for AXP supervisors; improving equity, diversity, and inclusion along the path to licensure; and the evolving role of architects.
- Another key area of focus included exploring how the pandemic was impacting the profession, specifically: personal career growth and licensure progress; firm projects; remote work and firm culture; and the profession as a whole.
- At the 2020 Committee Summit, the alumni group engaged with several of NCARB's standing committees and special task forces. Through these engagements, members 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.



# 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**

**Jennifer R. Arbuckle**  
AIA, NCARB, LEED AP

**FY21 REGION 1 OFFICERS:****DIRECTOR**

**Janet L. Hansen**  
AIA, NCARB, LEED AP

**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

**HIGHLIGHTS/YEAR SUMMARY**

- Region 1 hosted and conducted business at its Annual Fall Business Meeting virtually (due to the COVID-19 pandemic), attended by 12 delegates, one Member Board Executive, and three emeritus/emerita members, representing five of the six jurisdictions.
  - The agenda included the second licensing advisors' forum, reports from the treasurer, the audit committee on the treasurer's report, the regional director, and regional chair, followed by reports from NCARB committee and task force members. 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 second licensing advisors' forum merged the members of the profession, practice, and education together for discussion in two (2) Parts. Part 1 included an NCARB presentation on online proctoring; professional practice; and diversity, equity, and inclusion initiatives. Part 2 included discussions on the impacts of COVID-19: practice/experience and education. This is an ongoing effort to be held every other year on the off year from NCARB's Licensing Advisors Summit. The event was well attended.
  - The region discussed advocacy and enforcement of unlicensed practice, consideration of holding the Annual Fall Business Meeting every other year on the even numbered years in conjunction with the licensing advisors' forum, and financial planning of the region's finances.
- Region 1 also conducted business at the Regional Summit virtually (due to the COVID-19 pandemic). The summit was attended by 15 delegates and two MBEs representing five of the six jurisdictions.
  - The agenda included reports from the treasurer, regional director, regional chair, nominating committee recommending the slate of officers, discussion of the resolutions, and updates from NCARB committee and task force members. State reports were also discussed, which included similarities from state-to-state.
  - The region continued its discussion of advocacy and enforcement of unlicensed practice, consideration of holding the Annual Fall Business Meeting every other year on the even numbered years in conjunction with the licensing advisors' forum, and financial planning of the region's finances.
  - The region began planning its FY22 Annual Fall Business Meeting, to be held in Burlington, Vermont, on October 22-24, 2021.

**UPCOMING FY22 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

# FY21 ANNUAL REPORT: REGION 1 REPORT

## Connecticut

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 4,480
  - In-state: 1,436
  - Out-of-state: 3,044

## Maine

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 1,760
  - In-state: 491
  - Out-of-state: 1,269

### Rule/Requirement Changes & Other Updates

- The board is reviewing existing rules to make any necessary changes to comply with recent legislation that effects all licensing boards. The legislation regards foreign-trained applicants.

## Massachusetts

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 7,536
  - In-state: 4,103
  - Out-of-state: 3,433

# FY21 ANNUAL REPORT: REGION 1 REPORT

## New Hampshire

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 1,807
  - In-state: 307
  - Out-of-state: 1,500

\* Data from end of FY21

### Disciplinary Actions

- One disciplinary action taken by the board.

### Rule/Requirement Changes & Other Updates

- The board voted to move all applications online. All supporting documentation, other than NCARB transmittals, must be uploaded with applications.
- Fee-setting authority has been transferred to the Office of Professional Licensure and Certification (OPLC). The board will adopt the proposed fees.
- With the passing of the rules, examination candidates will apply directly to NCARB for the exam.

# FY21 ANNUAL REPORT: REGION 1 REPORT

## Rhode Island

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 1,715
  - In-state: 307
  - Out-of-state: 1,408

### Rule/Requirement Changes & Other Updates

- There is legislation activity being monitored by the department:
  - House Bill No. 5057: An Act Relating to Businesses and Professions—Military Spouse Licensure
    - By Place, Azzinaro, Roberts, Quattrocchi, Vella-Wilkinson
    - Provides issuance of occupational licenses for military members and spouses stationed in Rhode Island.
  - House Bill No. 5444: An Act Relating to Education—School Building Authority
    - By Craven
    - Provides that school construction projects approved after July 1, 2021, that fail to utilize a project's architectural services and project educational design services would only be eligible to receive five incentive points.
- The Amended Regulations were finalized and became effective on June 8, 2021. Changes included:
  - The acceptance of NCARB's IPAL program; and
  - The awarding of CE in health, safety and welfare for verified membership and service on a state board/licensure of architects.
- Miscellaneous Information:
  - The board is actively pursuing those advertising and using the term “architectural designer” without holding a current architectural registration and a current Certificate of Authorization (COA). Cases continue to evolve. Most cases are resolved by the individual removing the term “architect” from their website and business media.
  - The board is completing its audit. Three percent of the licensees were randomly audited. Those licenses who were deficient in the last CE audit are automatically placed on the next CE audit. Those who renew between six months and two years after the expiration are also automatically placed on the next CE audit. Out of 82 CE audits, there are about eight who are non-compliant with 96 percent of the audits processed. The audit is now nearing completion after a year span, with three registrants who still have not responded.
- Disciplinary Action:
  - The board has cases of those using the word “architecture” in any form on their media publications without holding a license to do so and notifies them to remove the words from their business media and to be cognizant of the word “architecture” or “architects” as being used to describe their business.

# FY21 ANNUAL REPORT: REGION 1 REPORT

## Vermont

### Number of Licensed Architects per NCARB's 2020 Survey \*

- Total number of licensed architects: 1,279
  - In-state: 340
  - Out-of-state: 1,939

*\*Data from end of FY21*

### Rule/Requirement Changes & Other Updates

- The Vermont Board of Architects has been constituted as follows:
  - Chair: Keith Robinson (term ends December 31, 2023)
  - Vice-chair: Matt Lutz, AIA (term ends December 31, 2024)
  - Secretary and public member: Beth Chenette (term ends December 31, 2023)
  - Architect member: Kirk Moore (term ends December 31, 2022)
  - Architect member: Rebecca Campbell (term ends December 31, 2023)
  - Architect member: Eileen Hee (term ends December 31, 2023)
  - Public member: Liz Merrill (term ends December 31, 2022)
- Members serve a five-year term and are eligible to serve two terms. The board has historically met to conduct business and review applications every other month, typically on the first Monday of the month. Because of a reduced number of applications and other business over the past two years, the board decided to change to quarterly meetings until a need for more frequent meetings are deemed necessary.
- Administrative Staff:
  - Licensing administrator: Kara Shangraw
  - Case management: Carla Preston
  - Legal Counsel: Cassandra Diederich.
- Disciplinary Action:
  - Now that the board has instituted a standard approach to dealing with CE and other similar minor violations, our caseload has dropped to normal levels. Disciplinary actions taken by case are available on the board's website.
- CE Requirements:
  - The board requires 24 CE units in HSW per renewal period.
  - Blind audits are conducted on 10 percent of renewal applications per renewal period.
- January 2021 was a renewal year for architects in Vermont. Applicants and persons regulated by the board continue to have a \$155 fee for a two-year license period. Vermont offers a fully online renewal process, with the mailing date of renewal notices, user IDs, and passwords completed in December preceding the renewal date. Vermont currently runs at a small surplus, which has kept our fees consistent for several years.

# FY21 ANNUAL REPORT: REGION 1 REPORT

## Vermont

- New Legislation Proposed:
  - Vermont has completed a draft of changes to its state rules, which will streamline and remove ambiguous and/or redundant terminology that may already be described in the statutes of state law. The board reviewed the final draft at its February 2019 meeting. There has been some further discussion since CEO Michael Armstrong and Council Relations Vice President Joshua Batkin visited the board in December 2019. The board may revisit the final draft to ensure no additional changes need to be made before filing for 2021. Due to the recent state of emergency this is still on hold.
  - The Office of Professional Regulation (OPR) recently explored other options for reducing barriers to licensure in Vermont. The board has implemented a fast-track endorsement policy. This will allow specific professionals, including architects, to apply into VT if they have been actively licensed and practicing in good standing for three years in a state immediately preceding the date of their application. Since this was implemented April 1, 2021, Vermont has had four architect applicants apply for licensure via fast-track endorsement.
  - OPR believes that past criminal records should not automatically bar individuals from being licensed. The board reviews prospective licensees' backgrounds on a case-by-case basis. It considers the nature of the past criminal convictions, time since the last convictions, evidence of rehabilitation, and the connection to the profession itself. OPR is implementing a pre-approval process for prospective applicants, allowing individuals to ask if their history will preclude them from licensure in a specific profession before they invest in training, time, and money into an education program. The cost of this predetermination application will be \$25. Since this was implemented April 1, 2021, no applicants for architecture licensure have requested a predetermination.
- Local AIA Department of Fire Safety (DFS) Work Group:
  - The local chapter of the AIA has approached the board about convening a work group to meet with the DFS (code enforcement in Vermont) to discuss process. The initial meeting is being scheduled as of this report. This is a continuing discussion.



### CHAIR

**George H. Miller**

FAIA, NCARB

New York Member Board Chair



## FY21 REGION 2 OFFICERS:

### DIRECTOR

**Philip M. Leinbach**

NCARB, AIA, REFP, CSI  
Pennsylvania Member Board Member

### SECRETARY

**Robert Cozzarelli**

FAIA, NCARB, PP, CID

### VICE CHAIR/TREASURER

**Edward W. Tucker**

FAIA, NCARB

### REGIONAL EXECUTIVE

Judy Belcher

## HIGHLIGHTS/YEAR SUMMARY

- Region 2 had a change in leadership in FY21:
  - Philip M. Leinbach was elected as the regional director on the Board of Directors.
  - George H. Miller was elected as regional chair.
  - Edward W. Tucker was elected as vice chair.
  - Robert Cozzarelli was elected as secretary of Region 2.
- Eight delegates from Region 2 representing all eight jurisdictions attended the 2021 Regional Summit.
- Thirty-two delegates from Region 2 representing all eight jurisdictions attended the 2021 Annual Business Meeting.
  - Of the 32 delegates, 10 attended in person and 22 attended virtually.

## UPCOMING FY22 REGIONAL OFFICERS:

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

# FY21 ANNUAL REPORT: REGION 2 REPORT

## Delaware

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 1,765
  - In-state: N/A
  - Out-of-state: N/A

*\*Data from end of FY21*

### Rule/Requirement Changes & Other Updates

- In FY21, Delaware issued 131 new licenses.
- Architects must complete a minimum of 24 HSW hours per renewal period including a minimum of eight HSW hours in each year.

## District of Columbia

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 4,144
  - In-state: 3,522
  - Out-of-state: 622

## Maryland

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 6,840
  - In-state: 2,268
  - Out-of-state: 4,572

# FY21 ANNUAL REPORT: REGION 2 REPORT

## New Jersey

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 8,135
  - In-state: 3,199
  - Out-of-state: 4,936

## New York

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 20,245
  - In-state: 11,580
  - Out-of-state: 8,665

*\*Data from end of FY21*

## Pennsylvania

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 8,415
  - In-state: 4,025
  - Out-of-state: 4,390

*\*Data from end of FY21*

### Rule/Requirement Changes & Other Updates

- The interior design community has approached the office of the attorney general with language for registering interior designers under its office. AIA Pennsylvania and the Pennsylvania Board have grave concerns, as they would not fall under the authority of the Board of Professional and Occupational Affairs (BPOA) within the department of state. There are numerous concerns regarding the protection of the Pennsylvania public's HSW when interior designers' oversight is handled by a separate state agency, especially in relation to the potential for an increase in incidental and unlicensed practice.
- The board is continuing to clarify sections of its regulations with regard to qualifying for an initial license relative to architecture-related degrees from non-NAAB accredited programs.

# FY21 ANNUAL REPORT: REGION 2 REPORT

## Virginia

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 7,583
  - In-state: 2,933
  - Out-of-state: 4,650

*\*Data from end of FY21*

### Rule/Requirement Changes & Other Updates

- The board's proposed regulations were promulgated September 2, 2021. The most significant change was adding a business entity category rather than a PC or PLLC business entity.
- Simple possession marijuana misdemeanors are no longer a reportable offense, so there will be an exempt regulatory change effective December 1, 2021.

## West Virginia

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 1,346
  - In-state: 115
  - Out-of-state: 1,231

### Rule/Requirement Changes & Other Updates

- Rule changes took effect on July 1, 2020. Waivers were provided for initial registration fees for veterans, military families, and low-income individuals. Updates were also made to utilize new NCARB terms and titles, and a \$25 fee was added to cover the cost of producing paper registration verifications.
- The board had a very active legislative session and participated in a statewide group to mirror the Alliance for Responsible Professional Licensing (ARPL), benefiting from tremendous support from NCARB Assistant Vice President of Advocacy and External Engagement, Maurice Brown. The board anticipates that much of the legislation that was proposed but unsuccessful will resurface during the next legislative session.

**CHAIR****Richard H. McNeel**NCARB, AIA, LEED AP  
Mississippi Member Board Member**FY21 REGION 3 OFFICERS:****DIRECTOR****Robert W. McKinney**Ed.D., NCARB  
Louisiana Member Board Chair**SECRETARY****Catherine C. Morrison**AIA, LEED AP BD+C, NCARB  
North Carolina Member Board Member**VICE CHAIR****Miguel A. Rodriguez**FAIA, NCARB  
Florida Member Board Member**MBE DIRECTOR****Cathe M. Evans**

North Carolina Member Board Member

**TREASURER****Larry W. Bishop**NCARB  
Mississippi Member Board Member**REGIONAL EXECUTIVE****Jenny Owen****HIGHLIGHTS/YEAR SUMMARY**

- Region 3 held its regional meeting virtually in March, and also participated in the virtual Regional Summit.
- In June, members participated in the NCARB Annual Business Meeting both in-person and virtually, and the region's Board of Directors met.
- Members also participated in three meetings timed just before NCARB Board of Directors meetings. These teleconference meetings provided opportunities for the membership to discuss issues before the NCARB Board of Directors and other key topics, and to share jurisdiction reports and updates.
- The region's Education Committee's plans to host a conference was paused due to the pandemic, but the committee looks forward to planning a meeting in calendar year 2022. The Education Committee leads the region's formal initiative relative to leadership mentoring and development, which includes the Educators and Practitioners Conference and member training/ leadership development events.
- Richard McNeel and Jenny Owen assisted the planning of the Regional Summit through their service on the Regional Leadership Committee.
- The region expressed thanks to outgoing officers Robert McKinney, Cathe Evans, and Larry Bishop as they completed their tenures as regional officers.
- With the FY22 slate of officers, the region has combined the secretary and treasurer positions, reducing the number of elected officers from six to five.

**UPCOMING FY22 REGIONAL OFFICERS:**

- **Director:** Richard H. McNeel, NCARB, AIA, LEED AP, Mississippi Member Board Member
- **Chair:** Miguel A. Rodriguez, FAIA, NCARB. Florida Member Board Member
- **Vice Chair:** Greg L. Durrell, AIA, NOMA, NCARB, CSI, Mississippi Member Board Member
- **Secretary/Treasurer:** Catherine C. Morrison, AIA, LEED AP BD+C, NCARB, North Carolina Member Board Member
- **MBE Director:** Paula Pilgreen, Alabama Member Board Executive
- **Regional Executive:** Jenny Owen

# FY21 ANNUAL REPORT: REGION 3 REPORT

## Alabama

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 3,039
  - In-state: 848
  - Out-of-state: 2,191

## Arkansas

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 1,772
  - In-state: 552
  - Out-of-state: 1,220

## Florida

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 11,559
  - In-state: 5,688
  - Out-of-state: 5,871

## Georgia

### Number of Licensed Architects per NCARB's 2020 Survey

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

# FY21 ANNUAL REPORT: REGION 3 REPORT

## Louisiana

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 3,520
  - In-state: 1,337
  - Out-of-state: 2,183

*\*Data from end of FY21*

## Mississippi

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 1,808
  - In-state: 376
  - Out-of-state: 1,432

### Rule/Requirement Changes & Other Updates

- Rule changes took effect in October 2020 that clarify signature requirements for documents, expand the rules for disciplinary procedures and actions, and amend the definition of HSW subjects in the continuing education rules to conform to NCARB guidelines.
- A “Universal Recognition of Occupational Licenses” bill passed this year, but it was amended to exempt architects. The legislation applies only to Mississippi residents.

# FY21 ANNUAL REPORT: REGION 3 REPORT

## North Carolina

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 6,445
  - In-state: 2,676
  - Out-of-state: 3,769

\* Data from end of FY21

### Rule/Requirement Changes & Other Updates

- The board's proposed regulations were promulgated September 2, 2021. The most significant change was adding a business entity category rather than a PC or PLLC business entity.

## Puerto Rico

### Number of Licensed Architects per NCARB's 2020 Survey

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

## South Carolina

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 4,334
  - In-state: 1,167
  - Out-of-state: 3,167

- Licensed firms: 1,584

\* Data from end of FY21

### Rule/Requirement Changes & Other Updates

- The board has submitted proposed changes to the regulations.

# FY21 ANNUAL REPORT: REGION 3 REPORT

## Tennessee

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 4,269
  - In-state: 1,583
  - Out-of-state: 2,686

\* Data from end of FY21

## Texas

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 15,470
  - In-state: 9,920
  - Out-of-state: 5,550

## U.S. Virgin Islands

### Number of Licensed Architects per NCARB's 2020 Survey

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



### CHAIR

**Margaret S. Parsons**

AIA, NCARB, ALEP, LEED AP BD+C  
Minneapolis Member Board Chair



## FY21 REGION 4 OFFICERS:

### DIRECTOR

**John P. Rademacher**

AIA, NCARB,  
Ohio Member Board Chair

### TREASURER

**Tandi S. Brannaman**

AIA, NCARB, Iowa  
Member Board Member

### VICE CHAIR

**Linda Alfson Schemmel**

AIA, NCARB, Iowa  
Member Board Member

### REGIONAL EXECUTIVE

**Glenda Loving**

## HIGHLIGHTS/YEAR SUMMARY

- FY21 was a quiet year for Region 4. The biennial Member Board Member/Educator Symposium, which was supposed to occur this fiscal year, was postponed until FY22. A committee was established to plan the agenda for the meeting.
- A Financial Taskforce was established to review the region's financial standing. The taskforce will report its findings to the Region once the review is completed.

## UPCOMING FY22 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 Alfson Schemmel, AIA, NCARB, Iowa Member Board Member
- **Treasurer:** Tandi S. Brannaman, AIA, NCARB, Iowa Member Board Member
- **Regional Executive:** Glenda Loving

# FY21 ANNUAL REPORT: REGION 4 REPORT

## Illinois

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 9,499
  - In-state: 5,765
  - Out-of-state: 3,734

\* Data from end of FY21

### Rule/Requirement Changes & Other Updates

- Rule amendments are in process for legislative review/approval.

## Indiana

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 3,654
  - In-state: 1,099
  - Out-of-state: 2,555

# FY21 ANNUAL REPORT: REGION 4 REPORT

## Iowa

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 2,195
  - In-state: 628
  - Out-of-state: 1,567
- Total inactive licenses: 90
- Total retired licenses: 163
  - Inactive and retired status are for those who do not want their licenses to lapse. They are not able to practice architecture and do not have to fulfill CE requirements in order to renew.

\* Data from end of FY21

### Rule/Requirement Changes & Other Updates

- Staff average processing applications within two days of submittal. About 1,680 applications were processed in FY21.
- Fifteen percent of actively registered architects who renewed in 2020 were audited for compliance with the continuing education requirements. All were compliant or were able to take additional courses to come into compliance.
- Twenty-seven complaint cases were open. One consent order was entered into.

## Kentucky

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 2,745
  - In-state: 714
  - Out-of-state: 2,031

## Michigan

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 5,468
  - In-state: 2,586
  - Out-of-state: 2,882

# FY21 ANNUAL REPORT: REGION 4 REPORT

## Minnesota

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 3,793
  - In-state: 2,069
  - Out-of-state: 1,724

\* Data from end of FY21

## Missouri

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 5,582
  - In-state: 2,198
  - Out-of-state: 3,384

## Ohio

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 6,878
  - In-state: 3,373
  - Out-of-state: 3,505

\* Data from end of FY21

### Rule/Requirement Changes & Other Updates

- As of October 9, 2021, pursuant state occupational licensing reform House Bill 263, the board no longer requires “good moral character” as a condition of licensure nor are felony convictions an absolute bar to licensure. Instead, the board created a list of disqualifying offenses that may result in a license denial or revocation, depending on statutory mitigating factors (Ohio RC 9.78, 9.79).

# FY21 ANNUAL REPORT: REGION 4 REPORT

## Wisconsin

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 4,677
  - In-state: 1,528
  - Out-of-state: 3,149



### CHAIR

**Lenora Isom**

NCARB, AIA, LEED AP BD+C  
Nebraska Member Board Member



## FY21 REGION 5 OFFICERS:

### DIRECTOR

**David W. Hornbeek**  
AIA, NCARB  
Oklahoma Member Board Member

### REGIONAL EXECUTIVE

Stacy Krumwiede

### VICE CHAIR

**Elizabeth A. Glasgow**  
AIA, NCARB  
Oklahoma Member Board Member

### REGIONAL EXECUTIVE

**Bonnie Staiger**  
Hon. AIA

### SECRETARY/TREASURER

**James Devine**  
AIA, NCARB, LEED AP  
North Dakota Member Board Member

## HIGHLIGHTS/YEAR SUMMARY

- Region 5 is honored to have Bayliss Ward of Montana currently serving as NCARB's first vice president/president-elect.
- Region 5 currently has two women fulfilling leadership positions in the region.
- Participation from Region 5's Member Board Members has been steadily increasing, with more active discussions and committee involvement.
- Region 5 is exploring what future programs, services, training, or events it wants to offer members.
- Region 5 will elect officers for FY23 at the Regional Summit in March 2022.

## UPCOMING FY22 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:** Stacy Krumwiede
- **Regional Executive:** Bonnie Staiger, Hon. AIA

# FY21 ANNUAL REPORT: REGION 5 REPORT

## Kansas

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 2,951
  - In-state: 952
  - Out-of-state: 1,999

## Montana

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 1,723
  - In-state: 1,067
  - Out-of-state: 656

\*Data from end of FY21

## Nebraska

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 2,042
  - In-state: 638
  - Out-of-state: 1,404

# FY21 ANNUAL REPORT: REGION 5 REPORT

## North Dakota

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 1,159
  - In-state: 175
  - Out-of-state: 984

*\*Data from end of FY21*

### Legislative Activity

- We wrapped up the 2021 legislative year with minor impacts and changes. Changes included the requirement to ask applicants if they were active military or the spouse of an active military member. In addition, North Dakota defended the use of the term “moral character” in our applications and law.
- 2022 is not a legislative year. However, we continue to monitor interim legislative committees. This includes a committee reviewing procedures for supervision of licensing boards and discussion of interstate licensure compacts with neighboring states in anticipation of the 2023 legislative session and possible threats to licensure and deregulation.

## Oklahoma

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 2,539
  - In-state: 859
  - Out-of-state: 1,680

# FY21 ANNUAL REPORT: REGION 4 REPORT

## South Dakota

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 963
  - In-state: 123
  - Out-of-state: 840

*\*Data from end of FY21*

### Rule/Requirement Changes & Other Updates

- South Dakota changed the following administrative rule:
  - **20:38:35:11. Carryover Professional Development Hours (PDH).** If a licensee obtains more than the 30 PDH in a biennium, up to 15 PDH may be carried over to the following biennium. Any PDH carried over may only be carried over from the previous biennium.

## Wyoming

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 1,276
  - In-state: 132
  - Out-of-state: 1,144

*\*Data from end of FY21*

**CHAIR**

Sylvia Kwan

FAIA, LEED AP

California Member Board Member

**FY21 REGION 6 OFFICERS:****DIRECTOR**

Edward T. Marley

AIA, NCARB, LEED AP

**VICE CHAIR**

Tara Rothwell

AIA, NCARB, LEED AP

New Mexico Member Board Member

**SECRETARY/TREASURER**

Corey R. Solum

AIA, NCARB

Utah Member Board Member

**MEMBER**

Catherine Fritz

AIA

Alaska Member Board Member

**MEMBER**

Douglas W. Sams

AIA, CDT, LEED AP BD+C

Oregon Member Board Member

**REGIONAL EXECUTIVE**

Gina Spaulding

**HIGHLIGHTS/YEAR SUMMARY**

- Region 6 formally adopted its five-year strategic plan in FY21.

**UPCOMING FY22 REGIONAL OFFICERS:**

- **Director:** Sylvia Kwan, FAIA, LEED AP, California Member Board Member
- **Chair:** Tara Rothwell, AIA, NCARB, LEED AP, New Mexico Member Board Member
- **Vice Chair:** Corey R. Solum, AIA, NCARB, Utah Member Board Member
- **Secretary/Treasurer:** Catherine Fritz, AIA, Alaska Member Board Member
- **Member:** Tian A. Feng, FAIA, FCSI, California Member Board Member
- **Member:** Douglas W. Sams, AIA, CDT, LEED AP BD+C, Former Oregon Member Board Member
- **Regional Executive:** Melarie M. Gonzales, MBA

# FY21 ANNUAL REPORT: REGION 6 REPORT

## Alaska

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 581
  - In-state: 242
  - Out-of-state: 339

## Arizona

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 6,587
  - In-state: 2,582
  - Out-of-state: 4,005

*\*Data from end of FY21*

## California

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 22,365
  - In-state: 17,942
  - Out-of-state: 4,423

### Rule/Requirement Changes & Other Updates

- Effective January 1, 2021, all new applicants for licensure are required to complete a criminal background check in order to obtain a license.
- Effective January 1, 2023, licensees will be required to complete five hours of continuing education on the topic of zero net carbon design. This will be in addition to the existing five-hour requirement on disability access, for a total of 10 hours every two years.

# FY21 ANNUAL REPORT: REGION 6 REPORT

## Colorado

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 7,804
  - In-state: 3,648
  - Out-of-state: 4,156

## Guam

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 89
  - In-state: 28
  - Out-of-state: 61

## Hawaii

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 2,387
  - In-state: 1,007
  - Out-of-state: 1,380

# FY21 ANNUAL REPORT: REGION 6 REPORT

## Idaho

### Number of Licensed Architects per NCARB's 2020 Survey

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

## Nevada

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 2,814
  - In-state: 557
  - Out-of-state: 2,257

# FY21 ANNUAL REPORT: REGION 6 REPORT

## New Mexico

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 2,286
  - In-state: 723
  - Out-of-state: 1,563

\*Data from end of FY21

### Rule/Requirement Changes & Other Updates

- The board proposed changes to its administrative rules as follows:
  - **16.30.1.7 NMAC – General Provisions:** The proposed changes to 16.30.1.7 NMAC adjust the qualifications of misconduct for unauthorized use of a registration seal. The changes now reflect a “knowingly” standard, in place of the previous standard, which used the term “all reasonable measures.” This is to clarify language and to add a new provision to the definition of misconduct to account for the misuse of an architectural seal.
  - **16.30.3.8 NMAC– General Qualifications:** The proposed changes to 16.30.3.8 NMAC serve to add a list of disqualifying criminal convictions pursuant to Section 61-1-36 NMSA 1978. This list enumerates those felonies for which convictions could result in denial of an application or disciplinary action.
  - **16.30.3.10 NMAC– Registration Through Reciprocity:** The proposed changes to 16.30.3.10 NMAC adjust the timeframe from six months to one year for reciprocal licensure and enable board staff to raise issues with reciprocal applications with the enforcement subcommittee.
  - **16.30.3.12 NMAC- Continuing Education:** The proposed changes to 16.30.3.12 NMAC update the fee schedule for licensees who fail to complete the required continuing education hours in a timely manner. The adjusted fee schedule permits the reporting of excessive violations to NCARB.
  - **16.30.4.11 NMAC- Compliance With Laws:** The proposed changes to 16.30.4.11 NMAC add a reference to the enumerated crimes listed in 16.30.3.8 that would disqualify an architect from practicing.
  - **16.30.5.7 NMAC- Definitions:** The proposed changes to 16.30.5.7 NMAC update the reference to the Parental Responsibility Act to the correct statute, Section 40-5A-1 through 13NMSA 1978.
  - **16.30.5.8 NMAC- Complaints:** The proposed changes to 16.30.5.8 clarify language to include complaints signed under penalty of perjury.
  - **16.30.7.8 NMAC- Expedited Licensure:** The proposed changes to 16.30.7.8 NMAC add a reference to Section 61-1-34 NMSA and mandate that the board comply with the provisions of this section.

# FY21 ANNUAL REPORT: REGION 6 REPORT

## Northern Mariana Islands

### Number of Licensed Architects per NCARB's 2020 Survey

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

## Oregon

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 3,903
  - In-state: 1,597
  - Out-of-state: 2,306

*\*Data from end of FY21*

## Utah

### Number of Licensed Architects per NCARB's 2020 Survey

- Total number of licensed architects: 2,793
  - In-state: 1,250
  - Out-of-state: 1,543

# FY21 ANNUAL REPORT: REGION 6 REPORT

## Washington

### Number of Licensed Architects per NCARB's 2020 Survey\*

- Total number of licensed architects: 6,591
- Delinquent licenses: 4,543
- Inactive licenses: 864
- Retired licenses: 1,011

*\*Data from end of FY21*

### Rule/Requirement Changes & Other Updates

- No bills with significant impact to the architect law were passed during the 2021 legislative session
- Board member activity:
  - Neitha Wilkey, Rick Benner, and Scott Harm attended the virtual NCARB Regional Summit held March 4-5, 2021. All reported it was different attending the meeting virtually and would prefer an in-person meeting. They also commented there was good discussion, and the virtual format seemed to allow for greater participation.
  - The NCARB Annual Business Meeting was held June 24-25, 2021, in Los Angeles, CA. Scott Harm attended in-person as the board voting delegate, and Roch Manley attended virtually.
  - The board thanked Neitha Wilkey for her 12 years of dedication and service to the board. She termed off the board in June 2021. In addition to her work in Washington state, she was a leader with ARE development at the national level.
  - Governor Inslee appointed Paul Wu to his first term on the board to take the place of Neitha Wilkey. Wu attended his first meeting July 2021.
  - The board elected the following officers:
    - Chair: Rick Benner
    - Vice chair: Roch Manley
    - Secretary: Scott Harm
- Other accomplishments:
  - A committee consisting of Colin Jones, Roch Manley, and Susan Cooley was formed to complete the task of reviewing and updating the architect state law exam. The update was completed by January 2021, and results from the new exam will be reviewed by the board in spring 2022.
  - The board submitted a letter to the state attorney general in response to his request for input on the question “Is it acceptable for engineers to stamp and sign architectural drawings for permits prepared by non-professionals for projects not accepted under RCW 18.08.410?” In March 2021, the state attorney general issued an opinion that it is not appropriate for engineers to stamp and seal architectural drawings.

# FY21 ANNUAL REPORT: REGION 6 REPORT

## Washington Continued

- Board members Sian Roberts, Colin Jones, and Paul Wu met with Board of Engineers to discuss two additional questions from the state attorney general regarding questions he will be responding to with a formal opinion yet to be published. The two questions were:
  - When would a complete set of design documents created by an engineer for a non-agriculture and non-residential building that exceeds four thousand square feet amount to the practice of engineering as authorized in 18.43 RCW?
  - If the complete set of design documents is considered the practice of engineering as authorized by 18.43 RCW, would those documents fall under the exemption to architectural licensing provided in RCW 18.08.410(1)?
- Disciplinary activity:
  - The board closed 12 complaints in 2021, with nine open complaints.
- Board operations:
  - Staff member Rick Storvick virtually attended NCARB's Regional Summit and Annual Business Meeting. He also participated on the NCARB Futures Collaborative through virtual meetings.
  - The regulatory boards section started to support four additional boards/commissions in the Business and Professions Division.
  - The Business and Professions Division of the Department of Licensing initiated a functional alignment of staff in October 2021 to group staff into six functional sections. The six functional areas include:
    - Boards and commissions support services
    - Licensing and customer support services
    - Field support services
    - Compliance
    - Centralized support services
    - Prorate and fuel tax
  - Business and Professions staff have continued working remotely due to COVID-19.
  - Staff and board members have been required to meet mandatory COVID-19 vaccination requirements as of October 18, 2021.



# BUSINESS OPERATIONS

Explore the Council's structure, financials, and day-to-day administration—plus find information about NCARB's Innovation and Data & Analytics teams, continued focus on data security, staff operations amid the COVID-19 pandemic, and the Organizational Health Team's initiatives.

## Facilitate Licensure

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

# BUSINESS OPERATIONS

Program and Service Excellence

Data Analysis and Thought Leadership

Future-focused Research and Development

Awareness in the Architecture Community

Advocacy Support, Outreach, and Influence

Stakeholder Systems, Tools, and Resources

Throughout FY21, NCARB continued to ensure its operations aligned with industry best practices, adapted to the changes necessitated by the global pandemic, and explored new ways to remain innovative and responsive. By continually improving NCARB's day-to-day administration, the organization can better serve its members, customers, and the public.

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

NCARB's staff operated remotely throughout FY21 as the COVID-19 pandemic continued, with occasional hybrid in-person/remote meetings held in the spring of 2021 as evolving health and safety measures allowed. Throughout the year, NCARB's leadership, Organizational Health, and Innovation teams collaborated with individual departments and project teams to optimize workflow, take advantage of new opportunities, and go further.

### Organizational Health Team

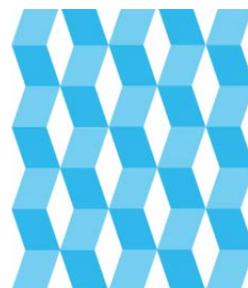
NCARB's Organizational Health team was established in FY20. In FY21, the department established a framework to ensure existing staff are able to work to their fullest potential and strengthen organizational culture. During the year, the team:

- Established a newsletter for NCARB staff featuring project updates, coaching tips, and more
- Regularly celebrated project team accomplishments
- Provided support for NCARB's ongoing projects
- Experimented with virtual meeting formats to encourage deeper engagement across the Council

The Organizational Health team will continue to evolve over the coming fiscal year.

### New Departments: Office of the CIIO and COO

To further establish NCARB's ongoing focus on innovation and improvement, two new departments were created in FY21:

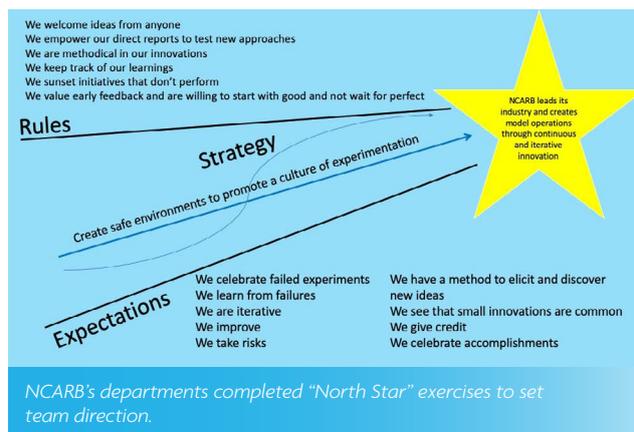


NCARB

**ORGANIZATIONAL HEALTH**

NCARB's Organizational Health team launched the "Connector," a monthly newsletter for staff.

- **The Office of the Chief Innovation and Information Officer (CIIO):** This department includes both NCARB's Innovation and Data & Analytics teams. NCARB added new positions in these areas to expand its ability to make forward-looking, data-driven decisions.
- **The Office of the Chief Operations Officer (COO):** This department focuses on continuous improvement within the organization, as well as strategic support for NCARB's leadership.



### North Star

In FY21, NCARB's staff vice presidents finalized a "North Star" for each department, highlighting the department's goals, as well as the strategy, rules, and expectations for achieving those goals. After discussion with the Board of Directors, the North Stars were shared with employees during the January all-staff meeting.

### Enhanced Cybersecurity

With staff working remotely, NCARB's Information Systems team collaborated across the organization to release updates that would improve the security of NCARB's systems and customer data. These enhancements ensure that staff have the resources and support needed to serve members and customers, without compromising sensitive information. Some of the new tools and resources developed in FY21 include:

- A new system for managing documents in customer Records
- Enhanced staff training around cybersecurity
- Additional platforms available through NCARB's secure single sign-on service

**Think Before You Click**

- Address** Is this a legitimate NCARB or known contact email address?
- Email** Am I expecting this email?
- Link** When I hover over the link, is it a familiar address?
- Body** Is the grammar/spelling/tone correct?
- Attachments** Does the attachment have a strange file format?

NCARB's Information Systems team provides cybersecurity training to staff.



# 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. Several updates were approved by the membership this year.

*(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; May 14, 2021, Special Vote; June 26, 2021, Los Angeles, CA.)*

## 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 such licensure;
- S. “Remote Meeting” shall mean any Annual Business Meeting or any Special Meeting held by telephone or video conference technology or other electronic communications technology that allows all participants to hear and participate in the proceedings and to vote, pose questions, and make comments.
- T. “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. Remote Meetings. The Annual Business Meeting and any Special Meetings may be held as a Remote Meeting. The Bylaws provisions which govern calling and providing notice for, and the procedures and conduct of business of, the Annual Business Meeting or special meetings, as applicable, shall apply to Remote Meetings. Holding a Remote Meeting does not preclude allowing participants to gather in a designated location during such meeting.

SECTION 4. 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 5. 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 6. 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 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 7. 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 8. 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 9. 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 10. 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 11. 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 12. 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.

\* Effective July 1, 2022, Article VII, Section 3, will be updated as follows: "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~~**they are** 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~~**their** successor is duly elected and succeeds to office. No person shall serve more than ~~three~~**two** terms in succession as a **Regional Director or three terms in succession as a Member Board Executive Director or Public Director**; provided, however, that service as an Elected Officer and Immediate Past President shall not count against such ~~limits~~. 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 re-election 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 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.
- 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.

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.

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 increase 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.

**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.

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.

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**

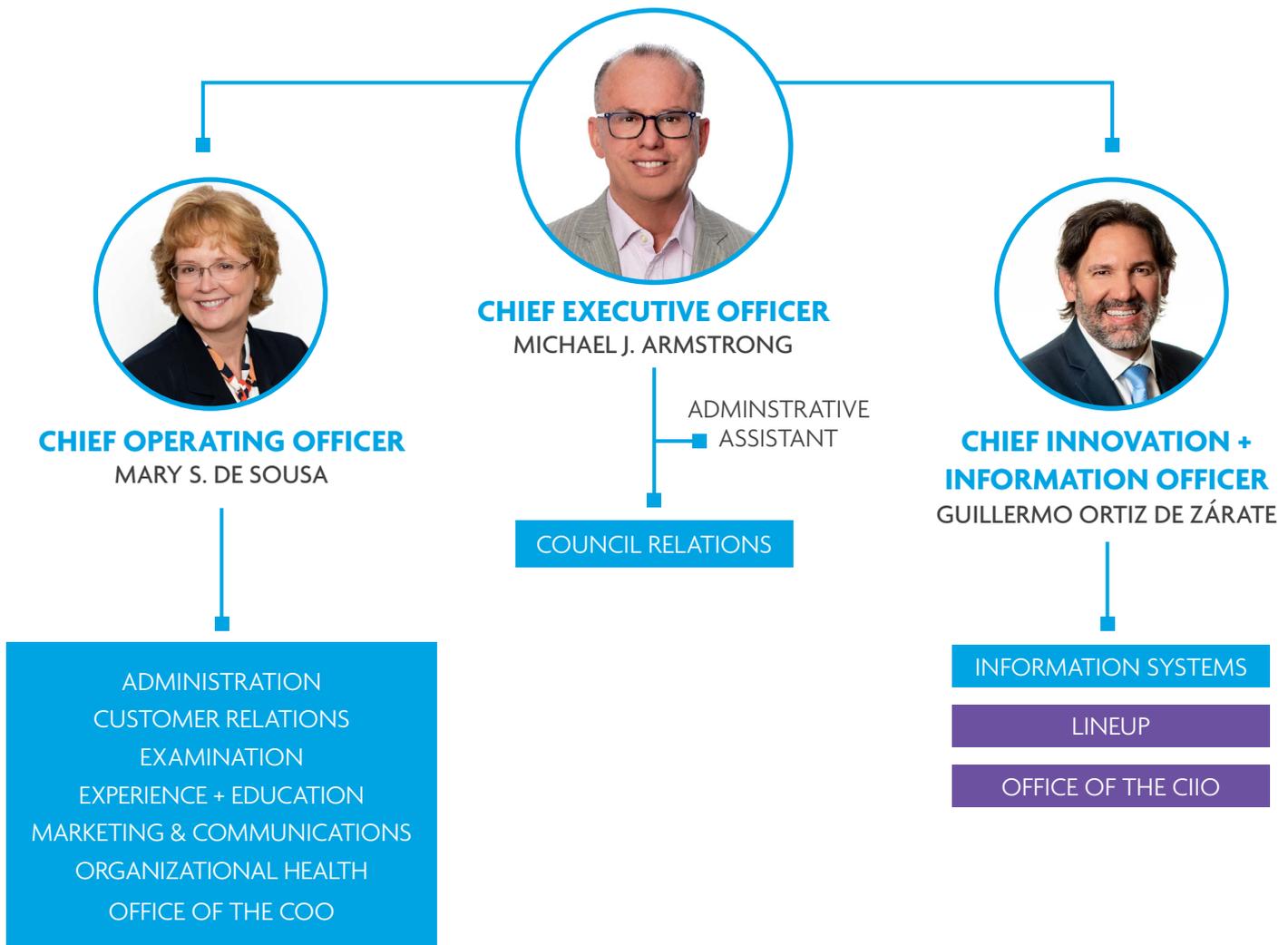
In addition to such further indemnification as may be authorized by the Board of Directors from time to time consistent with applicable law, to the fullest extent permitted by law, including without limitation Section 504 of the Iowa Code known as the Revised Iowa Nonprofit Council Act ("RINCA") and 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 our Member Boards and customers. The staff, consisting of experts in architecture as well as other fields, is divided into several departments that provide a wealth of diverse experiences and skill sets to the organization.



National Council of Architectural Registration Boards detailed organizational structure as of June 2021

# 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

- HR Generalist
- HR Coordinator

- 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 our services.

**CHIEF OPERATING OFFICER**  
MARY S. DE SOUSA



Administrative Assistant

## ROXANNE ALSTON VICE PRESIDENT, CUSTOMER RELATIONS

### CASANDRA WALKER

Assistant  
Vice President,  
Customer Relations

- Managers,  
Customer Relations
- Senior Specialists
- Program Specialists
- Specialists 2
- Specialists 1

### KATRINA HUMPHREY

Assistant  
Vice President,  
Customer Relations

- Managers,  
Customer Relations
- Senior Specialists
- Program Specialists
- Specialists 2
- Specialists 1

# 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 our collateral relationships.

**CHIEF EXECUTIVE OFFICER**  
MICHAEL J. ARMSTRONG



## COUNCIL RELATIONS

### VICE PRESIDENT, JOSHUA C. BATKIN

#### **MAURICE BROWN**

Assistant Vice President,  
Advocacy + External Engagement

- Coordinator, Advocacy & External Engagement

#### **CAITLIN STROMBERG**

Assistant Vice President,  
Member Relations and Volunteer  
Engagement

- Council Relations Assistant

# 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

- Senior Manager, Examination
- Test Development Coordinator

# EXPERIENCE + EDUCATION

The Education + Experience 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, HOND, HON. FCARM

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

- Senior Manager, E+E

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

- Program Specialists, E+E
- Managers, E+E

# INFORMATION SYSTEMS

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

**CHIEF INNOVATION + INFORMATION OFFICER**  
GUILLERMO ORTIZ DE ZÁRATE



- Manager, Infrastructure
  - Systems Administrator
  - Help Desk Technician

## 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

# MARKETING AND COMMUNICATIONS

The Marketing and 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 AND COMMUNICATIONS VICE PRESIDENT, ANDREW MCINTYRE

### AMANDA PICA

Assistant Vice President,  
Marketing & Communications

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

# OFFICE OF THE CHIEF INNOVATION + INFORMATION OFFICER

The Office of the Chief Innovation + Information Officer explores new areas for experimentation, innovation, and exploration for the Council, including efforts related to data and analytics.



Administrative Assistant

## CHIEF INNOVATION + INFORMATION OFFICER GUILLERMO ORTIZ DE ZÁRATE

Manager, Data & Analytics

- Data Analyst

# OFFICE OF THE CHIEF OPERATING OFFICER

The Office of the Chief Operating Officer facilitates the work of the NCARB Board of Directors and ensures the continuous improvement of NCARB's existing programs and services.



## CHIEF OPERATING OFFICER MARY S. DE SOUSA

### STACI MASON

Assistant Vice President,  
Continuous Improvement

- Business Analysts

### VANESSA WILLIAMSON, CAE

Assistant Vice President,  
Executive Office

# 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 OPERATING OFFICER**  
MICHAEL J. ARMSTRONG

**COO, ADMINISTRATION VP,  
AND CUSTOMER  
RELATIONS VP**



## ORGANIZATIONAL HEALTH

**HEATHER COLES**  
Co-Director

**CHRISTINE SCHUBERT**  
Co-Director

- Senior Scrum Master

# 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
- Kenneth R. Van Tine  
AIA, NCARB, LEED AP
- Jodi McDermott
- Mark Lowery

### STAFF

- Administrative Assistant,  
Information Systems
- Director of Sales
  - Business Development Specialist
  - Business Development Representative
  - Digital Marketer



# STRATEGIC PLAN

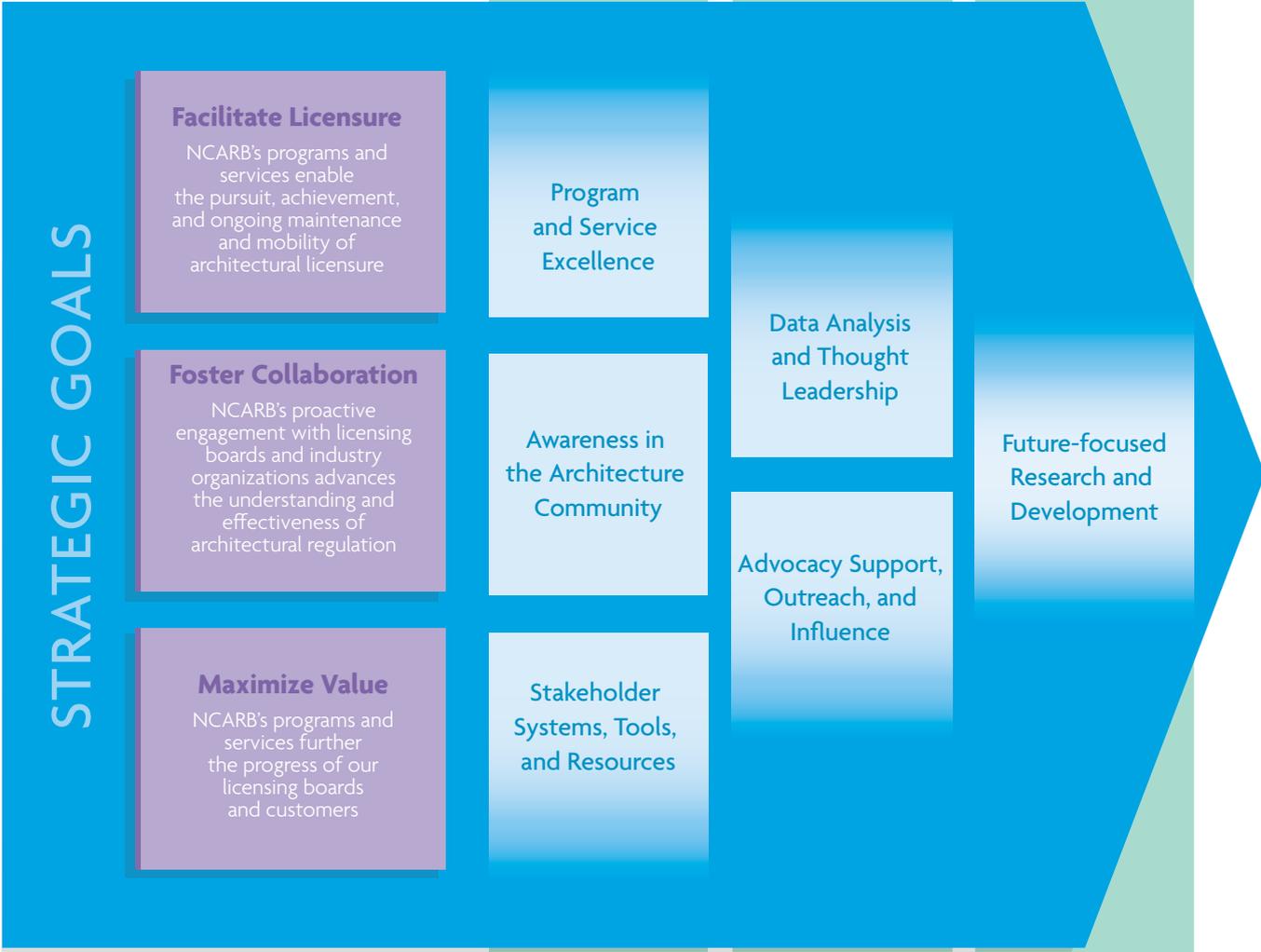
Last updated in 2019, the Strategic Plan provides a framework for organizational initiatives over the next several years.

**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**



# 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, 2021

## Contents

---

Independent auditor's report	1
<hr/>	
Financial statements	
Consolidated statements of financial position	2
Consolidated statements of activities	3
Consolidated statements of cash flows	4
Consolidated statements of functional expenses	5
Notes to consolidated financial statements	6-16

---

## Independent Auditor's Report

RSM US LLP

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 comprise the consolidated statements of financial position as of June 30, 2021 and 2020, the related consolidated statements of activities, cash flows and functional expenses for the years 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 audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits 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, 2021 and 2020, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

*RSM US LLP*

Washington, D.C.  
December 2, 2021

**THE POWER OF BEING UNDERSTOOD**  
AUDIT | TAX | CONSULTING

## National Council of Architectural Registration Boards

Consolidated Statements of Financial Position  
June 30, 2021 and 2020

	2021	2020
<b>Assets</b>		
Cash and cash equivalents	\$ 2,666,715	\$ 2,045,145
Investments	35,885,370	28,242,418
Accounts receivable, net	58,861	79,447
Prepaid expenses and other assets	880,112	753,707
Investments – deferred compensation	597,618	504,796
Property, equipment and capitalized software, net	6,874,689	7,038,571
	<u>6,874,689</u>	<u>7,038,571</u>
<b>Total assets</b>	<b>\$ 46,963,365</b>	<b>\$ 38,664,084</b>
<b>Liabilities and Net Assets</b>		
Liabilities:		
Accounts payable and accrued expenses	\$ 1,484,079	\$ 629,534
Accrued payroll and related liabilities	1,619,420	1,004,804
Deferred revenue	5,018,149	4,381,007
Deferred rent and lease incentive	5,402,896	4,726,764
Deferred compensation	597,618	504,796
<b>Total liabilities</b>	<b>14,122,162</b>	<b>11,246,905</b>
Commitments and contingencies (Notes 8, 9 and 11)		
Net assets without donor restrictions:		
Undesignated	31,275,995	26,357,985
Regional conferences' net assets	553,904	457,886
Board designated – business development	1,011,304	601,308
<b>Total net assets</b>	<b>32,841,203</b>	<b>27,417,179</b>
	<u>32,841,203</u>	<u>27,417,179</u>
<b>Total liabilities and net assets</b>	<b>\$ 46,963,365</b>	<b>\$ 38,664,084</b>
	<u>\$ 46,963,365</u>	<u>\$ 38,664,084</u>

See notes to consolidated financial statements.

## National Council of Architectural Registration Boards

Consolidated Statements of Activities  
Years Ended June 30, 2021 and 2020

	2021	2020
Revenue, NCARB and regional activities:		
Customer relations income	\$ 22,591,322	\$ 21,484,930
Examination income	8,704,980	8,336,810
Member board dues	357,500	357,500
Interest and dividends	513,757	661,829
Education income	23,625	19,525
Annual meetings, regional activities and other income	191,730	52,187
<b>Total revenue, NCARB and regional activities</b>	<b>32,382,914</b>	<b>30,912,781</b>
Expenses, NCARB and regional activities:		
Program services:		
Council relations directorate	2,996,538	2,687,639
Examination directorate	8,654,311	6,786,376
Information systems directorate	6,666,302	6,060,075
Customer relations directorate	4,293,302	4,216,394
Marketing and communications directorate	1,538,638	1,538,584
E + E directorate	1,326,289	2,066,576
<b>Total program expenses, NCARB and regional activities</b>	<b>25,475,380</b>	<b>23,355,644</b>
Supporting services:		
Administration directorate	3,933,362	3,981,042
Executive office	2,041,820	2,711,164
<b>Total supporting expenses, NCARB and regional activities</b>	<b>5,975,182</b>	<b>6,692,206</b>
<b>Total expenses, NCARB and regional activities</b>	<b>31,450,562</b>	<b>30,047,850</b>
<b>Change in net assets before Lineup LLC activities and investment gain or loss</b>	<b>932,352</b>	<b>864,931</b>
Lineup LLC revenue	113,962	77,620
Lineup LLC business development expenses	(690,414)	(835,367)
<b>Change in net assets – Lineup LLC</b>	<b>(576,452)</b>	<b>(757,747)</b>
Realized and unrealized gain (loss) on investments	5,068,124	(893,437)
<b>Change in net assets</b>	<b>5,424,024</b>	<b>(786,253)</b>
Net assets:		
Beginning	27,417,179	28,203,432
Ending	<b>\$ 32,841,203</b>	<b>\$ 27,417,179</b>

See notes to consolidated financial statements.

## National Council of Architectural Registration Boards

Consolidated Statements of Cash Flows  
Years Ended June 30, 2021 and 2020

	2021	2020
Cash flows from operating activities:		
Cash received from:		
Customer relations income	\$ 22,615,115	\$ 21,503,755
Examination income	8,538,185	9,527,320
Education income	31,875	22,525
Member board dues	452,879	331,500
Annual meetings, regional activities and other income	217,543	147,505
<b>Total cash received</b>	<b>31,855,597</b>	<b>31,532,605</b>
Cash paid for:		
Employment/human resource expenses	(14,229,699)	(13,197,798)
Operating expenses	(4,944,623)	(7,733,674)
Contributions	(423,987)	(490,100)
Consulting	(6,172,318)	(5,547,686)
Travel/other meeting expenses	(1,390,535)	(2,989,762)
<b>Total cash paid</b>	<b>(27,161,162)</b>	<b>(29,959,020)</b>
<b>Net cash provided by operating activities</b>	<b>4,694,435</b>	<b>1,573,585</b>
Cash flows from investing activities:		
Cash paid for:		
Transfers (into) from investments	(2,249,609)	371,638
Capital expenditures	(1,823,256)	(1,977,866)
<b>Net cash used in investing activities</b>	<b>(4,072,865)</b>	<b>(1,606,228)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>621,570</b>	<b>(32,643)</b>
Cash and cash equivalents:		
Beginning	2,045,145	2,077,788
Ending	<b>\$ 2,666,715</b>	<b>\$ 2,045,145</b>

See notes to consolidated financial statements.

## National Council of Architectural Registration Boards

Consolidated Statements of Functional Expenses  
Years Ended June 30, 2021 and 2020

	Program Expenses							Total Program Expenses	Supporting Expenses		Total Supporting Expenses	2021 Total
	Council Relations Directorate	Examination Directorate	Information Systems Directorate	Customer Relations Directorate	Marketing and Communications Directorate	E + E Directorate	Business Development		Administration Directorate	Executive Office		
Expenses:												
Employment/human resources	\$ 996,015	\$ 1,119,714	\$ 2,891,993	\$ 3,078,484	\$ 1,149,859	\$ 1,055,480	\$ 481,360	\$ 10,772,905	\$ 2,243,189	\$ 1,636,938	\$ 3,880,127	\$ 14,653,032
Operating expenses	337,068	1,088,539	3,766,947	1,164,257	192,376	257,488	185,695	6,992,370	1,398,451	74,274	1,472,725	8,465,095
Consulting	129,979	6,443,077	5,480	47,726	192,208	6,060	13,058	6,837,588	242,042	83,457	325,499	7,163,087
Travel and meeting expenses	998,979	2,981	899	1,828	498	6,989	10,301	1,022,475	19,288	235,343	254,631	1,277,106
Contributions	417,257	-	983	1,007	3,697	272	-	423,216	30,392	11,808	42,200	465,416
Other BOD/office expenses	117,240	-	-	-	-	-	-	117,240	-	-	-	117,240
<b>Total expenses</b>	<b>\$ 2,996,538</b>	<b>\$ 8,654,311</b>	<b>\$ 6,666,302</b>	<b>\$ 4,293,302</b>	<b>\$ 1,538,638</b>	<b>\$ 1,326,289</b>	<b>\$ 690,414</b>	<b>\$ 26,165,794</b>	<b>\$ 3,933,362</b>	<b>\$ 2,041,820</b>	<b>\$ 5,975,182</b>	<b>\$ 32,140,976</b>

	Program Expenses							Total Program Expenses	Supporting Expenses		Total Supporting Expenses	2020 Total
	Council Relations Directorate	Examination Directorate	Information Systems Directorate	Customer Relations Directorate	Marketing and Communications Directorate	E + E Directorate	Business Development		Administration Directorate	Executive Office		
Expenses:												
Employment/human resources	\$ 912,701	\$ 974,921	\$ 2,509,396	\$ 2,827,023	\$ 973,190	\$ 939,739	\$ 541,821	\$ 9,678,791	\$ 1,959,122	\$ 1,449,776	\$ 3,408,898	\$ 13,087,689
Operating expenses	257,182	870,174	3,385,764	1,306,709	447,328	349,346	141,535	6,758,038	1,846,745	122,977	1,969,722	8,727,760
Consulting	194,112	4,480,362	135,815	53,178	104,278	65,805	101,178	5,134,728	71,658	223,875	295,533	5,430,261
Travel and meeting expenses	731,987	460,066	28,275	27,914	9,144	710,016	48,427	2,015,829	96,877	861,636	958,513	2,974,342
Contributions	446,657	853	825	1,570	4,644	1,670	2,406	458,625	6,640	52,900	59,540	518,165
Other BOD/office expenses	145,000	-	-	-	-	-	-	145,000	-	-	-	145,000
<b>Total expenses</b>	<b>\$ 2,687,639</b>	<b>\$ 6,786,376</b>	<b>\$ 6,060,075</b>	<b>\$ 4,216,394</b>	<b>\$ 1,538,584</b>	<b>\$ 2,066,576</b>	<b>\$ 835,367</b>	<b>\$ 24,191,011</b>	<b>\$ 3,981,042</b>	<b>\$ 2,711,164</b>	<b>\$ 6,692,206</b>	<b>\$ 30,883,217</b>

See note 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, 2021 and 2020, the Council had unrelated business income from Lineup LLC software sales of \$113,962 and \$77,620, 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 presentation:** The consolidated 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, 2021 and 2020, 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 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 \$2,663,975 and \$2,148,692 has been expended for this purpose through June 30, 2021 and 2020, respectively.

**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.

## National Council of Architectural Registration Boards

### Notes to Consolidated Financial Statements

---

#### Note 1. Nature of Activities and Significant Accounting Policies (Continued)

**Cash and cash equivalents:** For consolidated 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 \$1,696,488 and \$1,259,012 in its overnight repurchase agreements account at June 30, 2021 and 2020, 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 various securities. 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 consolidated 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 statements 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. Based on management's assessment, there are no uncollectible receivables as of June 30, 2021 and 2020, respectively.

**Property, equipment and capitalized software:** Acquisitions of property, equipment and capitalized software greater than \$5,000 are recorded at cost and depreciated using the straight-line method over their respective useful lives, ranging from 3 to 10 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 five years.

**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, 2021 and 2020, management did not consider the value of any property or equipment or intangible assets to be impaired.

## National Council of Architectural Registration Boards

### Notes to Consolidated Financial Statements

---

#### Note 1. Nature of Activities and Significant Accounting Policies (Continued)

**Adopted accounting pronouncements:** In August 2018, the FASB issued Accounting Standards Update (ASU) 2018-13, *Fair Value Measurement (Topic 820): Disclosure Framework – Changes to the Disclosure Requirements for Fair Value Measurement*. The ASU results in the removal, modification and addition of certain disclosure requirements related to transfers between levels within the fair value hierarchy, valuation processes and unrealized gains/losses presentation for Level 3 measurements and liquidation timing for investments held at net asset value. The changes in this ASU should generally be applied on a retrospective basis in the year that the ASU is first applied except for the changes related to Level 3 measurements, which should be applied prospectively. The Council adopted ASU 2018-13 during year ending June 30, 2021. The adoption of ASU 2018-13 had no impact on the consolidated financial statements.

During the year ended June 30, 2021, the Council adopted the guidance regarding contributions made from ASU 2018-08, *Not-for-Profit Entities (Topic 958): Clarifying the Scope and the 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 of 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 contributions made, the timing and amount of expense recognized previously is consistent with how expenses are recognized under this new standard. The Council adopted the guidance regarding contributions received from ASU 2018-08 during the year ended June 30, 2020.

**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.

**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 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.

## National Council of Architectural Registration Boards

### Notes to Consolidated Financial Statements

#### Note 1. Nature of Activities and Significant Accounting Policies (Continued)

**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). Dues revenue is recognized during the fiscal year of the membership. 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 authorized member board staff 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.

**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 individual department headcounts.

**Upcoming accounting pronouncements:** In February 2016, the FASB issued ASU 2016-02, *Leases (Topic 842)*, which changes the accounting for leases. 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 the new accounting guidance will have on its consolidated financial statements.

In August 2018, the FASB issued ASU 2018-15, *Intangibles – Goodwill and Other – Internal-Use Software (Subtopic 350-40): Customer's Accounting for Implementation Costs Incurred in a Cloud Computing Arrangement That Is a Service Contract*. Under the new guidance, it will align the requirements for capitalizing implementation costs incurred by a customer in a hosting arrangement that is a service contract with the requirements for capitalizing implementation costs incurred to develop or obtain internal-use software. The standard will be effective for the Council for the fiscal year ending June 30, 2022. The Council is currently in the process of evaluating the impact the new accounting guidance will have on its consolidated financial statements.

In September 2020, the FASB issued ASU 2020-07, *Not-for-Profit Entities (Topic 958): Presentation and Disclosures by Not-for-Profit Entities for Contributed Nonfinancial Assets*, which requires a not-for-profit entity to present contributed nonfinancial assets in the consolidated statement of activities as a line item that is separate from contributions of cash or other financial assets. ASU 2020-07 also requires additional qualitative and quantitative disclosures about contributed nonfinancial assets received, disaggregated by category. This ASU is effective for the Council's fiscal year ending June 30, 2022. The Council is currently assessing the impact that ASU 2020-07 will have on its financial statements.

**Subsequent events:** Subsequent events have been evaluated through December 2, 2021, which is the date the consolidated financial statements were available to be issued.

## National Council of Architectural Registration Boards

## Notes to Consolidated Financial Statements

**Note 2. Investments**

Investments other than deferred compensation holdings consist of the following at June 30, 2021 and 2020:

	2021	2020
Fixed income securities:		
Exchange-traded funds	\$ 9,941,164	\$ 5,406,437
Asset-backed securities	-	1,298,391
Mutual funds	-	1,199,259
Corporate bonds	-	1,189,115
Government bonds	-	943,553
Equity securities:		
Exchange-traded funds	22,310,534	12,747,069
Mutual funds	-	2,346,025
Alternative investments	3,437,711	-
Certificate of deposits	71,262	70,652
Cash and money market funds	124,699	3,041,917
Total investments	<u>\$ 35,885,370</u>	<u>\$ 28,242,418</u>

Deferred compensation holdings consist of the following at June 30, 2021 and 2020:

	2021	2020
Equity mutual funds	\$ 346,368	\$ 123,786
Money market funds	251,250	381,010
	<u>\$ 597,618</u>	<u>\$ 504,796</u>

The Board of Directors has directed that the Council's investments be allocated as follows as of June 30, 2021 and 2020:

	2021	2020
Short-term reserve	\$ 3,986,587	\$ 3,950,982
Business development fund	1,011,304	601,308
Strategic reserve	24,769,031	23,690,128
Growth fund	6,118,448	-
	<u>\$ 35,885,370</u>	<u>\$ 28,242,418</u>

Investment income (loss) consists of the following for the years ended June 30, 2021 and 2020:

	2021	2020
Interest and dividends	\$ 615,915	\$ 763,389
Realized and unrealized gain (loss) on investments	5,068,124	(893,437)
Investment fees	(102,158)	(101,560)
	<u>\$ 5,581,881</u>	<u>\$ (231,608)</u>

## National Council of Architectural Registration Boards

### Notes to Consolidated Financial Statements

---

#### Note 2. Investments (Continued)

Investment purchases and sales between investment accounts for the year ended June 30, 2021, were \$18,323,005 and \$17,905,065 respectively, and investment purchases and sales between investment accounts for the year ended June 30, 2020, were \$18,031,269 and \$16,783,427, 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, 2021 and 2020.

As a practical expedient, the Council is permitted to estimate fair value of an investment using the reported net asset value (NAV) without further adjustment unless the Council expects to sell the investment at a value other than NAV or if the NAV is not calculated in accordance with generally accepted accounting principles. Management monitors the reports provided by fund managers and believes their estimates of value to be fair approximations of the exit price for these investments.

## 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, 2021 and 2020:

	June 30, 2021			
	Total	Level 1	Level 2	Level 3
<b>Investments:</b>				
Fixed income ETFs	\$ 9,941,164	\$ 9,941,164	\$ -	\$ -
Equity ETFs	22,310,534	22,310,534	-	-
	<u>32,251,698</u>	<u>\$ 32,251,698</u>	<u>\$ -</u>	<u>\$ -</u>
Alternative investments valued at NAV	3,437,711			
Cash and CDs, at cost	195,961			
Total investments	<u>\$ 35,885,370</u>			
<b>Deferred compensation assets:</b>				
Equity mutual funds	\$ 346,368	\$ 346,368	\$ -	\$ -
Money market funds	251,250	251,250	-	-
Total deferred compensation assets	<u>\$ 597,618</u>	<u>\$ 597,618</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Liabilities:</b>				
Deferred compensation liability	<u>\$ 597,618</u>	<u>\$ -</u>	<u>\$ 597,618</u>	<u>\$ -</u>
	June 30, 2020			
	Total	Level 1	Level 2	Level 3
<b>Investments:</b>				
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>
Cash and CDs, at cost	1,604,972			
Total investments	<u>\$ 28,242,418</u>			
<b>Deferred compensation assets:</b>				
Equity mutual funds	\$ 123,786	\$ 123,786	\$ -	\$ -
Money market funds	381,010	381,010	-	-
Total deferred compensation assets	<u>\$ 504,796</u>	<u>\$ 504,796</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Liabilities:</b>				
Deferred compensation liability	<u>\$ 504,796</u>	<u>\$ -</u>	<u>\$ 504,796</u>	<u>\$ -</u>

## National Council of Architectural Registration Boards

### Notes to Consolidated Financial Statements

#### Note 3. Fair Value Measurements (Continued)

Certain cash and cash equivalents 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.

The following presents further information regarding the composition of the Council's investments measured under the NAV practical expedient at June 30, 2021:

Alternative Investment	Fair Value	Unfunded Commitments	Redemption Frequency	Redemption Notice Period
Alkeon Growth Offshore Fund Ltd	\$ 1,140,902	\$ -	See (a) below	See (a) below
Hudson Bay International Fund Ltd	1,166,314	-	See (b) below	See (b) below
Starwood Real Estate Income Trust – Class D	1,130,495	-	See (c) below	See (c) below
	<u>\$ 3,437,711</u>			

- (a) Alkeon Growth Offshore Fund Ltd's investment objective is to achieve maximum capital appreciation. The Fund pursues this objective by investing its assets primarily in equity securities of U.S. and foreign companies that the Investment Manager believes are well positioned to benefit from demand for their products or services, including companies that can innovate or grow rapidly relative to their peers in their markets. Redemptions are permitted quarterly with 20 calendar days' notice.
- (b) Hudson Bay International Fund Ltd's investment objective is to target traditional and non-traditional sources of alpha by employing a diverse set of catalyst-driven absolute return strategies that are intended to be uncorrelated to each other and to the major indices. In deploying its trading and investing strategies, the Fund expects to hold both long and short positions in a broad range of debt and equity securities, derivatives and other financial instruments on a global basis. Generally, upon at least 65 days' prior written notice to the Fund's administrator, a shareholder may redeem up to 25%, 33.33%, 50% and 100%, respectively, of its redemption date value as of any four successive calendar quarter-ends (such 25%, 33.33%, 50% and 100% amounts, the applicable percentage for a particular redemption date).
- (c) Starwood Real Estate Income Trust's investment objective is to invest primarily in stabilized, income-oriented commercial real estate. The Trust's portfolio is principally comprised of properties located in the United States but may be diversified on a global basis through the acquisition of properties outside the United States, with a focus on Europe. Redemptions can be submitted daily and are processed monthly. The request must be received in good order on the second to last business day of the applicable month. There is no daily liquidity option available.

#### 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.

## National Council of Architectural Registration Boards

### Notes to Consolidated Financial Statements

#### Note 4. Liquidity (Continued)

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, 2021 and 2020:

	2021	2020
Cash and cash equivalents	\$ 2,666,715	\$ 2,045,145
Investments	35,885,370	28,242,418
Accounts receivable	58,861	79,447
Investments – deferred compensation	597,618	504,796
Financial assets	<u>39,208,564</u>	<u>30,871,806</u>
Less amounts not available for general expenditure:		
Investments – deferred compensation	(597,618)	(504,796)
Board designated net assets – business development	<u>(1,011,304)</u>	<u>(601,308)</u>
Financial assets available to meet cash expenditures within one year	<u>\$ 37,599,642</u>	<u>\$ 29,765,702</u>

#### Note 5. Property, Equipment and Capitalized Software

Property, equipment and capitalized software consists of the following at June 30, 2021 and 2020:

	2021	2020
Furniture and equipment	\$ 854,367	\$ 1,441,759
Leasehold improvements	2,910,020	3,755,375
Computer software	6,404,929	6,574,187
Examination services system	3,626,767	3,335,151
	<u>13,796,083</u>	<u>15,106,472</u>
Less accumulated depreciation and amortization	<u>(6,921,394)</u>	<u>(8,067,901)</u>
	<u>\$ 6,874,689</u>	<u>\$ 7,038,571</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, 2021 and 2020, no amounts were drawn on the line of credit and no amounts were outstanding under the line of credit as of June 30, 2021 and 2020, respectively.

## National Council of Architectural Registration Boards

### Notes to Consolidated Financial Statements

#### 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 \$597,618 and \$504,796 at June 30, 2021 and 2020, 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 \$351,712 and \$308,479 and discretionary contributions of \$266,000 and \$0 for the years ended June 30, 2021 and 2020, respectively.

#### 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 ended 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, 2021 and 2020, 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, 2021, are as follows:

Years ending June 30:	
2022	\$ 1,483,524
2023	1,520,626
2024	1,558,678
2025	1,597,682
2026	1,637,638
Thereafter	13,990,528
	<u>\$ 21,788,676</u>

The Council incurred rental expense of \$2,398,578 and \$3,176,934 for the years ended June 30, 2021 and 2020, 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, 2021 and 2020:

	2021	2020
Assets:		
Cash and cash equivalents	\$ 456,389	\$ 361,010
Investments	102,191	101,552
Total assets	<u>\$ 558,580</u>	<u>\$ 462,562</u>
Liabilities and net assets:		
Accounts payable	\$ 4,676	\$ 4,676
Net assets:		
Beginning of the year	457,886	484,684
Change in net assets	96,018	(26,798)
Regional conferences' net assets	<u>553,904</u>	<u>457,886</u>
Total liabilities and net assets	<u>\$ 558,580</u>	<u>\$ 462,562</u>

#### Note 11. COVID-19 Pandemic

The continued global pandemic has created substantial volatility in the economy, including the geographic areas in which the Council operates. While the Council has worked to mitigate the financial impact to its operations, it is unknown how long the adverse conditions associated with COVID-19 will last and what the complete financial effect will be to the Council. Quarantines, labor shortages or other disruptions to the Council's operations, or those of its members, may adversely impact the Council's revenues, ability to provide its services and operating results.

## 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  
**BEA** Broadly Experienced Architect  
**BEFA** Broadly Experienced Foreign Architect  
**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** Inter-organizational 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