

NCARB

# FY23 Annual Report





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## Welcome to the FY23 NCARB Annual Report

The FY23 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. For NCARB, Fiscal Year 2023 was a year of momentous change, fueled by continuous collaboration and driven by thought leadership both within the architecture community and the larger regulatory community. NCARB has ensured that its programs and policies are aligned with industry best practices, adapted to the evolution of the profession, and embraced new ways to remain innovative and responsive. We are proud of the many organizational initiatives that have come to fruition over the past year and the others that are 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 objectives identified in NCARB's Strategic Plan.

Through the collaborative work of the entire NCARB community, we were able to enhance many of our core services, leading to greater equity and opportunity—including replacing the exam expiration rolling clock policy with the new exam score validity policy, launching new free practice exams, and launching a new mutual recognition agreement (MRA) with the United Kingdom. NCARB's volunteers worked throughout the year to put forward several resolutions this year, including a resolution to restructure the governance model. The new model's changes were proposed with the goal of ensuring that the path to board leadership better provides the opportunity to represent the diversity of the population our member boards serve, as well as reducing the time required to move into NCARB leadership. We are truly thankful for the work of the NCARB community that positions us to grow in our partnerships and enhance data capabilities. These efforts provide insight into the impact that NCARB's programs have on diversity, equity, and inclusion both in the profession as a whole and within our own communities.

Our advocacy efforts continue to evolve as we work to support fair regulations and partner with other organizations on issues related to the built environment. We are dedicated to helping our stakeholders educate lawmakers about the benefits of reasonable regulation. Our organization is constantly looking ahead to the future of the profession and finding new ways to achieve our mission.



In this report, you'll find:

- A timeline of our key efforts from July 2022 to June 2023.
- 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 and committees.
- An overview of NCARB's organizational structure, business updates, the current *NCARB Bylaws*, and financial statements.

On behalf of the Council, it is our pleasure to welcome you to the FY23 NCARB Annual Report.



**Bayliss Ward**, NCARB, AIA  
FY23 President/Chair of the Board

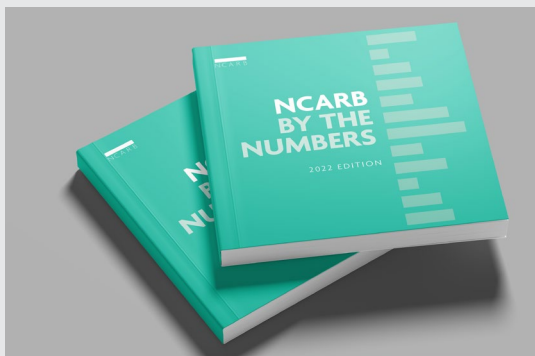


**Michael J. Armstrong**  
NCARB CEO

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

# FY23 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 FY23.



## July

### ◀ **2022 NCARB by the Numbers**

NCARB launched the eleventh edition of *NCARB by the Numbers*, which provided an inside look at trends along the path to licensure—including continued recovery from COVID-19 and a shift toward increasing diversity among licensure candidates.

### ◀ **Investing in the Next Generation**

NCARB kicked off the fiscal year by supporting the American Institute of Architecture Students (AIAS) Grassroots Conference, hosting an open house and licensure advisor training session at NCARB's office.

### **Academy of Art University Joins IPAL Initiative**

The Academy of Art University's School of Architecture was accepted to join the Integrated Path to Architectural Licensure (IPAL) initiative, which offers students the opportunity to become an architect upon graduation.

## AUGUST

### **NCARB Scholars in Professional Practice** ▶

The fourth annual NCARB Scholars event welcomed 15 professors in person at Oklahoma State’s School of Architecture to facilitate learning and development around professional practice education.

### **Morgan State University Joins IPAL Initiative**

Morgan State University’s School of Architecture and Planning (SA+P) was accepted into the Integrated Path to Architectural Licensure (IPAL) initiative. Morgan State’s SA+P is the first HBCU architecture program to join the IPAL initiative.



## SEPTEMBER

### ◀ **Supporting Local Architecture Students**

In September, NCARB supported the 2022 Interschool Design Competition, which brings together architecture students from six local programs in the District of Columbia, Maryland, and Virginia. NCARB has sponsored this initiative since 2017, and participating students receive a complimentary NCARB Record for one year.

### **Creating A Culture of Growth**

NCARB staff members participated in various learning sessions in September, including a seminar on NCARB’s fiscal year and manager leadership courses.

### **Expanding Our Reach**

CEO Mike Armstrong and other NCARB staff members met with the International Code Council (ICC) to discuss opportunities for enhanced collaboration and greater international awareness of their missions.



## OCTOBER

### ◀ **Baseline on Belonging: Firm Culture & Career Development**

NCARB and NOMA jointly released the Firm Culture & Career Development report from the *Baseline on Belonging* study, highlighting impediments related to working in a firm faced by underrepresented groups.

### ◀ **Member Board Chairs & Executive Leadership Summit**

In November, Member Board Chairs and Executives gathered for a biennial leadership summit, sharing best practices and setting the stage for NCARB's efforts in years to come.

## NOVEMBER

### **Promoting Continuing Education ▶**

NCARB launched a campaign encouraging architects to fulfill their annual continuing education (CE) requirements by taking advantage of our more than 100 online CE courses, which are free for Certificate holders and available to others for a small fee.

### **Exploring Overlapping Practice ▶**

The Interorganizational Council on Regulation (ICOR) Overlapping Practice Steering Committee—created to build on the work of NCARB's Incidental Practice Task Force—began strategizing an approach to examine areas of overlap between architecture, engineering, interior design, landscape architecture, and surveying.



**INTERORGANIZATIONAL**  
 COUNCIL ON REGULATION

## DECEMBER

### **Collaboration at Committee Summit** ▶

At NCARB's 2022 Committee Summit, dedicated volunteers gathered to discuss NCARB policies, best practices along the path to licensure, and upcoming work to further their respective charges.

### **International Regulation Roundtable**

NCARB planned and hosted the second virtual International Regulation Roundtable, bringing together regulatory organizations from multiple nations to discuss regulation in our countries—including challenges, successes, and a vision for the future.



## JANUARY

### ◀ **Data Highlights Impact of ARE Practice Exams on Pass Rates**

NCARB released initial data showing the positive impact of free practice exams, which improved overall pass rates by an average of 12% for candidates who took a practice exam before taking the related division—and even greater gains for candidates of color.

### ◀ **Annual FARB Forum**

NCARB's presence at the annual FARB Forum provided an opportunity for insight and reflection into our role in the regulatory community.







## FEBRUARY

### ◀ **Expanding Opportunities for International Architects**

In February, NCARB and our United Kingdom counterpart, the Architects Registration Board (ARB), signed a milestone mutual recognition agreement (MRA) that will streamline the path to reciprocal licensure between the U.S. and the U.K. and broaden international opportunities for architects.

### ◀ **Retiring the Rolling Clock Policy**

With unanimous support from the Board of Directors, NCARB announced the decision to retire the rolling clock policy—which placed a five-year expiration date on passed ARE divisions—and replace it with a more equitable policy based on exam versions.

### **Creating an Inclusive Customer Experience**

As part of NCARB's continued efforts to support inclusion in the profession, we added a new optional feature in My NCARB that allows Record holders to add a preferred name and/or pronouns to their profile.

## MARCH

### **Regional Summit ▶**

NCARB's second-largest annual gathering, Regional Summit, took place in March. Member Board Members and Executives convened to collaborate, network, and discuss trending topics in architectural licensing.

### **Hampton University Joins IPAL Initiative**

Hampton University's Department of Architecture was accepted to join IPAL, the second HBCU architecture program to join the initiative.



APRIL

**Board of Directors Releases Governance Proposal**

In April, the NCARB Board of Directors finalized and released a proposal to update the organization’s governance structure for NCARB’s Member Boards to vote on in June 2023.

**NCARB Certificate Holders Reach Milestone ▶**

For the first time in our organization’s history, NCARB surpassed the 50,000 mark for current Certificate holders. Over the last decade-plus, NCARB staff and leadership have worked tirelessly to add value to the credential and make it more accessible for architects looking to advance their careers.

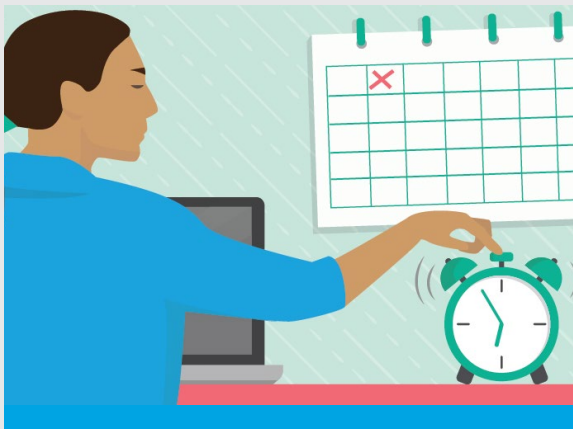
**NCARB Begins Accepting Applications for U.K. MRA ▶**

As of April 25, 2023, U.S. architects can take advantage of a new mutual recognition agreement between NCARB and our U.K. counterpart, ARB, to earn reciprocal licensure in the United Kingdom.



**“This agreement is a commitment to sustained investment in building trust between our two organizations and symbolizes a fresh start for NCARB’s relationship with the global community. NCARB will continue to add value to the NCARB Certificate program.”**

—NCARB CEO Michael Armstrong



MAY

**◀ New ARE Score Validity Policy**

On May 1, 2023, NCARB’s new exam score validity policy went into effect, replacing the rolling clock policy. The new score validity policy bases the validity of passed Architect Registration Examination® (ARE®) divisions on exam versions, such as ARE 4.0 or ARE 5.0, rather than a set time frame.

**Welcome Back to NCARB Campaign**

NCARB launched a two-month “Welcome Back to NCARB” campaign to waive reactivation fees for anyone who let their NCARB Record and/or Certificate lapse, as well as waive the application fee for the NCARB Certificate.



## JUNE

### ◀ **2023 Annual Business Meeting**

Over 300 individuals attended NCARB's 2023 Annual Business Meeting in Tampa, Florida. The meeting provided a forum for NCARB members to elect the incoming Board of Directors, vote on resolutions, and shape the agenda for the Council's next fiscal year.

### **NCARB Updates Leadership Structure**

NCARB's member licensing boards passed a resolution updating the organization's governance structure. The changes will create new pathways to NCARB leadership and increase the pool of qualified applicants eligible to serve on the Board of Directors.

**“Building relationships, carrying the message, and listening to the communities we impact is all a part of the work I’ve savored over the past 12 months. While it hasn’t always been easy, and the path hasn’t always been clear, I know that by walking this path together we are achieving great things.”**

—FY23 NCARB President Bayliss Ward, NCARB, AIA



# YEAR IN REVIEW

Throughout FY23, NCARB's Board of Directors and senior staff leadership worked to uphold NCARB's Strategic Plan and measure its success. The plan features 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 FY23 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 FY23—and understand how those initiatives fit into the bigger picture of NCARB's Strategic Plan.



# PROGRAM AND SERVICE EXCELLENCE

NCARB diligently works to improve and update our programs and services in response to feedback from members, customers, and volunteers. The organization is committed to upholding the highest standards of professionalism and accountability in our efforts to support the progression of architecture as a profession—this focus on forward momentum is under the objective of **Program and Service Excellence**. By regularly refreshing core services, NCARB continues to push policy and regulation updates forward to ensure they reflect an awareness of the current culture climate and the best interest of our members, customers, and volunteers.

During FY23, NCARB retired the rolling clock policy and implemented a new score validity policy. The national policy change reinstated the validity of previously expired ARE 4.0 divisions, allowing many candidates to get one step closer to completing the exam and earning their license.

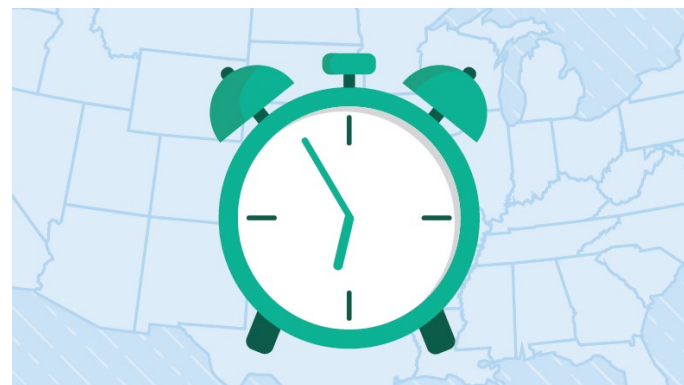
Additionally, NCARB worked to expand international engagement, which resulted in a resolution to ratify a new mutual recognition agreement (MRA) with NCARB's United Kingdom counterpart, the Architects Registration Board (ARB). This agreement provides opportunities for licensed architects to expand their careers and pursue reciprocal licensure internationally.

NCARB continued to make improvements to several other programs and services. These included implementing expedited processes for transmitting NCARB Records, facilitating candidate focus groups to gain insight on current programs and services, and offering savings opportunities for individuals looking to reactivate their NCARB Record or Certificate.

## RETIRING THE ROLLING CLOCK

In FY23, NCARB retired the Architect Registration Examination (ARE®) rolling clock policy—which placed a five-year expiration date on passed ARE divisions—and implemented a new score validity policy.

Analysis of the impact of the rolling clock showed that the policy disproportionately impacted women and people of color. Continuing the rolling clock policy would hinder progress toward equity in the architectural profession. Psychometric study and



NCARB replaced the rolling clock policy with a new score validity policy, effective May 1, 2023.

additional research into exam content showed that the new policy based upon exam version and not a fixed timeframe would be more effective than the previous policy in ensuring candidate competency.

Under the new policy, passed ARE divisions from both the current and prior versions of the exam are considered valid. This national policy change also reinstated the validity of all passed ARE 4.0 divisions taken between 2008 and 2018 for candidates seeking licensure from a jurisdiction that did not have the rolling clock requirement specified in its rules and regulations—impacting over 7,000 divisions and nearly 4,000 candidates.

Of the jurisdictions that have existing rules and laws related to the five-year rolling clock policy that did not automatically update with the NCARB change, most expect to have eliminated these requirements by 2024. NCARB is working with these Member Boards to aid in efforts to eliminate jurisdictional rolling clock-type policies as soon as possible.

Going forward, any ARE 5.0 credits based on ARE 4.0 divisions will remain valid until the end of ARE 5.0's delivery, and divisions passed in ARE 5.0 will remain valid through the delivery of the next version of the exam.

## CUSTOMER RELATIONS UPDATES

### *Automated Transmittals*

As part of NCARB's multi-year effort to reduce licensure application timelines for all Record holders, NCARB expanded the recent expedited transmittal process with a new automated feature.

Launched in FY22, the expedited transmittal process allows for NCARB Record holders who followed the most commonly accepted path to licensure—earning a degree from a program accredited by the National Architectural Accrediting Board (NAAB), completing the Architectural Experience Program® (AXP®), and passing the ARE—to have their Record automatically transmitted to their jurisdiction of choice.

Overall, this brought the transmittal processing time down from 45 days before the launch of the expedited transmittal program, to 10 business days in FY22, to less than three business days in 2023. This expedited process not only benefits candidates but also frees up Customer Relations' bandwidth to process more complicated transmittals, such as those involving foreign education or licensure credentials.

### *Candidate Focus Groups*

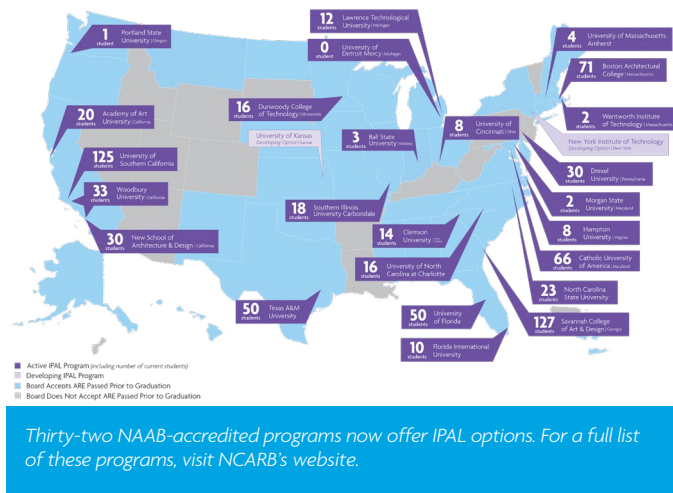
In FY23, NCARB connected with candidates through a series of six focus groups, seeking feedback on resources, programs, and services. The feedback from participants provided valuable insight into the customer experience along every stage of the path to licensure. The focus groups provided positive feedback on NCARB's recent changes—such as the launch of ESL accommodations and free practice exams—and highlighted opportunities to go further to support licensure candidates.

## IPAL UPDATES

NCARB's Integrated Path to Architectural Licensure (IPAL) offers architecture students the opportunity to complete the 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 FY23, NCARB proudly welcomed three new schools—and the first HBCUs—into the IPAL initiative:

- The Academy of Art University’s School of Architecture | San Francisco, California
- Morgan State University’s Master of Architecture program | Baltimore, Maryland
- Hampton University’s Master of Architecture program | Hampton, Virginia



Thirty-two NAAB-accredited programs now offer IPAL options. For a full list of these programs, visit NCARB’s website.

Welcoming HBCUs into the IPAL initiative marks a positive step toward increasing racial diversity in the profession: NCARB’s recent data shows that the average candidate spent 13 years on the path to licensure; however, African American candidates took the longest time to achieve licensure at 14.1 years. Black or African American architects are also underrepresented in the profession.

IPAL is now offered at 27 schools—including 32 individual programs—across the United States, with over 600 students enrolled during the 2022-2023 school year.



NCARB leadership signed a mutual recognition agreement with our United Kingdom counterpart, the Architects Registration Board.

## MUTUAL RECOGNITION AGREEMENT WITH THE UNITED KINGDOM

In FY23, NCARB and our United Kingdom counterpart, the Architects Registration Board (ARB), signed a milestone mutual recognition agreement (MRA). The agreement is the result of nearly four years of research and negotiation between NCARB and the ARB. This agreement enables eligible architects to benefit from a more straightforward process to get licensed/registered, helping them establish professional contacts, seek work, and perform services as registered architects in each country.

This agreement is part of NCARB’s efforts to continue expanding our international engagement and provide meaningful opportunities for licensed architects worldwide. NCARB will continue to explore potential mutual recognition agreements/arrangements with other countries while maintaining rigorous licensure standards that protect the public’s health, safety, and welfare.

NCARB leadership traveled to the United Kingdom in February 2023 to sign the mutual recognition agreement that broadens international opportunities for architects by streamlining the path to reciprocal licensure in the U.S. and the U.K.

In April, leaders from NCARB and ARB celebrated the new reciprocity agreement together in Washington, DC, at the British Ambassador’s residence. The event, hosted by the esteemed British Ambassador Dame Karen Pierce and attended by leadership and members of the architecture community supporting both

organizations, included remarks highlighting the five years of work the two organizations put into the milestone agreement, a panel discussion with leadership, and a celebratory reception marking this agreement as the framework for other professions looking to expand opportunities for licensed professionals in light of an increasingly interconnected global economy.

## WELCOME BACK CAMPAIGN

As part of our efforts to make NCARB programs more accessible, we launched a campaign to reconnect with lapsed Record holders in FY23. For two months, NCARB offered inactive Certificate holders savings of up to \$1,235 when re-establishing their Certificate and non-certified architects savings of up to \$1,235 in reactivation fees and an additional \$1,210 in certification application fees. Licensure candidates were also able to save up to \$100 in reactivation fees.

Licensure candidates who reactivated their Records gained access to live versions of NCARB’s free practice exams to prep for each of the six exam divisions. The promotion was timed to encourage candidates who may have had previously expired exam divisions reinstated under the new score validity policy to return to the licensure path.

The campaign also allowed inactive Certificate holders to reactivate and take advantage of the recently signed MRA with the United Kingdom along with the many other similar agreements with Australia, Canada, Mexico, and New Zealand. NCARB Certificate holders gained exclusive access to reciprocity in all 55 U.S. jurisdictions, free access to NCARB’s library of HSW-qualified continuing education courses, and the use of the “NCARB” credential after their name.







# AWARENESS IN THE ARCHITECTURE COMMUNITY

NCARB staff members regularly conduct outreach to students, licensure candidates, and architects to provide an overview of NCARB's programs and services each year. In FY23, our efforts not only supported the organization's mission but also continued to raise **Awareness in the Architecture Community**, allowing for continuous improvements to NCARB's core programs. By focusing on face-to-face engagements, while still providing remote offerings, NCARB staff members worked to ensure outreach events were accessible and engaging for all audiences.

The organization continued to strengthen its partnerships with external organizations, including those within the architecture community and similar organizations from other licensed professions.

With proactive communications to the press and customers, NCARB offered transparency into its operations and positioned itself as a thought leader in architectural regulation.

## OUTREACH TO MEMBERS AND VOLUNTEERS

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

Every other year, NCARB gathers leaders from its 55 Member Boards for our Member Board Chairs and Executive Leadership Summit, where attendees discuss important issues, strategic planning, and upcoming initiatives for the years ahead. At this year's hybrid event, leaders touched base on several topics, including NCARB governance, leadership and advocacy best practices, the future of competency, architect licensing advisors, and working with code officials. This opportunity allowed the Board of Directors to engage the next generation of NCARB leaders about trending topics in the regulation of the profession and discuss where they would like the organization to go in the future. Attendees from across the country shared best practices and discussed various issues that will continue to influence and push the work of the organization.

### *Committee Summit*

Each year, NCARB's Committee Summit provides volunteers with the opportunity to engage with members of other NCARB committees and task forces. Each NCARB volunteer group focuses on a different aspect of the organization's work—from candidate-focused programs like the Architect Registration Examination® (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.



Volunteers met in Washington, DC, for the 2023 Committee Summit.

With attendees participating both virtually and face-to-face in Washington, DC, this year’s meeting allowed committee members to discuss shared topics of interest, collaborate on joint charges, and engage with the wider NCARB community. Committee members also received important updates from NCARB leaders about progress on key FY23 priorities. Four volunteer groups participated in the FY23 meeting, including:

- *The Diversity, Equity, and Inclusion Committee*
- *The Competency Task Force*
- *The Licensure Process Research & Development Task Force*
- *The Re-Think Tank*

### **Regional Summit**

NCARB’s Regional Summit is the organization’s second-largest gathering of its members each year, designed by regional leadership to encourage engagement within and across NCARB’s six regions. Held on March 3-4, 2023, members convened to conduct regional business, hear NCARB updates—including the proposed resolutions for the 2023 Annual Business Meeting—and collaborate on best practices in developing strong, responsive, and agile licensing boards.



Region 6 Chair Tara Rothwell presented at the 2023 Regional Summit, which was hosted by Region 6.

### **Annual Business Meeting**

On June 15-17, 2023, members from the 55 U.S. architecture licensing boards convened for NCARB’s 2023 Annual Business Meeting in Tampa, Florida. Conducted with both in-person and virtual attendee options, the meeting provided a forum for NCARB members to elect the incoming Board of Directors and shape the agenda for the Council’s next fiscal year (which began on July 1, 2023). Attendees had the opportunity to engage in workshops covering a variety of important topics and receive updates on NCARB’s work over the past year.

During the meeting, members passed several resolutions—including a vote to update the organization’s governance structure. The new model, which was passed by NCARB’s membership, merged several officer positions and created two at-large director positions on the Board of Directors, streamlining the leadership timeline and encouraging greater representation on the Board. Members also retired several historical resolutions that were in conflict with current Council policies and updated the *Model Rules of Conduct* to address evolving areas of professional practice.

FY23 President Bayliss Ward, NCARB, AIA, highlighted NCARB’s accomplishments over the past year. In his remarks, Ward also provided an update on the two special task forces exploring the future iteration of the path to licensure and several programmatic changes made during the year, including the retirement of the rolling clock policy and the launch of a new mutual recognition agreement with the United Kingdom.



“This is a year we’re going to work on important regulation while also balancing that with innovation,” said Baker. “Through our efforts, we have the opportunity to promote diversity and inclusion and support emerging talent that comes from a variety of areas.”

—FY24 NCARB President Jon Alan Baker, FAIA, NCARB, LEED AP

Additionally, incoming FY24 President Jon Alan Baker, FAIA, NCARB, LEED AP, shared his vision for the year ahead. Baker plans to initiate an exploration of additional pathways to licensure that acknowledges the value of a variety of educational backgrounds—ensuring that earning a license is accessible for all candidates.

**Member Board Outreach**

NCARB staff conducts regular visits to individual licensing boards, with a return to in-person visits in FY23. CEO Michael Armstrong and NCARB’s Council Relations team were able to engage with several boards, including the Guam, Hawaii, Kansas, Kentucky, Nebraska, and Northern Mariana Islands boards. These meetings provided NCARB with a forum to learn about any upcoming changes to the licensing boards’ rules and requirements and assess ways NCARB can better support the individual needs of each board.



Members of NCARB leadership visited members of the Northern Mariana Islands Board.

NCARB also provided a series of webinars for board members and board staff, providing information about ongoing initiatives—including the retirement of the rolling clock policy, NCARB’s new governance model, and more. This series of webinars allowed NCARB and licensing board members to discuss opportunities for greater alignment and provided the opportunity for open dialogue between NCARB and its members.

**CUSTOMER OUTREACH**

NCARB regularly conducts outreach presentations for students, licensure candidates, architects, and other professionals in the field. These engagements allow for the early promotion of architectural career paths, updates on core programs, and personalized assistance to community members.



NCARB leadership presented to students at a University of Arizona visit.

Continuing to support a hybrid environment, NCARB’s expert team conducted outreach with options for remote and face-to-face participation, which enables NCARB staff to reach a broad audience of customers. In FY23, NCARB made 133 presentations to 4,593 people at:

- 77 Universities
- 26 AIA Components & Other Professional Organizations
- 6 Firms
- 17 Professional Conferences
- 5 K-12 Conferences
- 2 AIAS Conference



**American Institute of Architects (AIA) Conference**

Over 15,000 attendees convened in June in San Francisco, California, for the American Institute of Architects (AIA)’s annual Conference on Architecture, A’23. NCARB staff and leadership presented on critical topics like non-traditional licensure paths and helped licensure candidates and architects from around the world meet their career goals. As in previous years, NCARB staffed a popular booth in the expo hall, and staff experts were on hand to answer questions about licensure, certification, continuing education, and other architecture-related topics. Staff members were also able to provide updates on recent program changes—including the “Welcome Back” campaign, which waived reactivation fees for returning Record holders, and the new mutual recognition agreement with the United Kingdom.

**NCARB Live Webinars**

Through our commitment to ensure the architectural design community have access to the latest information about NCARB’s programs and initiatives, NCARB staff members regularly host live webinars to dive deeper into various topics. NCARB strives to ensure licensure candidates and architects are equipped with the information and resources needed to practice in the profession and progress on the path to licensure. Webinar topics address important information such as policy updates and program information, including a webinar on the new mutual recognition agreement (MRA) with the United Kingdom. The webinars hosted in FY23 allowed NCARB community members the opportunity to learn from NCARB experts and ask questions on hot-button topics in the architecture profession.

**New Outreach Calendar and Outreach Request Form**

To better support requests for our outreach team to attend external engagements, NCARB launched a new outreach request form and calendar, available publicly on NCARB’s website for schools, firms, and other external partners. The new form allows individuals to request either in-person or virtual presentations or visits, and the calendar highlights upcoming outreach visits held by NCARB throughout the year so that customers can identify and register to attend events near them.

## COLLATERAL ENGAGEMENT AND EXTERNAL PARTNERSHIPS

Throughout FY23, NCARB collaborated with other members of the architecture community to advance our mission to protect the health, safety, and welfare of the public. Through many forums, NCARB leaders engaged with leadership from the Architectural Alliance and other partners to strengthen our connections and encourage greater equity in the field of architecture.

NCARB also engaged with various 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 provided joint support to their shared members and engaged on other issues facing the design professions.

### AIA

In FY23, NCARB continued its partnership with the AIA, one of the professional societies for architects, to support the practice of architecture. AIA and NCARB leaders engaged at their regular Leadership Summits and Architecture Alliance meetings. NCARB also partnered with several local AIA chapters throughout FY23 to inform key stakeholders about the important role that licensing boards play in protecting the health, safety, and welfare of communities.

### AIAS

NCARB continues to provide a grant to support the AIAS Freedom by Design program and offers participants mentorship opportunities with members of state licensing boards. In addition, Georgia Member Board Member Anne Smith, FAIA, NCARB, serves as the NCARB liaison on the AIAS Board of Directors.

### ASCA

In FY23, NCARB and ASCA continued to further their partnership to ensure support for professional practice educators. Through ProPEL, a library of digital curriculum materials that pro-practice professors can use to supplement their own syllabi, the two partners continue to create new resources to support the educational community.

### NAAB

Throughout the year, NCARB and NAAB met regularly to discuss updates, respond to questions, and address evolving programs and policies. The two organizations also continued to collaborate on the 2023 edition of *NCARB by the Numbers*, featuring data on student enrollment and graduation provided by NAAB.

### NOMA

NCARB and NOMA's partnership has strengthened throughout the years as the two partners continue to release reports from the joint *Baseline on Belonging* study. This study explores impediments faced by underrepresented groups along the path to licensure. In FY23, NCARB and NOMA continued their work through focus groups of NOMA members to identify the next steps in ensuring greater diversity, equity, and inclusion in the architectural profession.

### Licensure Advisory Forum

In FY23, NCARB's Licensure Advisory Forum members gathered for a one-day event to provide feedback on the entire licensure process and identify ways the organizations can work together to address common issues. This forum allows stakeholders across the profession who are outside of the Architecture Alliance—including the American Indian Council of Architects and Engineers (AICAE), Arquitectos, the Association of Licensed Architects (ALA), the Society of American Registered Architects (SARA), and the Society for Design Administrators (SDA)—to participate in comprehensive discussions regarding the development and maintenance of competency standards, encompassing education, experience, examination, and continuing education.

### **International Code Council (ICC)**

In FY23, NCARB was a returning sponsor of the ICC’s Building Safety Month, which encourages ongoing collaboration between code officials and the professionals who work with them, including architects. Sponsoring Building Safety Month allows NCARB to highlight the importance of individual jurisdictions in the regulation of the profession while furthering our mission to protect the public’s health, safety, and welfare. NCARB repeated this sponsorship to help encourage all architects and candidates to familiarize themselves with their local building codes in order to better protect the public.

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

NCARB launched its ICOR task force in FY23, where volunteers will explore ways to address incidental practice across their professions. NCARB also 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).

### **Coalition of Community College Architecture Programs (CCCAP)**

NCARB staff and leadership attended a two-day “convening” hosted by the ACSA to explore impediments and opportunities regarding the relationship between the ACSA member programs and community college architecture programs. CEO Michael Armstrong and First Vice President/President-elect Jon Alan Baker shared NCARB’s vision for fully embracing multiple paths to licensure and the recognition of community college education as an undervalued element of the licensure path.

## **INTERNATIONAL OUTREACH**

NCARB partners with several international organizations to share information about its mission and explore additional paths to reciprocity. NCARB held its second International Regulatory Roundtable—attended by representatives from nine countries and 13 different regulatory entities—to foster collaboration and shared learning. An NCARB delegation attended the Asian-Pacific Economic Cooperation (APEC) Architect Central Council Meeting and started conversations to expand international partnerships. NCARB also worked with its counterparts in the United Kingdom to sign a mutual recognition agreement, supporting international practice—[see more details in Program and Service Excellence](#).

In addition, NCARB worked with the International Union of Architects (UIA) to develop and promote a survey exploring the global impacts of diversity, equity, and inclusion within the architecture profession. These opportunities, in addition to other outreach presentations and participation in meetings of related organizations, are examples of NCARB’s continued commitment to strengthening and expanding its international network.



*NCARB leadership and Taiwanese counterparts signed an MOU, agreeing to pursue a future recognition agreement.*

## PRESS AND SOCIAL MEDIA HIGHLIGHTS

Throughout FY23, NCARB worked to reach customers and the architecture community in various ways, including via email newsletters, the NCARB Blog, press, and social media. These platforms help ensure a broader range of readership for NCARB's updates—allowing information also to spread beyond NCARB's own network.

In FY23, NCARB continued its work to make programs more accessible. An active NCARB Record is essential when pursuing both initial and reciprocal licensing, while an NCARB Certificate simplifies reciprocity—in recognition of the importance of both on the path to licensure, we launched the "Welcome Back" campaign to offer savings for inactive Certificate holders and licensure candidates. [For more information about the Welcome Back campaign, see Program and Service Excellence.](#)

### **Media Coverage**

NCARB was able to reach beyond its typical sphere of influence through external architectural media avenues. Throughout the year, leadership participated in interviews and Q&A articles with various trade and business publications, including *Archinect*, *Architect's Newspaper*, *Architectural Record*, *Forbes*, *The Hill*, *LA Business Journal*, and more.

### **Social Sentiment**

NCARB monitors sentiment in conversations on social media to understand how customers feel about its programs and services, as well as their overall perception of NCARB as an organization. Sentiment includes posts on Facebook, Twitter, and Instagram, as well as comments left on blogs. NCARB determines sentiment through the review of mentions of the organization, programs, and services. Each mention is ranked as neutral, positive, or negative, depending on the tone of the content. In FY23, NCARB had an overall sentiment of 22 percent positive, 72 percent neutral, and 6 percent negative. A high level of neutral sentiment is typical for a regulatory organization such as NCARB, as many related posts reflect individuals and outlets sharing programmatic and news updates. Many positive mentions of NCARB focused on helpful resources from the NCARB Blog, the "Welcome Back" NCARB Certificate reactivation campaign, and the retirement of the rolling clock policy.



# STAKEHOLDER SYSTEMS, TOOLS, AND RESOURCES

NCARB supports a community of over 118,000 members, volunteers, and customers across the country. NCARB is constantly evolving its Stakeholder Systems, Tools, and Resources to ensure the organization stays on top of best practices. By embracing new technology and refreshing our resources, NCARB can better carry out our mission to protect the public through the regulation of architecture.

Over the past year, NCARB measured the impact of our new free practice exams for candidates taking the ARE, which led to significant improvements in exam performance. Plus, NCARB refreshed several existing resources—including key documents used by our member licensing boards.

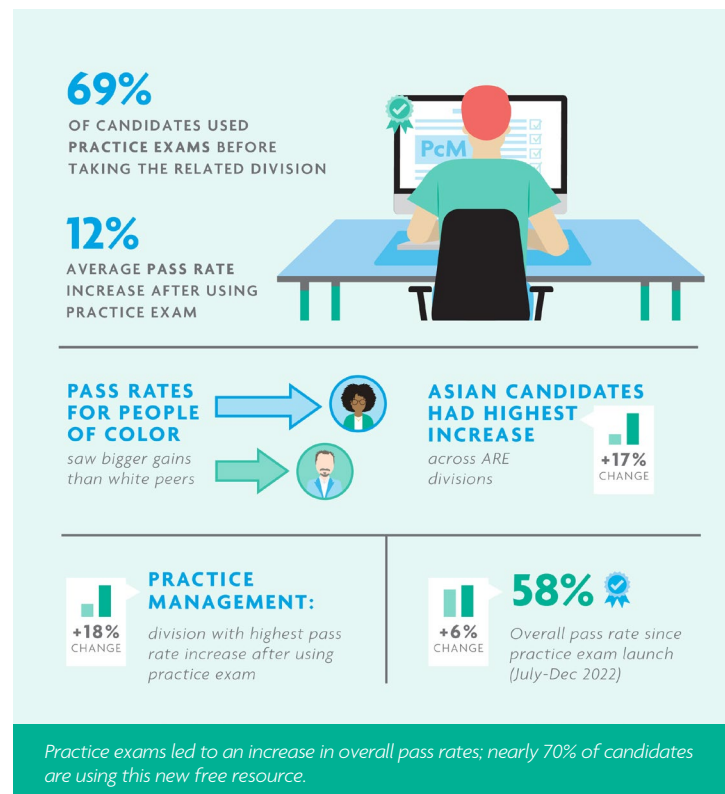
## CUSTOMER TOOLS AND RESOURCES

To ensure NCARB is meeting the needs of its customers, the organization regularly reviews and updates its resources and policies. In FY23, NCARB continued to focus on accessibility, awareness, and alignment in its tools and communications.

### New ARE 5.0 Practice Exams

In order to ensure the ARE is accessible for all students, NCARB released free practice exams for each division in June 2022. This was a key step in making sure that all candidates have access to affordable, high quality study materials—and data shows that the practice exams are having an impact on lessening racial and ethnic disparities in pass rates.

On all divisions of the ARE and for all demographic groups, pass rates increased significantly for candidates who used NCARB's free, full-length practice exams (12 percentage points on average).





Asian or Asian American and Black or African American candidates have seen a 17 percentage point increase in pass rates compared to those who don't use the practice exams—the largest average increase seen across all racial and ethnic groups. Approximately 69% of all candidates use the related practice exam prior to taking an exam division; NCARB will continue reaching out to the candidate community to raise awareness of this resource in the coming year.

The practice exams are available at no cost to all candidates with an active NCARB Record. In addition, PDF versions of the practice exams are available on NCARB's website for use by supervisors, licensing advisors, or other curious architects.

### **Updates to My NCARB**

In FY23, NCARB made some changes to the My NCARB interface to improve personal information and settings to advance diversity, equity, and inclusion in the architecture profession. All customers are now able to add their preferred name and pronouns to their My NCARB Account—this new feature was designed to help NCARB address customers correctly. Using a customer's preferred name and pronouns is not only respectful but also helps ensure transgender and nonbinary customers feel more comfortable and valued as members of the architecture profession.

This change is optional, giving customers the choice to continue to use their legal first name and opt out of adding pronouns to their profile. Going forward, customers' legal first names and preferred names/nicknames will appear in separate fields in their NCARB Record. As customers continue to use this tool and provide feedback, NCARB will adapt to changes on an ongoing basis.

Additionally, NCARB made updates to the Education tab of the My NCARB interface to clarify language in error messages that customers receive. NCARB will continue to update and improve the My NCARB interface in response to customer feedback.

### **New Lifecycle Emails**

This year, NCARB set out to update existing automated emails and create new emails to increase clarity, align with NCARB's current messaging, and fill in gaps in customer communications. In FY23, NCARB launched and updated over 30 connection points that span all NCARB programs and priorities, which led to a 10% increase in email opens and email clicks. The new lifecycle emails cover a range of important topic areas, including the promotion of NCARB's free practice exams, AXP resources, the value of the NCARB Certificate, and more. Together, these new emails help eliminate common areas of confusion and create more meaningful customer interactions.

### **Updates to Foreign Architect Path Customer Experience**

In FY23, NCARB staff worked to improve internal processes around the Foreign Architect Path to Certification. For many architects who earned a license or registration in a country outside of the United States, NCARB's Foreign Architect Path provides a more streamlined approach, allowing them to earn an NCARB Certificate by demonstrating their foreign credential, taking the national licensing exam, and completing NCARB's experience program.

Throughout the year, NCARB worked to update communications to applicants seeking licensure through the Foreign Architect Path to provide greater clarity and insight into the steps along the path, and to ensure that applicants don't take unnecessary additional steps. This included clarifications around translation requirements

for official documents, enabling applicants to move through the process more smoothly. In FY24, NCARB will release a new comprehensive manual designed to provide applicants with a detailed guide to the Foreign Architect Path.

### **Updated Licensing Advisors Search Tool**

Architect licensing advisors provide guidance throughout the licensure process by sharing key information about becoming an architect and helping candidates create a strategy to complete the path to licensure. As volunteer educators, architects, candidates, and architecture students, licensing advisors receive exclusive training and resources to ensure they have the knowledge and resources to effectively guide licensure candidates. In FY23, NCARB worked to build a stronger Licensing Advisors Community by holding local retreats. These local retreats are one-day regional gatherings to foster collaboration and share best practices for serving as licensing advisors or mentors to firms and surrounding communities. Attendees are equipped with the tools, resources, and strategies needed to help licensure candidates succeed.

NCARB also worked to raise awareness of the value that the Licensing Advisors Community provides. As part of this effort, NCARB launched a new Licensing Advisor Lookup tool to assist candidates in the process of finding their local architect licensing advisor. Through the tool, candidates can search for a local licensing advisor, filtering by advisor type and location as desired.

### **NCARB Scholars in Professional Practice**

NCARB is dedicated to ensuring that educators teaching Professional Practice have access to the resources they need to help students succeed. The NCARB Scholars in Professional Practice program provides professional practice professors the opportunity to enhance the delivery of their courses through expert training, collaboration, and discussion.

In August 2022, 15 professional practice professors from architecture programs across the country gathered for the fourth annual NCARB Scholars in Professional Practice training event. The training



*NCARB's Licensing Advisors Community ensures that candidates can receive one-on-one support on the path to licensure.*



*Educators gathered in Oklahoma for the fourth annual NCARB Scholars in Professional Practice event.*

event provided an opportunity for educators to enhance the delivery of professional practice courses for architecture students. Through presentations and interactive sessions, attendees explored teaching techniques outside their typical approach and examined various course and syllabi structures.

## MEMBERS 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 FY23, NCARB focused on refreshing several existing tools for these key stakeholders.

### NCARB Bylaws Updates

NCARB has been researching changes to our leadership structure for several years, with the goal of ensuring our leadership better represents the diversity of the population and communities that we serves, as well as reducing the time required to become an NCARB leader. During the 2023 Annual Business Meeting, NCARB's membership approved changes to our *Bylaws*. The changes were proposed based on research into governance best practices, advice from expert consultants, input from NCARB's Diversity, Equity, and Inclusion (DEI) Committee, and feedback from NCARB's membership.

Changes to the *Bylaws* updated NCARB's governance structure, altering the positions on the organization's Board of Directors. The updates to the document include a reduction in officer positions and the addition of two new at-large director positions. The new at-large positions do not require service on a licensing board as a prerequisite, unlike the other positions on the Board—creating opportunities for NCARB's larger volunteer community.

Changes were made throughout the document to reflect the updated positions. Previously, NCARB's Board of Directors included six officer positions, six regional directors, a Member Board Executive director, and a public director. The resolution reduced the number of officers to a total of four: president, vice president, secretary/treasurer and immediate past president. By streamlining the number of officer positions and creating additional pathways to Board service, the updates shorten the time required to move into Board leadership and expand the pool of eligible candidates for director positions. Additionally, the *Bylaws* include a temporary transition plan as changes to the structure take effect over the next several fiscal years.



*Members of the Governance Work Group engaged with membership throughout the year to gather feedback on the proposed changes to NCARB's governance structure.*



*Voting delegates convened at the 2023 Annual Business Meeting.*

### **Model Rules of Conduct Update**

In addition, members approved updates to NCARB's *Model Rules of Conduct* to ensure the document remains up-to-date and reflects many of the current ethical conflicts architects may face in their day-to-day work. Changes to the Model Rules of Conduct include the addition of three new rules:

- **Rule 2.6 addresses** an architect's obligation not to accept gifts or payments that may influence judgment
- **Rule 4.3 addresses** an architect's responsibility not to assist clients in committing fraudulent or illegal activity
- **Rule 6.1 addresses** the responsibility of architects serving as Architectural Experience Program® (AXP®) supervisors to review experience reports in a timely manner

### **Sunset of Old Resolutions**

During FY23, NCARB's Policy Advisory Committee continued a multi-year research project to identify historical policy or position-related resolutions that are no longer in line with the current philosophy or practice of the Council. This year, the committee examined resolutions dating back to 1960 that dealt with financial, process, education, experience, certification, and continuing education policies. The committee also conducted a thorough review of policy resolutions related to architectural education.

After conducting the review, the committee suggested the retirement of various resolutions to ensure that NCARB's official policies align with current practice. These resolutions were officially retired during NCARB's Annual Business Meeting in June after a membership vote. The Council is expected to propose additional resolutions to improve the clarity of NCARB policies over the next year as it works to develop a more user-friendly archive of past resolutions.

### **Get on Board**

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 continued its “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.



# DATA ANALYSIS AND THOUGHT LEADERSHIP

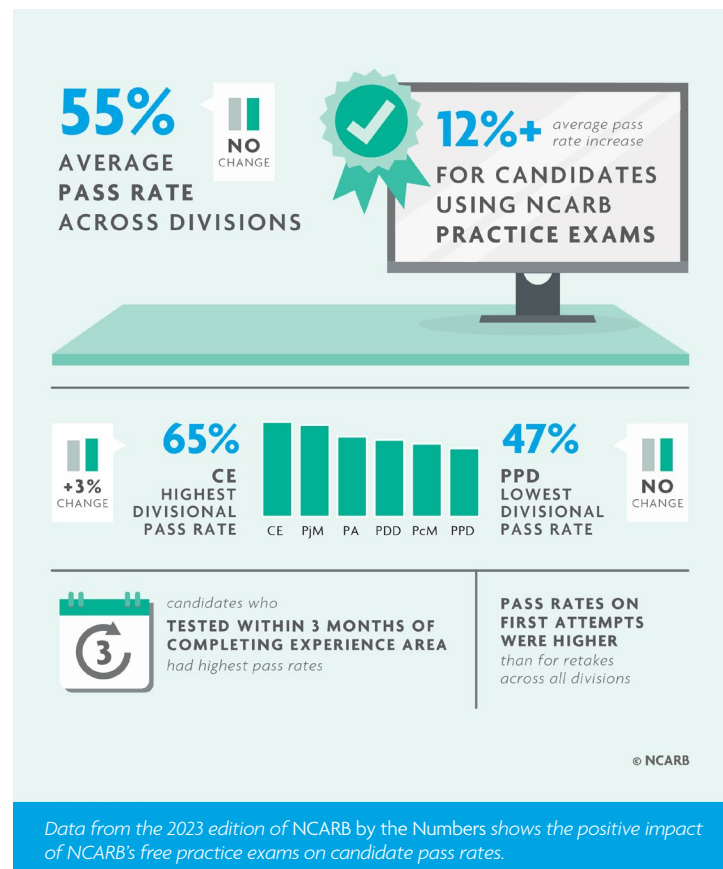
As a source of exclusive data and insight into architectural licensure, NCARB has solidified a position as a thought leader in the regulatory community, the architecture industry, and beyond. Using data analysis to support informed decision-making at the national, regional, and jurisdictional levels, NCARB continues to make strides for meaningful change throughout the architecture community.

In FY23, NCARB added fresh insights to the annual *NCARB by the Numbers* publication. Building on the enhanced demographic reporting launched the previous year, the 2023 edition includes an expanded examination section that allows readers to explore the impact of NCARB’s recently launched practice exams on pass rates for various demographic groups. And through their *Baseline on Belonging* study, NCARB and NOMA released an in-depth report exploring how architecture firm culture can impact the career development of underrepresented individuals in the architecture profession.

In the years to come, NCARB will continue using the data gathered in *NCARB by the Numbers* and *Baseline on Belonging*—as well as insight from our members, customers, volunteers, and the public—to respond to the profession’s most pressing challenges and uphold our mission to protect the public’s health, safety, and welfare.

## NCARB BY THE NUMBERS

In FY23, NCARB released the 12th edition of *NCARB by the Numbers*, which is based on data from the 2022 calendar year. Each year since its inception, NCARB has evolved the publication, offering new and exclusive insights as the organization expands its data capabilities.





"We are encouraged by the positive impact the free practice exams are having on ARE pass rates. NCARB is committed to creating a more equitable path to licensure, and we believe this is a step in the right direction."

— FY23 NCARB President Bayliss Ward, NCARB, AIA

### Impact of Practice Exams on Candidate Pass Rates

In June 2022, NCARB launched free practice exams for all six divisions of the ARE. This decision was informed by research from the *Baseline on Belonging* study, which highlighted the significant amounts of money candidates were spending on study materials. The study also revealed that candidates of color were more likely to spend over \$500 on exam study resources and less likely to receive access to free study materials compared to their white peers.

This year, NCARB expanded the examination section of *NCARB by the Numbers* to include data showing the impact of the free practice exams on candidate pass rates. The data showed an average 12% increase in pass rates for practice exam users, with even greater increases seen for certain minority groups. Pass rates for the Practice Management (PcM) division saw the largest increase after the practice exam launch, with pass rates jumping nearly 18 percentage points from 41% to 58%.

### FAIRNESS IN LICENSURE

In 2019, NCARB launched an internal work group and commissioned external consultants to study licensure programs through a DEI lens. Through this effort, NCARB has explored potential links between exam performance and the experience program.

Throughout FY23, team members have continued to evaluate licensure path data to identify instances of unequal burden on the path to licensure and how NCARB might create solutions to these issues. NCARB looks forward to sharing more information about the team's ongoing work in the years ahead.

### BASELINE ON BELONGING

Approximately 17% of architects in the United States identified as a racial or ethnic minority in 2022, according to the latest *NCARB by the Numbers*. And while representation along most career stages has increased slowly over the past several years, candidates of color are still more likely than their white peers to stop pursuing licensure.

In early 2020, NCARB and NOMA launched the





“The NOMA and NCARB research uncovers the need for leadership at architecture firms of all sizes to take a hard look at how they are addressing the disparities to create opportunities for those underrepresented and an inclusive workplace for all.”

— NOMA Executive Director Tiffany Brown, MBA, NOMA, Assoc. AIA, NOMA

joint *Baseline on Belonging* study to better understand the factors that lead to this attrition. The study’s initial survey was released in February 2020 to over 70,000 individuals and received over 5,000 complete responses (including over 2,800 from people of color and nearly 2,500 from women). Findings from the study highlight areas where our organizations—and others—can provide additional support, conduct deeper research, and propose measurable solutions to address disparities.

The two organizations first 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 impediments minority professionals face while gaining professional architecture experience. In FY22, NCARB and NOMA released two more in-depth reports on the national licensing exam and architecture education. And in FY23, they released the fourth and final comprehensive report and conducted focus groups to determine next steps the organizations can take to create a more accessible and inclusive profession.

### **Baseline on Belonging: Firm Culture and Early Career Development Report**

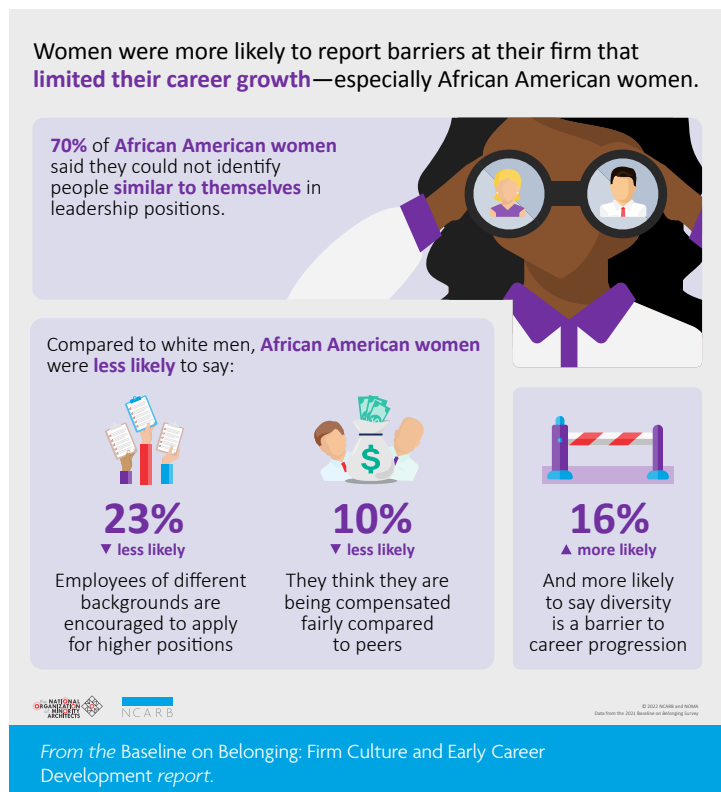
In October 2022, NCARB and NOMA released the fourth full report in the organizations’ joint study on diversity and attrition along the path to licensure: the *Baseline on Belonging: Firm Culture and Early Career Development* report. The report provides an in-depth look at the experiences of minority groups working within firms—including firm culture, compensation, growth opportunities, exposure to discrimination, compensation for licensure, and reasons for leaving the profession.

The report found several disparities facing people of color. Women of color were also more likely to report experiencing barriers related to early career development and were less likely than white men to indicate they’d received benefits that would advance their career after becoming licensed.

### **Focus Groups**

To better understand the underlying cause of the disparities highlighted in the report, as well as how to address them, NCARB and NOMA have conducted focus groups and follow-up surveys.

Starting in spring 2022, NCARB and NOMA began partnering with a consultant, The Clearing, to conduct further research via focus groups. With several virtual and in-person sessions, each focus



group was aimed at finding the “why” behind various barriers faced by underrepresented professionals and identifying potential solutions.

In fall 2022, NCARB and NOMA conducted their final focus group at NOMA’s annual conference to get feedback from NOMA membership on next steps that can be taken to help eliminate barriers for minority groups in the profession. NCARB and NOMA have used this feedback, in conjunction with the previous findings, to develop an action plan outlining specific actions that can be taken by both NCARB, NOMA, and related organizations to address the impediments highlighted in the *Baseline on Belonging* study.





# ADVOCACY SUPPORT, OUTREACH, AND INFLUENCE

During FY23, NCARB remained committed to the overarching strategic goal of providing Advocacy Support, Outreach, and Influence. Equipped with insights from best practices, NCARB honed the ability to provide robust data, public survey results, and convincing arguments to empower policymakers to make informed decisions regarding the oversight of the architectural profession.

NCARB continues to maintain its core advocacy and external engagement goals. Throughout the year, the organization tracked hundreds of bills and regulations and engaged in legislative and political challenges nationwide. NCARB will maintain our position as a regulatory thought leader as political or legislative challenges inevitably arise in the years ahead.

## LEGISLATION TRACKING AND MONITORING

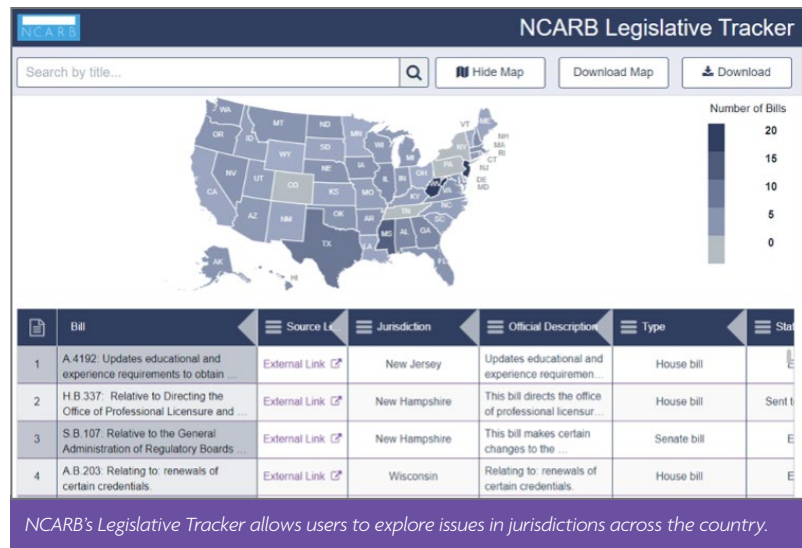
Throughout FY23, NCARB monitored bills and regulations that had the potential to impact the regulation of architecture or an architect licensing board's ability to carry out its mission. During FY23, NCARB:

- Reviewed nearly 2,500 bills and actively monitored approximately 250 bills
- Monitored top-trending legislative topics including:
  - Board and administrative oversight
  - Reciprocity, especially for military members and their spouses
  - Board oversight of applicants' criminal history
  - Universal licensure
  - Regulatory reform

2023 Legislative Monitoring Statistics	
Legislative Category	Monitored Bills
Administrative/Operational	48
Military Related	38
Fees/Revenue/Funds	23
Criminal History	22
Board Review/Oversight	14
General Reciprocity	14
Interior Design	14
Universal Licensure	12
Sunrise/Sunset	9
Right to Earn a Living	2
Regulatory Review	1

During FY23, NCARB observed a trend toward board consolidation, where some jurisdictions have considered moving the authority of boards under a single agency within their government. Additionally, there continued to be an emphasis on mobility-related legislation.

NCARB continued to provide an easy-to-use legislative tracking tool to licensing board members on the Member Board Community, allowing users to explore issues not only in their specific jurisdictions but also across the country.



## POLITICAL AND LEGISLATIVE ENGAGEMENT

NCARB also supported state licensing boards seeking to streamline their licensure requirements, which often encompasses a thorough review of current licensing requirements, exploration of innovative pathways to licensure, and the facilitation of licensure mobility across both state and international borders. NCARB's Member Boards faced a variety of legislative and political challenges and opportunities in FY23. Below are examples from this past year:

### Montana

NCARB actively engaged on several bills this session that had the potential to disrupt the current regulatory model significantly. We sent letters to the legislative committees considering these proposals to educate policymakers on the board's role in establishing standards that protect public health, safety, and welfare. We submitted testimony on three bills, which proposed changes to board structure and organization, changes to address unlicensed practice, and significant changes to the board's authority that would have resulted in unintended consequences. Only two of the three bills became public law; however, through much effort between NCARB, professional societies, and other professional regulatory agencies helping to educate policymakers on the roles of the impacted licensing boards, they were amended in such a way that is not problematic for architecture.

Following several months of deliberation on numerous professional licensing-related bills in the Montana legislature, NCARB FY23 President and former Chair of the Montana Board of Architects and Landscape Architects Bayliss Ward, NCARB, AIA, penned a letter to the editor. Published in the Billings Gazette, President Ward applauded the legislature, professional societies, and regulatory bodies for their collaboration throughout the legislative session. As noted above, before they were amended, these bills would have modified already streamlined paths to licensure and would have caused unintended consequences to the public, future architect applicants, and current practitioners.

## Wyoming

NCARB and CLARB drafted a joint letter in support of Senate File 113, which updated the practice act for architects and landscape architects to bring qualification for licensure up to the standards of NCARB and CLARB. Additionally, this bill provided funding for continuing education resources to licensed architects. This bill passed unanimously and was signed into law in February.



Wyoming State Board of Architects and Landscape Architects Member Board Executive Emily Cronbaugh (right) attended the signing of a bill.

## Alaska

Alongside the Alaska State Board of Registration for Architects, Engineers, and Land Surveyors, NCARB, NCEES, and CLARB recently supported legislation that modernizes the board's practice act. Together with NCEES and CLARB, we submitted joint testimony to the Alaska House Labor & Commerce Committee. The bill, Senate Bill 126, primarily updated statutory language, made housekeeping changes, clarified a few cross-discipline issues, and supported the registered professions. The bill also provided the board with further discretion when evaluating reciprocal applicants. The bill was passed by the legislature and signed by the governor in June and is now in effect.

## Maryland

Maryland's legislature considered Senate Bill 713 to extend the Board of Architects to 2028. SB 713 is like sunset extension bills and was recently signed by Governor Moore. Concerned parties such as NCARB and AIA Maryland educated policymakers on how the board protects public health, safety, and welfare. Earlier in the legislative session, NCARB submitted supporting testimony on its companion bill, House Bill 463. The bill passed and was signed into law in May.

## COALITION BUILDING

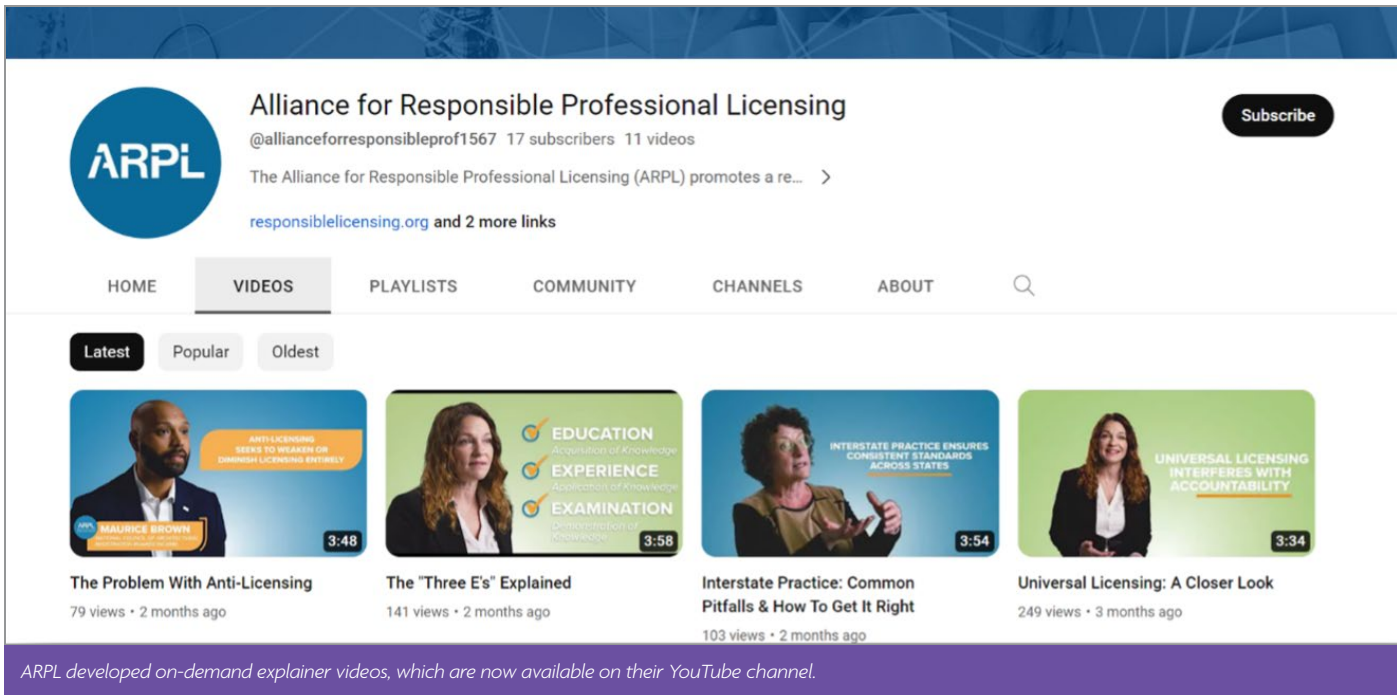
Cultivating partnerships has remained another fundamental pillar of NCARB's advocacy success. Our alignment with other architecture organizations such as AIA state chapters and related national regulatory members of the Interorganizational Council on Regulation (ICOR) underscores our commitment to advancing shared interests through strategic cooperation. In addition, the Alliance for Responsible Professional Licensing (ARPL), of which NCARB is a founding member, stands as a model of our collaborative efforts with other regulatory bodies and professional societies. ARPL enables us to amplify our reach to audiences and decision-makers nationwide through various channels, such as social media and earned-media.

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

ICOR comprises the four design-related regulatory associations that represent architecture, landscape architecture, interior design, and engineering and surveying. Its members include NCARB, the Council of Landscape Architecture Registration Boards (CLARB), the National Council of Examiners for Engineering and Surveying (NCEES), and the Council for Interior Design Qualification (CIDQ). We partner with ICOR on a variety of issues, and regularly meet to discuss the regulation of the design industry and licensure trends. We also collaborate on political and legislative challenges and work to strengthen partnerships between the professions. See more about our work with ICOR in [Awareness in the Architecture Community](#).

### The Alliance for Responsible Professional Licensing (ARPL)

ARPL promotes a responsible, balanced approach to professional licensing. NCARB, alongside other members of the organization, aims to educate policymakers and the public on the importance of protecting rigorous licensing for professionals with high public impact. We also provide best practices and practical solutions to help states solve occupation-specific licensing challenges. In addition to some of the resources noted above, ARPL provides several useful tools to assist licensing boards with their advocacy activities. Some of the most recently developed to assist licensing boards with their advocacy activities. Some of the most recently developed items include on-demand explainer videos, including an overview of the three “E’s” of education, experience, and examination. These videos are an important addition to ARPL’s library of educational resources.



### FEDERATION OF ASSOCIATIONS OF REGULATORY BOARDS (FARB)

NCARB is a member of FARB, a federation of regulatory board organizations like NCARB, with CEO Mike Armstrong serving as president-elect in FY23. This year, FARB merged its former National Policy Summit and Leadership Conference into one event, creating a more interactive event. The summer event was renamed “Innovation in Regulation,” highlighting a new approach to its annual conference. CEO Armstrong will become FARB’s president in FY24.

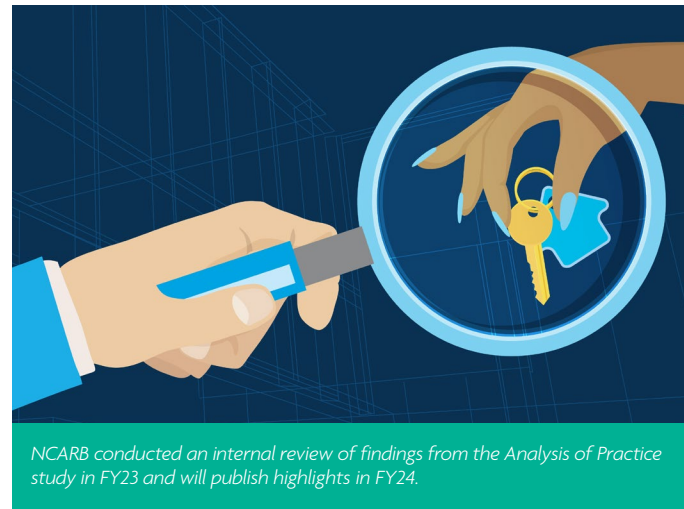


# FUTURE-FOCUSED RESEARCH AND DEVELOPMENT

To ensure that the public's health, safety, and welfare are protected, NCARB must continuously evaluate its licensure programs to ensure they reflect current practice. NCARB and its Member Boards constantly assess how well the path to licensure aligns with the work being performed by architecture firms, especially as innovative practices and technological advances lead to changes in day-to-day practice. In FY23, the ongoing work of NCARB's volunteers and the exploration of results from NCARB's Analysis of Practice enabled NCARB to anticipate—rather than respond to—the needs of the future.

## 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 and those that overlap with other related professionals, the study featured a wide range of data collection methods, including focus groups, online polls, and a comprehensive, profession-wide survey released in April 2022.



NCARB conducted an internal review of findings from the Analysis of Practice study in FY23 and will publish highlights in FY24.

The Analysis of Practice was the largest and most comprehensive study undertaken in NCARB's history, exploring everything from technological advances to cross-professional collaboration and specialization shifts.

While previous practice analyses have focused on consistencies that establish the role of a “typical” architect, the Analysis of Practice was designed to better understand the diversity of practice that exists within the profession. In collaboration with research partner Alpine Testing Solutions, NCARB gathered input from the entire profession, ensuring individuals of all demographics were well-represented—including racial, ethnic, and gender representation, as well as representation of practitioners from various firm sizes, regions, experience levels, and beyond.

In late August 2022, NCARB's Board of Directors began exploring findings from the Analysis of Practice, looking at sample data insights selected from the project's nine study areas. In addition, leaders from NCARB's licensing boards reviewed key findings at the Member Board Chairs and Executives Leadership Summit and

the Annual Business Meeting. Data insights from the Analysis of Practice will primarily be used to inform the work of various committees and work groups throughout the year and in years to come—including the Competency and Research and Development Task Forces. Due to the complexity of this process, significant changes to the ARE and AXP will take several years.



“We live in an ever-changing world, and as design professionals, we are often at the forefront of having to adapt to those changes. Each individual not only brings their unique perspective, but their unique solution—and it’s important to acknowledge these solutions to ensure that the practice of architecture is headed in the right direction.”

—Tanvi Solanki, AIA, LEED AP BD+C, WELL AP

## EXPLORING THE NEXT PHASE OF NCARB’S PROGRAMS

In FY23, President Bayliss Ward created two new task forces exploring the competencies required for licensure and what the process for developing those competencies should look like. The Competency Task Force began researching and identifying what knowledge and skills should be required for entry-level competency, sharing highlights with NCARB’s Board of Directors and other committee members.

In FY23, the Licensure Process Research & Development Task Force explored various structural approaches to architectural licensing that might best address aspects of cost, efficiency, flexibility, and equity—including research into licensure pathways used by other countries and professions. In the coming years, NCARB will use the work conducted by the Competency Task Force to begin designing the next version of the path (or paths) to licensure.



Members of the Competency Task Force and Licensure Process Research & Development Task Force convened in Washington, DC, for the 2023 Committee Summit.



NCARB’s Licensure Process Research & Development Task Force members met during NCARB’s Committee Summit.

## FUTURES COLLABORATIVE

NCARB established the Futures Collaborative in 2017 as part of a multi-year effort to ensure licensure programs and regulations 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 FY22, the collaborative engaged with multiple subject matter experts to explore a range of future-

focused topics, including the interconnectivity between technology and sustainability, the progression of computational design, the automation of code compliance, and issues related to climate adaptation.

Throughout FY23, the collaborative cross-referenced the findings of the 2022 Analysis of Practice with its previous work—reinforcing the collaborative’s efforts and confirming the potential impact of identified trends across the profession. By factoring these trends in the development of future competencies, we can ensure the next iteration of the licensure process is flexible and forward-thinking.

The Futures Collaborative identified three key trends and areas of study that include:

- **Welfare within HSW:** Architects are more likely to identify welfare aspects than health and safety aspects when explaining the value of their role.
- **Collaboration and Specialization:** The traditional minimal competency standard based on the idea that architects need to be able to work independently across all areas of practice is being challenged.
- **Technology:** Technology also has the potential to both advance and codify ‘welfare’ aspects of design. As architectural/building software systems become increasingly powerful and prevalent, it becomes increasingly essential that future architects build competencies in these systems.

The results of the work will continue to be used to support updates to NCARB’s education, experience, examination, and certification programs.

## INNOVATION TEAM

NCARB’s Innovation team was established in FY21 as part of the Office of the Chief Innovation and Information Officer (CIIO). Operating at an enterprise level, the team supports departments across NCARB to promote a forward-looking vision and foster a culture of continuous learning, experimentation, and data-driven decision-making.

In FY23, Innovation team members collaborated with the Data & Analytics and Continuous Improvement teams to reinforce data-driven decision-making and other innovative techniques supporting NCARB’s FY23 strategic plan and FY24 annual planning process.



*Members of the Futures Collaborative meet for a hybrid project meeting in Washington, DC.*



# LEADERSHIP 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 FY23 Board of Directors' accomplishments include the following highlights:

- Retired the rolling clock exam policy—which placed a five-year expiration date on passed ARE divisions—and replaced it with a more equitable score validity policy based upon exam version
- Worked with NCARB's Governance Work Group and engaged membership to finalize and release a successful resolution that updated the organization's governance structure and create new pathways to NCARB leadership
- Held blue-sky discussions exploring topics such as the interface between academia and practice, entry-level competency, and multiple pathways to architectural licensure
- Launched a milestone mutual recognition agreement with NCARB's United Kingdom counterpart, the Architects Registration Board (ARB), that streamlines the path to reciprocal licensure between the U.S. and the U.K. and broadens international opportunities for architects
- Appointed task forces to reassess how NCARB defines and measures key competencies required for independent practice, using findings from NCARB's 2022 Analysis of Practice, to shape the future of architectural regulation and guide the development of more accessible pathways to earning a license
- Partnered with the Diversity, Equity, and Inclusion Committee and expert consultants to participate in training sessions and continue organization-wide discussions on encouraging diversity, equity, and inclusion in the profession and NCARB's leadership structure

- Supported efforts to combat deregulatory attempts across the United States
- Led critical discussion and engagement with several collateral organizations and other external partners
- Maintained a rolling budget approach, allowing the organization to adapt strategically to the residual impact of the pandemic and pursue new opportunities throughout the year

At NCARB's 2023 Annual Business Meeting, the 55 licensing boards passed a resolution that updated the structure of our Board of Directors. The resolution reduced the officers to a total of four: president, vice president, secretary/treasurer and immediate past president. The membership voted to merge the secretary and treasurer officer positions, eliminate the second vice president position, and add two at-large director positions. By streamlining the number of officer positions and creating additional pathways to Board service, the updates also shorten the time required to move into Board leadership and expand the pool of eligible candidates for director positions. The changes to NCARB governance will go into effect over the course of several years, starting with elections to NCARB's FY25 Board of Directors in June 2024.

#### **President/Chair of the Board**

Bayliss Ward, NCARB, AIA  
Bozeman, Montana

#### **First Vice President/President-elect**

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

#### **Second Vice President**

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

#### **Treasurer**

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

#### **Secretary**

John Patrick Rademacher, NCARB, AIA  
Loveland, Ohio

#### **Past President**

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

#### **Director, Region 1**

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

#### **Director, Region 2**

George H. Miller, FAIA  
New York, New York

#### **Director, Region 3**

Richard H. McNeel, NCARB, AIA, LEED AP  
Jackson, Mississippi

#### **Director, Region 4**

Margaret (Meg) S. Parsons, FAIA, NCARB,  
LEED AP BD+C, ALEP  
Minneapolis, Minnesota

#### **Director, Region 5**

Lenora A. Nelson, RA, NCARB  
Ashland, Nebraska

#### **Director, Region 6**

Sylvia Kwan, FAIA, LEED AP  
San Francisco, California

#### **Public Director**

Gary R. Ey, CDT  
Abingdon, Maryland

#### **Member Board Executive Director**

Cathe M. Evans  
Raleigh, North Carolina



# Report of the NCARB President/ Chair of the Board's

*Bayliss Ward, NCARB, AIA*

*2022-2023 NCARB President/  
Chair of the Board*

As I approached the end of my presidency, I had one over-arching question, “Have we moved the organization forward in the last twelve months, and are we in a better position than we were last year?” While there may be different answers to that question, I know that the work that the Board and I have done over the year pushed our mission to move us forward.

## **REFLECTING OVER THE YEAR**

### ***Updating NCARB's Governance Model***

A year ago, I made several commitments to the organization. The first commitment was to establish a work group addressing potential changes to our governance model, with the goal of proposing a resolution at the 2023 Annual Business Meeting.

Of all the things we've done this year, this has undoubtedly been the biggest lift. This work group and the Board put an incredible amount of time and effort into shaping the resolution to update NCARB's governance model. The perspectives of our Member Board Members were crucial to the final development of the resolution.

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

Another commitment I made last year was to continue to explore how we can encourage and promote a culture that is more diverse, inclusive, and equitable in the profession of architecture.

To that end, I asked the Diversity, Equity, and Inclusion Committee to consider our leadership pipeline and explore how it might stimulate conversation, provide important insights, and help encourage both new and seasoned volunteers from all backgrounds to consider serving in leadership.

The DEI Committee is in the midst of developing a roadmap for where the organization should be in terms of diversity, equity, and inclusion by the year 2030. The committee paired with NCARB staff to ensure we are telling diverse stories and sharing the experiences of candidates and architects from various backgrounds and paths to licensure.

### **Refreshing NCARB's Outreach Strategy**

I made another commitment to ensure we increased our efforts to support our broad community of licensing advisors—providing easy, accessible messages and resources to share with their candidates.

Our Experience and Education team has been developing new resources for licensing advisors, including regional opportunities for licensing advisors to gather and share information. Our 2023 Licensing Advisors Summit will take place this August in Kansas City, Missouri. I am looking forward to seeing how we continue to move the dial on the levels of knowledge and understanding of NCARB's programs as well as increasing the raft of resources available to candidates.

### **Launching a Reciprocity Agreement With the United Kingdom**

For every presidency there are some projects that we initiate, but also some that we inherit. For me, this has included our mutual recognition agreement (MRA) with the United Kingdom. We have been working on this for many years as an organization, and thankfully were able to sign and adopt this agreement midway through my presidency.

This involved a trip to London for our signing ceremony in February and hosting our U.K. counterparts in DC in April. Seeing the enthusiasm and interest from our friends across the pond affirmed the value of building international connections and the pivotal role our organization can play in the international arena. We now have five international agreements allowing us to facilitate reciprocity between 60 jurisdictions. There is no other organization out there anywhere close to this milestone.

### **Other Initiatives**

We've also accomplished a tremendous amount of other work during this year. A few efforts stand out:

- At the start of my year, we concluded the Analysis of Practice, which was the first time in 10 years that we've engaged the profession in an in-depth study on the realities of practice
- We retired the rolling clock policy in response to findings from our study and focus groups conducted with the National Organization of Minority Architects (NOMA)
- The release of our free practice exams led to an increase in pass rates, especially for candidates of color
- Our relationships with partners like NOMA have continued to flourish, allowing us to see continued progress on our initiatives and overall organizational mission

My final commitment was charged with addressing the role and processes of the Board in a manner that will help clarify and highlight regulations. Throughout the year, whether it be through our listening sessions or Board updates, we've been intentional about providing transparent information to our licensing board members on the work of the Board.

Our collective work on these four commitments has confirmed to me what I believed stepping into my presidency—that the Board has a great appreciation for and confidence in the work of our volunteers and staff.

This past year as president has not been an easy feat. Building relationships, crafting and sharing effective messaging, and listening to the communities that we impacted have all been a part of the wonderful job I've enjoyed over the past 12 months. And while it hasn't always been easy, and the path hasn't always been clear, I believe that by walking this path together, we are achieving great things.



# Report of the First Vice President

*Jon Alan Baker, FAIA, NCARB, LEED AP  
2022-2023 NCARB First Vice President/  
President-elect*

*This report is adapted from First Vice President Jon Baker's Annual Business Meeting speech.*

As a member of NCARB's Board of Directors, I hold the deep conviction that the regulation of our profession holds immense value not only for our society and our communities, but also for the profession of architecture itself. In the upcoming year, we'll stay true to our commitment to regulation, while balancing that with the innovative ideas that NCARB always brings to the table.

Through rigorous licensure requirements, ongoing professional development, technical expertise, and professional standards, we have the opportunity to cultivate a community of architects who are committed to delivering excellence while protecting the health, safety, and welfare of the public. It's a huge undertaking, but through these efforts, we can also promote diversity and inclusion and support emerging talent.

Regarding a vision for the upcoming year, I think there are three important things to consider: clarity, timing, and just the right amount of absurdity to come up with ideas that have the potential to actually change things. And as Steve Jobs once said, "The people who are crazy enough to think they can change the world are usually the ones who do." Vision is a plan with a path. It's like a lighthouse on a stormy night; it helps us see what we are doing now and what we're going to do next.

So, in the spirit of navigating the coming year, here are some things we will focus on:

## **LOOKING AHEAD**

### ***Stewardship***

NCARB manages basic core services that are absolutely essential. And no matter how we look at the future, no matter how much we develop new initiatives and progressive ideas, we still have to stick to our primary goal and our primary core mission—which is, on an annual basis, balancing the issues of income and expenses in such a way that the organization is healthy and we can continue to do the work we need to do without overburdening candidates and licensees.

## Cultural Evolution

Every year also brings new initiatives that are essential to preparing for the future, as well as current work that we are continuing to move forward. One of those we're continuing that's top of our mind for FY24 is our journey to becoming a more diverse, equitable, and inclusive organization.

We are continually inspecting everything that we do as an organization, how we do it, and how all of our policies are written. We are also focused on continued operational and program analyses so we can remove anything that suggests unintended bias. This is part of our commitment to identifying and removing both cultural and systemic barriers for anyone in the architecture profession. Some of these efforts are underway now, and others—like the retirement of the rolling clock—we took care of in the past year.



FY23 First Vice President Jon Baker speaking at a podium near other panelists.

## Multi-Year Program Continuity

Some other initiatives that we're building upon this year include the work of the Competency Task Force, which was spearheaded by President Ward last year to understand how we identify competencies for initial licensure. We're also expanding upon the work of the Licensure Process Research and Development (R&D) Task Force, which explores the future of licensure and how much we might evolve in the coming years. The R&D Task Force will be ramping up its efforts this year, as they receive more information from the Competency Task Force, as well as our incidental practice efforts that are ongoing.

And now it's a joint effort on the part of NCARB, ICOR, CIDQ, CLARB, and NCEES. So, we've cast a wider net now so that all those constituent organizations where we have issues of overlapping practice are now part of the process to solve the problem. All of this fits in with our work to continue evaluating, analyzing, and implementing what we learned from our ambitious, profession-wide study, the Analysis of Practice.

## REDEFINING OUR FUTURE

### Implementing Governance Reform

The next big thing I want to talk about is our work redefining the future of NCARB.

The intent of the governance reform is to find ways to broaden our community and provide opportunities for people who aren't currently at this table to join us. The only people who could be a part of NCARB's governance prior to this resolution was people who were on Member Boards. This is related to fostering greater diversity, equity, and inclusion at NCARB: the diversity of our Board isn't where we'd like to be, and neither is the diversity of our Member Boards or the profession from which governors appoint Member Board Members. The governance resolution addressed that by saying if you've spent a couple of years in NCARB service, either as a committee member or a Member Board Member, you're eligible to serve on the Board of

Directors. And it doesn't have to be within the last 12 months. This really expands the pool of candidates who can help lead this organization.

In addition to multiplying the candidate pool, the resolution also shortened the pathway to leadership by reducing the officer pool from six down to four. And removing the need to go through regional leadership also shortens that pathway. So those are opportunities to remove barriers that are keeping people out who might otherwise be able to contribute a great deal to what we do.

### **Promoting Multiple Pathways to Licensure**

Another thing that I believe is really important to our profession as well as our organization is this concept of multiple pathways to licensure. The way we've operated in the past is to look at different paths as "alternatives" to earning a degree from a program that's not accredited by the National Architectural Accrediting Board (NAAB). But we really need to start laying tracks for underrepresented groups and stop looking at all of the other pathways as inferior.

We've already engaged the Coalition of Community College Architecture Programs (CCCAP) to explore a couple of things from the standpoint of their two-year programs as it relates to competencies for college readiness, articulation agreements, and consistent approaches to curriculum. This is important for our next year because these are students who may not have the resources to take that two-year degree, transfer their credits, and go to a four-year or five-year program to get an accredited degree—they may be like me. And they still have a lot of value they can bring to the profession.

### **Workforce Readiness**

The other thing that we're going to look at regarding a community college pathway is workforce readiness. What are the programs and the competencies necessary at the end of two years to be able to seek entry-level employment for the purposes of working and then going to school, or for the purposes of just working their way through the program in order to get licensed? We know that 30% of our jurisdictions already acknowledge the experience pathway, whether you have a college degree or not. I'm the lucky benefactor of that.

### **Removing Impediments to NCARB Certification**

The next thing is really just taking a closer look at any impediments that exist with regard to NCARB certification. We need to find where there may be barriers that are disenfranchising people or making it unnecessarily difficult to get a Certificate. And this might be people who didn't graduate from an accredited school, who have to go through some special hurdles to get a Certificate, or people who never had a college degree, but they've been working in the profession for 30 years.



*First Vice President Jon Baker engages with NCARB volunteers at the 2022 Committee Summit.*

As president, I want to position NCARB to recognize the value in all pathways to licensure and certification, because whether you've studied at an accredited program or you've learned through experience, we all have unique skills to bring to practice.

## **SERVING OUR CORE MISSION**

In conclusion, NCARB must never compromise its core mission, but it should also never stop reinventing itself to meet the future. The architectural profession and the public we serve deserve our best efforts to regulate and facilitate the licensure process because it is more than just buildings. Architects shape the very fabric of our communities, influencing the way we live, work, and interact with our environment. It is a profession that combines creativity, technical expertise, and a profound understanding of human needs.

As we work to serve our mission, it's imperative that we open up and extend opportunities to those people who have been left behind or are disenfranchised for things that are out of their control but can bring great talent to our profession and to our regulatory process here at NCARB. It is through all these efforts that we can better safeguard the integrity and quality of our profession and our built environment. This can't happen without all of us working together. I'm so proud and honored to be a part of this organization and can't wait to work with you all throughout this coming year.





# Report of the Second Vice President

*Kenneth R. Van Tine,  
AIA, NCARB, LEED AP*

*2022-2023 NCARB Second Vice President*

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

As second vice president, my primary role included serving on the NCARB executive committee, which meets regularly throughout the year and before each scheduled Board of Directors meeting. These meetings were focused on the strategic plan and the health of the Council's finances. I was also involved in discussions with our allied organizations, including those from the Architectural Alliance, consisting of ACSA, AIA, AIAS, NAAB, NOMA, and NCARB. As the second vice president, I was also the Board liaison to the Member Board Executives Committee.

***You've been involved with NCARB since 2013. How has the organization evolved over the years?***

What I have noticed during my involvement is the Council's concerted effort to improve our value and brand to the licensing community, Member Boards, Certificate holders, and licensure candidates. This has been accomplished through the Council's ability to be nimble and responsive to quickly changing events such as the pandemic, where the online proctoring of the exam was quickly prioritized and implemented—minimizing the effects on candidates, licensing boards, and the Council's financial health. Licensure candidates' perception of NCARB has also improved with the implementation of free practice exams and the elimination of the rolling clock. The Council has also made tremendous strides in the transparency of its financial health, strategic goals, and the unintended bias found in the exam, as revealed in NCARB by the Numbers. Efforts are being made to improve diversity, equity, and inclusion throughout the entire organization, from committee appointments to Board governance. NCARB has worked hard to strengthen its relationships with the Architectural Alliance organizations, helping to create a collaborative environment. As a result, NCARB has become a thought leader in the association and regulatory world.

***What keeps you committed and motivated to continue to volunteer?***

I've always loved architecture and value the influence it has on people's lives. We are able to create spaces that have a direct impact on the way people live, work, and worship. We can also address and influence environmental and social issues through thoughtful and creative design solutions. NCARB is an association that significantly impacts the profession through the regulatory process and plays an essential role in establishing competency standards to protect the health, safety, and welfare of the public it serves. There are many opportunities to be involved in various aspects of the Council, and the relationships with the Member Board Members and vast pool of volunteers have made the experience enjoyable and rewarding.

***You have been licensed to practice architecture in 38 states and jurisdictions, including your home state of Michigan. How has being NCARB-certified helped you in your career, and why is having an accessible reciprocity model important?***

Throughout my career, I have maintained my NCARB Certificate. There was a time early on when I wondered why I needed this Certificate and whether it was worth maintaining, not fully understanding what NCARB did and the value of the Certificate. A few years after becoming licensed and shortly after starting our own company, we were working with several national clients who wanted us to design projects in other jurisdictions. The NCARB Certificate allowed us to expand our practice through reciprocal licensing. Being able to respond quickly to these client's needs nationally was a huge advantage in growing our practice.

***What initiatives will you focus on as NCARB's 2023-2024 first vice president?***

I will continue to support and advance the mission of the council and the initiatives started by the current and previous presidents. I also look forward to continuing to work closely with the Architectural Alliance organizations on key issues. Being a product of the community college pathway to licensure, I have a passion for creating opportunities for talented and inspired candidates who may not be afforded the opportunity to enter the profession due to the cost and length of the traditional education pathway, or for personal situations that eliminate this opportunity. Multiple pathways to licensure will allow flexibility and accommodate individuals with diverse backgrounds and experiences, and will recognize the skills and knowledge gained through different educational and professional journeys. Ultimately, the existence of multiple paths to licensure will help to diversify the profession, allowing a broader range of talented individuals to contribute their unique perspectives and expertise.



# Report of the Treasurer

*Edward T. Marley*

*2022-2023 NCARB Treasurer*

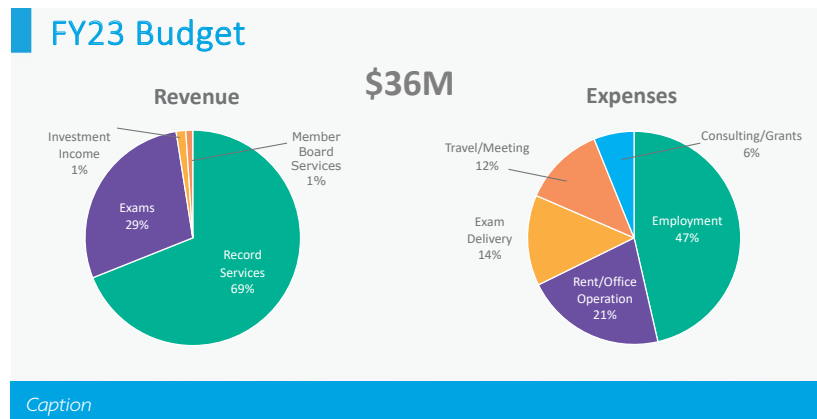
*Note: This report is adapted from Treasurer Marley's 2023 Annual Business Meeting speech.*

Immediately following the close of the 2022 Annual Business Meeting, the newly seated NCARB Board of Directors took action to approve the fiscal year 2022-2023 budget.

## BUDGET

We approved a \$36 million operating budget, with 98% of the revenue coming from Records services and exam deliveries. The other 2% comes from Member Board dues and investment income.

Our major expenses include office and rent operations, consulting services, travel and meeting costs, and business consulting, which includes our funding contributions to the National Architectural Accrediting Board (NAAB) and a grant to support the Freedom by Design program run by the American Institute of Architecture Students (AIAS).



## CASH OPERATING RESULTS

In FY23, we managed to achieve our income goal—ending the year close to the budget. We have seen steady, sustained growth in the number of NCARB Certificate holders, exceeding 50,000 Certificate holders for the first time ever. Our Record holders have sought reciprocal licensure at a record pace in the past 12 months. The number of licensure candidates opening a new NCARB Record has also exceeded budget expectations and has recovered from the pandemic lows. Exam activity did perform lower than expected due to candidates frequently rescheduling divisions.

Expenses were approximately \$500k lower than anticipated in the budget. Due to lower exam deliveries, our fees were also reduced. Staff vacancies throughout the year also contributed to lower-than-expected operating costs. The operating surplus from these expense savings will be funneled back into ongoing improvements in Council programs and services.

### **Benefits to Licensure Candidates**

The FY23 budget funded several initiatives for licensure candidates, including:

- We eliminated the cost of rescheduling an exam division for candidates.
- We continued to provide direct support for candidates choosing to use online proctoring to take the exam.
  - We also continued providing funding to first-time online testers, so they could purchase an external video camera, which is required for online proctoring security.
  - We also continued to cover the cost for candidates to do an online proctoring systems check—providing them the time and opportunity to identify and resolve technical glitches before their testing appointment.
- We launched the new practice exams that give candidates a full simulation of the exam format. There is one practice exam for each of the six Architectural Registration Examination (ARE) divisions. These exams are available at no cost to all candidates.

## **STATUS OF FUNDS**

Over the past few years, we have had significant growth in the Council's Strategic Reserves—a good portion of which was due to market gains in the investments, as well a change to reduce the target balance in the operating fund to make more funds available to expand innovation and strategic efforts. This also provided an opportunity to expand our investments and create the Strategic Growth Fund. This new fund is geared to increase investment earnings to help fund strategic initiatives in the future.

The Council currently has approximately \$22 million distributed between the Strategic Reserves and Strategic Growth Fund.

We maintain sufficient balances in these accounts to allow for market volatility. Our policies and our work with our investment advisors protect opportunities to continue investing in our programs, services, and resources for Council stakeholders.

## **STRATEGIC RESERVES**

Each year, the Board of Directors conducts an Opportunity and Risk Assessment. This empowers us to invest in opportunities and mitigate against risks with Strategic Reserves funds, without impacting core services. As a part of this annual assessment, we identify the potential costs of the opportunities and risks and consider the likelihood and level of impact associated with each scenario. The assessment also supports the minimum target balance for the Strategic Reserve Fund at \$21.2 million.

## Innovation

In FY23, the Board invested approximately \$3.4 million of the Council's Strategic Reserve funds to support the following product enhancements:

- **Redesigning NCARB's customer management system**, also known as My NCARB. This is the personalized interface that our Record holders experience when they log into our portal. For many of our customers, it's their main point of connection with us, and where they go to see and update their career information.
- **Improving exam experience.** We are constantly working to improve the exam experience for our candidates. This year, we worked behind the scenes with our new exam vendor, PSI, to ensure item bank integration and rollout went smoothly.
- **New online, on-demand continuing education (CE) content for our Continuum Education program.** This is a benefit for Certificate holders that provides free CE courses in a variety of health, safety, and welfare (HSW) content areas.
- **New initiatives in Data Engineering and Advanced Analytical Data Modeling** which was used to expand NCARB's data & analytics infrastructure and to ensure NCARB's continued role as a thought leader in both the architectural and regulatory industries.

The Board authorized an additional \$1.8 million in Strategic Reserves to:

- Pursue additional mutual recognition agreements (MRA)
- Begin a series of international engagements with foreign licensing agencies
- Support the diversity, equity, and inclusion (DEI) work of the Board of Directors and DEI Committee
- Expand our internal Fairness in Licensure study, analyzing the AXP and ARE through a DEI lens
- Expand educational outreach to community colleges to introduce our programs and promote accessibility
- Fund special task forces related to licensure process research and development and competency
- Fund a series of retreats around the country to develop licensing advisors to develop understanding and establish expectations
- Conduct focus groups with licensure candidates

The investment of \$3.4 million in new program enhancements on the previous slide, and the \$1.8 million spent on these efforts, total an expenditure of \$5.2 million from strategic reserves toward opportunities for the Council.

## Moving Forward

Despite recent market volatility, our finances and reserves remain healthy. The Council is committed to doing more than just building our reserves. We are committed to leveraging our financial assets for the benefit of the Council. I'm sure in the years to come, the effort to balance the financial health of the Council with the opportunity to advance our services to customers as well as our Member Boards will continue.



# Report of the Secretary

*John Patrick Rademacher,  
NCARB, AIA, NOMA*

*2022-2023 NCARB Secretary*

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

My experience as a regional director was one of many steps on my volunteer path, all preparing me for further leadership at NCARB. From my work on the Ohio Architects Board, committee assignments, and regional leadership, each volunteer assignment helped me further understand our role as regulators, the relationships with our partners in the regulatory environment, and the support NCARB provides for our success in these efforts.

Regional leadership played a key role in expanding my knowledge and appreciation of the issues regulators face beyond our jurisdictional borders. It enabled me to build trusted relationships within the NCARB community and our professional and regulatory partners that will continue to support my efforts to advance the programs, goals, and values of the Council.

***In addition to serving on the NCARB Board of Directors, you've also led the Ohio Architects Board and chaired several NCARB committees—what motivates you to continue the work you do with NCARB?***

My continued service to NCARB focuses on two intertwined paths. The first is advocacy. We are the advocates; we are the voice for those who do not have one in the design of the built environment they inhabit. The public must be assured that what we do as design professionals will enhance their lives and not jeopardize their well-being. I see this as the embodiment of health, safety, and welfare and the role that only NCARB and those we support in the regulatory environment can fulfill.

The second is legacy. NCARB exercises great responsibility for those who are in the architectural profession. We are the only organization that touches every part of an individual's professional life, from education through the end of a career. Our influence on the profession is as broad as the communities we serve.

***You were the FY23 Board liaison to the Policy Advisory Committee. What role does the committee play in NCARB's process, 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. The committee includes the chairs of all six NCARB regions so, together, they can offer suggested revisions and feedback that's reflective of all NCARB's members. The resolution can be updated as necessary before it's 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 several resolutions this year, including a vote to update the organization's governance structure. Can you tell us a little about them?***

NCARB's members passed four resolutions that were put forward to vote this year. Those resolutions included:

- **Sunset of several education policy resolutions that were no longer relevant** based on updates to NCARB's programs, services, and operations.
- **Sunset of several policy resolutions that were no longer relevant or in conflict with current council policies**, ensuring NCARB's current policies are aligned with the organization's charges and mission.
- **An ethics update to the NCARB Model Rules of Conduct** to ensure the document remains up-to-date and reflects many of the current ethical conflicts architects may face in their day-to-day work.
- **An update to the NCARB Bylaws** resulting in a restructure of the governance model.

***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](https://ncarb.org) and our social media channels.



# Report of the Past President

*Alfred Vidaurri Jr., NCARB, NOMA, FAIA  
2022-2023 Past President*

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

My first in-person experience with NCARB started 17 years ago as a newly appointed member of the Texas Board of Architectural Examiners. I had held an NCARB Certificate for many years, but as with many organizations, I was not closely connected in any way. I volunteered for committee work during that first year and have stayed involved since then.

I have always felt that at the end of the day, I receive more by giving my time and expertise to others than through other forms of support.

## ***Reflecting on your time as president, what are you most proud of achieving? Tell us about some of the major initiatives NCARB focused on during your presidency.***

During my tenure as president, expanding international partnerships has been one of the initiatives I am most proud of. I was especially proud of the face-to-face meetings we were able to have with our tri-national partners, Canada and Mexico—sparking conversations to reenergize our mutual recognition agreement. We also held our first-ever international regulatory round table, allowing us to have conversations with regulatory agencies of 10 other countries for the first time ever. In addition, I am proud of the work to ensure greater diversity, equity, and inclusion (DEI) within the profession of architecture—resulting in an updated vision statement, a standing DEI committee, the DEI status report, DEI townhall meetings, engaging consultants to train our Board and leaders, and more have all come from the profound collaboration of staff and the Board. I was also proud of the committee work accomplished on the special charge that I issued to explore additional paths to licensure outside of the traditional three E's. Those efforts have resulted in the current work being undertaken by an appointed work group to do the research and development on future licensure and make recommendations for the Board's consideration.



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

One of the things I've been so impressed with during my time with NCARB is the tremendous staff, resources, and team that NCARB has put together—our commitment to agility and flexibility has made so many things possible for the organization.

Over the years, we have become more introspective and self-critical, working together to improve our programs and services and make the profession more accessible and equitable. I have often commented to others in the profession that NCARB has transformed into a “best-in-its-class, high-performance organization” that they should be very proud of and supportive of.

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

I worked alongside various committees to spark conversations and groundwork for exploring the future of architecture as a profession. Each committee had its own unique point of interest or purpose that made the work worthwhile. I started my committee work with the Architect Registration Examination® (ARE®), and over the years, I believe that I have been involved with almost every one of our standing committees and several special task forces and work groups. I have personally always enjoyed the work of the DEI Committee and Futures Collaborative, which is always exciting and forward-looking.

***What are your expectations for the organization in the future, and how do you plan on staying involved?***

I have always been very impressed with how NCARB leadership transitions from year to year in a consistent and organized manner. While there are always new ideas that each new leader is focused on, there is a logical continuity of direction, focus, and energy in the organization. This approach ensures that concepts and work that may start in one year can carry forward into the future, and we eventually benefit from the multi-year work and investment that has taken place. I look forward to seeing the “forever work” related to our diversity, equity, and inclusion efforts along with the results of our work on licensure of the future.

I am currently participating in the Research and Development Committee's work on licensure of the future, and I am co-chairing a new initiative to develop an NCARB Leadership Academy. I will always be ready to support any efforts that the Council and incoming leaders need assistance with in the years to come.



# COMMITTEE REPORTS

NCARB has more than a dozen standing committees, subcommittees, work groups, and task forces that meet throughout the year to review topics such as 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 FY23, NCARB had over 350 volunteers, including members of licensing boards, practicing architects, licensure candidates, and representatives from related organizations.

## **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 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.

## Report

### *Highlights*

- As part of the committee's charges, they ensured that all candidates for the FY23 NCARB Board of Directors met qualifications.
- The Credentials Committee contributed to the improvement of the nomination and elections process with an updated process for gathering candidate qualifications.

# DIVERSITY, EQUITY, AND INCLUSION (DEI) COMMITTEE



## Committee Purpose

The Diversity, Equity, and Inclusion (DEI) Committee explores research and recommends strategies to increase the diversity of NCARB regional and national leadership to ensure that the organization fully represents the diversity of the population it serves.

## Report

### Highlights

- During fiscal year 2023, the Diversity, Equity, and Inclusion (DEI) Committee developed a draft roadmap of DEI-related organizational goals to achieve by 2030. The roadmap was shared with the NCARB Board of Directors for their consideration.
- Furthermore, the committee informed the Council's publication of stories highlighting the diverse experiences navigating the path to becoming an architect.
- The volunteers also met with staff to learn more about the various data sources available through NCARB and the potential for leveraging these sources to help measure progress on the proposed DEI roadmap.

# EDUCATION COMMITTEE



## 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*, additional education pathways to NCARB certification, Integrated Path to Architectural Licensure (IPAL), and lifelong learning opportunities.

## Report

### Highlights

- The Education Committee completed a broad review of the current policies, rules, and requirements for NCARB’s education-related programs relative to their currency, relevance, equity, and applicability to the current practice of architecture. After review, the committee concurred with a request from ACSA to consider additional means of fulfilling educational deficiencies and advanced a resolution to the Board for consideration.
- They also reviewed and affirmed the Council’s internal procedures for assessing transcripts for “significant architecture-related coursework” utilized in reviewing applicants for the Two Times AXP path.
- Considering the future of education-related programs, the highest-ranked suggestions included strengthening community college paths to architectural education and licensure, expanding education paths to licensure, encouraging easier credit transfer between architecture programs, and an emphasis on creating “core” courses related to professional practice.
- The committee engaged in multiple exercises to define and prioritize topics to be considered “professional practice.” Two notable insights arose: a majority found that many of the topics can (and perhaps must) be learned in a practice setting, and relatively few “must” be learned in an academic setting. They also felt that students should have at least an initial introduction to many of the professional practice topics by the conclusion of their second year in an architecture program, which generally differs from current practice.
- Committee members also reviewed an IPAL proposal for Hampton University.

# CONTINUING EDUCATION SUBCOMMITTEE



## 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

- The committee reviewed 133 courses, seminars, and tours for the 2023 AIA Conference on Architecture to validate the applicability of HSW credit based on NCARB's HSW subjects and topics identified in NCARB's *Continuing Education Guidelines*.
- Committee members evaluated expiring NCARB Continuing Education products to determine if they should be renewed or retired, as well as course proposals for new NCARB CE courses.
- The committee provided feedback on NCARB CE course format preferences. Several courses now feature multimedia content, including AXP Supervisor Training, AXP Portfolio Supervisor Training, Ethics, and Indoor Air Quality.
- The committee evaluated several example courses related to Practice Management and Project Management topics and recommended clarifying instructions and providing an outline when submitting courses for HSW consideration.

# CERTIFICATION ALTERNATIVES REVIEW TEAM



## Team Purpose

Members of the Certification Alternatives Review Team (CART) 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 workflow process.

## Report

### Highlights

- Architects' interest in obtaining NCARB certification through the Education Alternative's Certificate Portfolio path remained steady.
- Data indicates architects who are eligible for an evaluation of their education through the Education Evaluation Services for Architects (EESA) program increasingly forego the option, instead opting to complete full portfolios.
- The *NCARB Certificate Portfolio Applicant Guide* was updated to include additional suggested acceptable documentation to satisfy the requirements. The Certificate Portfolio system continues to evolve, improving the evaluators' experience to increase efficiency and transparency.

# EXAMINATION COMMITTEE



## Committee Purpose

The Examination Committee oversees the 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 perspective of educators, recently licensed architects, and the public.

## Report

### *Highlights*

- The Examination Committee reviewed NCARB's rolling clock policy and recommended replacing it with a new score validity policy, which bases validity on exam versions instead of a set time frame.
- The committee reviewed all ARE policies to ensure reliability and fairness as well as to identify possible impediments that may directly or indirectly impact DEI in the profession. The committee identified policies critical to future examination delivery and recommended those that could be modified or eliminated going forward.
- The committee also monitored the work of the ARE subcommittees through regular reports from the subcommittee chairs.
- A recurring annual charge involves reviewing current item type performance and the resulting impact on candidate performance. The Forms Assembly Subcommittee's rules may be revised in FY24 based on the results of the Examination Committee's FY23 review.
- An additional recurring charge is to discuss technological and applied advances in exam development and administration, identifying opportunities to improve the creation and delivery of the ARE.



# ARE 5.0 FORMS ASSEMBLY SUBCOMMITTEE



## Subcommittee Purpose

The ARE 5.0 Forms Assembly Subcommittee is responsible for quality control of the assembled exam forms to be delivered to ARE 5.0 candidates, as well as reviewing newly authored items to be used on these forms.

## Report

### *Highlights*

- In FY23, the ARE 5.0 Forms Assembly Subcommittee completed several ARE quality control review assignments to prepare new test forms for delivery to ARE 5.0 candidates, so that all items delivered to candidates are properly formatted.
- The subcommittee also ensured that all items aligned to the ARE item writing standards and that assembled exam forms didn't contain overlapping items or cue other items within the same form.

# ARE 5.0 ITEM DEVELOPMENT SUBCOMMITTEE



## Subcommittee Purpose

The ARE 5.0 Item Development Subcommittee developed and reviewed individual items and case study items for both the operational ARE and the new ARE practice exams.

## Report

### Highlights

- In FY23, the ARE 5.0 Item Development Subcommittee's charges focused on developing new items for the ARE.
- The fiscal year kicked off with welcome webinars and training on item development and item writing fundamentals. Work groups were assigned their first round of homework assignments, authoring items to be reviewed during committee meetings scheduled for fall 2022.
- Following the fall committee meetings, each work group continued to work on their assignments, authoring new discrete and case study items. Volunteers also continued to receive extensive training covering various item types and a wide range of topics on item writing standards and best practices, including the critical topic of addressing bias in test development.
- The remainder of the year consisted of volunteers writing new items, revising previously written items, and completing peer item review sessions during committee meetings.
- Across the year, NCARB staff hosted a series of webinars, offering committee members vital support for their assignments and fostering increased connections among the work groups.
- Additionally, a comprehensive review of statistically flagged items occurred through virtual webinars during February and March. Overall, FY23 was marked by significant strides in item development, training, and quality control within the Item Development Committee.

# EXPERIENCE COMMITTEE



## 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*

- The FY23 Experience Committee reviewed current AXP policies and rules to gain an understanding of how each policy works together with the program requirements. Then, committee members considered the impact each policy may have on the program to provide feedback for future committee work.
- The committee created a definition for professional practice in education and identified key competencies to be included.
- Members also assessed the curriculum of professional practice courses from a sampling of architecture schools and summarized the role of experience in developing the competencies of professional practice necessary for licensure.

# MEMBER BOARD EXECUTIVES COMMITTEE



## 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*

- The committee assessed the continued effectiveness of the current Member Board Executives Workshop and designed the FY23 workshop agenda so that Member Board Executives have a forum to collaborate, share best practices, and receive training and updates on programs and services.
- Committee members collaborated with NCARB staff so that Member Boards have transparency into the quality and accuracy of records transmitted by the Council.
- The committee has identified several areas to enhance the MBE mentor program and will continue discussions on engaging new MBEs.
- In coordination with NCARB staff, committee members developed a draft framework for the MBE model operations manual.

# POLICY ADVISORY COMMITTEE



## Committee Purpose

The Policy Advisory Committee reviews proposed resolutions, procedures, and documents for their impact on and consistency with Council policies and programs and makes 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*

- The Policy Advisory Committee (PAC) reviewed all FY23 proposed resolutions to consider their impact on NCARB's policies, programs, and licensure.
- The PAC also completed the next phase of a comprehensive resolution review project for old Council resolutions that could be outdated/in conflict with current NCARB policies and made recommendations for archiving, sunseting, or taking another action.
- The PAC sponsored two omnibus FY23 resolutions to sunset outdated resolutions related to finance, meetings, records, education, and the NCARB Certificate. The PAC provided advocate support for the two resolutions, which were approved by NCARB's membership at the June 2023 Annual Business Meeting.

# PROFESSIONAL CONDUCT COMMITTEE



## Committee Purpose

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

## Report

### Highlights

- The PCC conducted reviews of allegations of misconduct, or “cases,” on a monthly basis.
- The PCC worked with input from legal counsel and in accordance with NCARB’s *Bylaws*, exam candidate conduct policies, and the *Professional Conduct Committee: Rules of Procedure* to determine appropriate disciplinary sanctions, if any, for over 40 cases.
- The PCC also conducted in-depth case reviews for six individuals involved in a substantive exam breach with recommendations of sanctions approved by NCARB’s Board of Directors in June 2023.
- Additionally, PCC members reviewed conduct and discipline language in NCARB documents and recommended updates for clarification and currency.

# REGIONAL LEADERSHIP COMMITTEE



## Committee Purpose

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

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*

- The committee was charged with exploring options for gaining greater visibility into Board actions as leadership development opportunities and developed several engagements throughout the year, including an engagement with the Board of Directors at the Committee Summit.
- Members also worked alongside the Diversity, Equity, and Inclusion (DEI) Committee to develop recruitment efforts for the regional leadership pipeline.
- The committee planned and led the annual Regional Summit.



# 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 exploring the future of the profession to providing suggestions on the path to licensure.



# COMPETENCY TASK FORCE



## Task Force Purpose

The Competency Task Force began efforts toward establishing a competency framework that describes all the skills and abilities required for initial licensure in the future. The task force began researching current practice expectations and requirements by reviewing NCARB's Analysis of Practice data. In addition, the task force began its efforts to define the level of competency that should be expected for entry to practice based on project factors such as size and complexity.

## Report

### Highlights

- The task force developed an initial draft of competencies and worked to organize them into major domains across practice, design, and construction administration.
- Initial competencies developed expanded beyond entry-level practice and encompassed skills and activities required for specialty practice.
- The Competency Task Force's efforts will continue into next year, during which they will refine a competency framework for entry-level practice and provide additional insights where specialty practice presents opportunities for later career development.

# FUTURES COLLABORATIVE



## **Collaborative Purpose**

The Futures Collaborative monitors and researches changes in the regulatory environment and the practice of architecture. Efforts will guide the ongoing development of forecasts of possible future outcomes, as well as inform strategic conversations across the Council.

## **Report**

### *Highlights*

- In FY23, the Futures Collaborative explored and reported on emerging trends with the potential to shape the global practice of architecture and its future regulation so that NCARB and its Member Boards can be informed and plan for the future.
- Collaborative members also engaged with subject matter experts to look ahead 20-30 years into the profession and share key insights and recommendations for future work with the Board of Directors.

# GOVERNANCE WORK GROUP



## Work Group Purpose

In June 2022, President Ward created the Governance Work Group, which worked with the Board of Directors and NCARB membership to conduct an assessment of NCARB's governance and make recommendations for consideration. Through research and collaboration, the work group helped NCARB go further to ensure that NCARB's Board of Directors is more representative of the diversity seen throughout the wider architecture community.

## Report

### Highlights

- During FY23, the Governance Work Group built on efforts begun in 2019 by the then-Diversity Collaborative (now DEI Committee), which identified member concerns about the Council's current governance model—including the single, structured regional governance path to Board service, lengthy timelines that reduced opportunities, and lack of representation in comparison to communities served.
- After facilitating multiple listening sessions with NCARB volunteers and working with consultants for insight into governance best practices, Governance Work Group members worked with NCARB's Board of Directors to develop a resolution that passed with amendments at the Annual Business Meeting in June 2023.
- The resolution increases the pool of qualified applicants, streamlines the leadership timeline, and enables greater flexibility and diversity. The changes to NCARB governance will go into effect over the course of several years, starting with elections to NCARB's FY25 Board of Directors in June 2024.

# INTERNATIONAL QUALIFICATIONS EVALUATION WORK GROUP



## **Work Group Purpose**

NCARB's global presence and participation have led to increased interest between the U.S. and foreign countries to complete evaluation assessments to determine if there are significant similarities in the competencies required at the point of licensure.

## **Report**

### *Highlights*

- During FY23, the International Qualifications Evaluation Work Group completed competency and assessment requirements for licensure between the U.S. and two foreign countries.
- In addition, data acquired from evaluations led to member recommendations to renegotiate existing and pursue new mutual recognition agreements (MRAs).
- This work will continue in the coming year, as the work group has additional countries queued for evaluations.

# LICENSURE PROCESS RESEARCH & DEVELOPMENT TASK FORCE



## Task Force Purpose

The Licensure Process Research & Development Task Force was established to begin efforts toward identifying how NCARB licensure programs can be envisioned to best support licensure candidates and jurisdictional licensing boards while continuing to ensure public protection.

## Report

### Highlights

- Building off the work of the previous year's Board of Directors goals for the future, the task force completed research into various licensing approaches.
- Architect licensing models from around the globe were evaluated to understand how competency to practice is measured and validated.
- Other U.S. professional licensing models were also evaluated to identify what impediments to licensure exist across professions and how some have overcome them.
- Lastly, the task force investigated a variety of assessment methods that could possibly be used in the future to determine competency to practice architecture. Each assessment method was evaluated on its ability to properly assess architectural competencies while also achieving the desired goals of a future licensure approach.
- The work of the Licensure Process Research & Development Task Force is planned to continue into next year.

# RE-THINK TANK



## Re-Think Tank Purpose

Each year, NCARB selects a group of 12 recently licensed architects from around the country to be a part of the Re-Think Tank. Members have the opportunity to shape the future of licensure by sharing their feedback and ideas as part of the think tank for recently licensed architects.

## Report

### Highlights

- Through in-person and virtual meetings, Re-Think Tank members:
  - Explored the pros and cons of the current licensure model.
  - Brainstormed solutions to address licensure disparities—including diversity, equity, and inclusion initiatives—and candidate access to education, experience, and examination.
  - Provided feedback on current programs and resources.
  - Identified challenging areas of practice post-licensure.
- At the 2022 Committee Summit, members of NCARB’s Re-Think Tank met with other volunteer groups to learn about ongoing efforts to improve the path to licensure and diversity within the profession. Through these engagements, Re-Think Tank members learned more about how NCARB’s programs are developed and provided essential insight into pinch points along the path to licensure, opportunities for increasing inclusion in the profession, and more.

# COMMITTEE SUMMIT



Every 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 2022, NCARB volunteers gathered in Washington, DC, 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.

Four of NCARB’s volunteer groups gathered for the 2022 Committee Summit, including the DEI Committee; the Licensure Process Research & Development Task Force; the Competency Task Force; and the Re-Think Tank. To ensure all committees were represented, attendees also included all committee chairs, regional chairs, and the NCARB Board of Directors.

During this year’s summit, attendees focused on the path to licensure, including areas where candidates are encountering impediments, opportunities for evolution, and exploring additional potential pathways into the profession. NCARB’s DEI Committee facilitated discussions on how NCARB’s programs impact underrepresented individuals in the profession. The Competency and Licensure Process Research & Development task forces also met to inform each other and other volunteer groups of their research to evolve the licensure process—including the knowledge and skill-set requirements candidates need for licensure as well as how they must demonstrate it.



# BUSINESS OPERATIONS

Explore the Council's structure, financials, and day-to-day administration—plus learn more about NCARB's Inclusion, Diversity, Equity, and Inclusion (IDEA) workgroup and the Organizational Health team's initiatives.





# STAFF UPDATES

In FY23, NCARB ensured its operations were aligned with industry best practices and explored new avenues to remain innovative and responsive. The organization strives to better serve its members, customers, and the public by continuously improving its day-to-day administration.

## ORGANIZATIONAL HEALTH TEAM

Established in FY20, NCARB's Organizational Health team continued its mission throughout FY23 to strengthen NCARB's organizational culture. The department continuously provides opportunities for shared learning and personal development. During the year, the team:

- Continued a bi-monthly newsletter for NCARB staff featuring project updates, coaching tips, and more
- Worked with guest speakers to conduct helpful workshops for staff on a variety of topics, from stress reduction to financial wellbeing
- Provided support for NCARB's all-staff employee engagement activities
- Supported the IDEA work group and its efforts to engage with colleagues on DEI-related holidays and various cultural and religious celebrations
- Regularly celebrated project team accomplishments

The Organizational Health team will continue to evolve throughout FY24.

### *Wellness Seminars*

In FY23, The Organizational Health team announced a series of wellness seminars. These seminars were designed to give NCARB staff information and tips to help address mental health issues, including grieving, loss, and depression, as well as approaches to maintaining a healthy perspective in the workplace.

## IDEA WORK GROUP

Formed in 2019, the Inclusion, Diversity, Equity, Agility (IDEA) workgroup was created to address inclusion, diversity, equity, and agility within NCARB culture. Throughout FY22, the workgroup educated NCARB staff

on DEI, provided opportunities for meaningful discussion, and made strides for a more inclusive organization.

In FY23, the IDEA work group continued its efforts to educate NCARB employees and leadership on DEI, provide opportunities for meaningful discussion, and make strides for a more inclusive organization.

## **NCARB STAFF, GOING FURTHER**

### ***Manager Essentials Training***

NCARB released its Manager Essentials leadership program in FY23. The program supports all staff who are managers in becoming effective leaders with the skills to inspire, motivate, lead, and execute with confidence.

### ***Agile Leadership Training***

In FY23, NCARB's Innovation team planned and executed an approach to refresh NCARB's agile practices across the organization. In efforts to support the organization's refresh, five staff members received advanced scrum master training and passed the exam to obtain their scrum master certification. The new scrum masters, along with NCARB's existing agile experts, worked throughout the fiscal year to push the refresh of the organization. The work of the new scrum masters, along with existing agile experts, will continue in fiscal years to come to support the continuous improvement and innovation of the organization.

A photograph of two women sitting at a table in a meeting room. The woman in the foreground is wearing glasses and a black top, looking towards the camera. The woman in the background is also wearing glasses and a light-colored blazer, looking slightly to the side. A laptop and a microphone are on the table in front of them. The text 'ORGANIZATIONAL CHARTS' is overlaid in large white letters on the left side of the image.

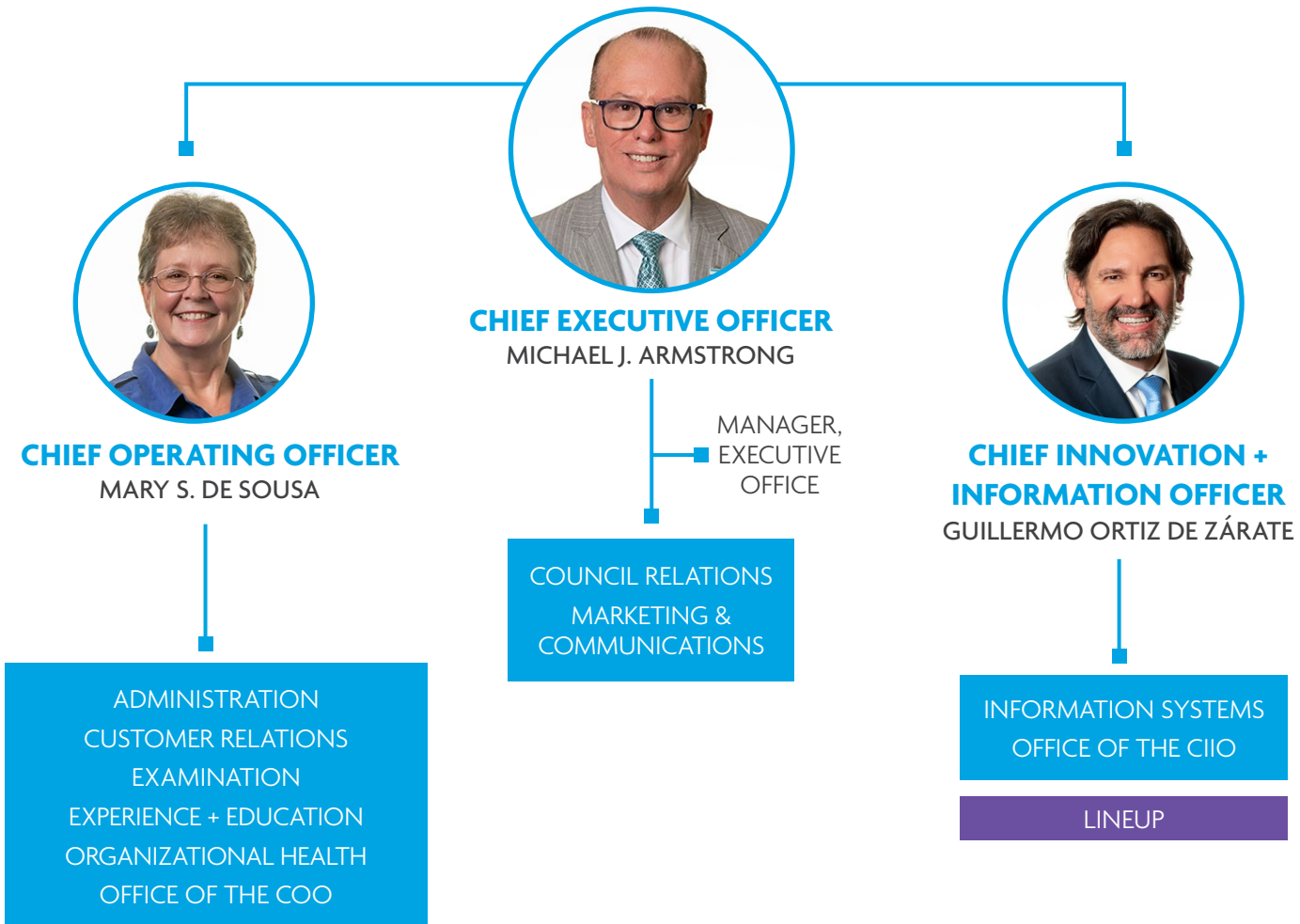
# ORGANIZATIONAL CHARTS

The following pages visually summarize NCARB's organizational structure and provide background information about the various teams that make up the Council, as well as NCARB's for-profit subsidiary, Lineup:

- Executive Office
- Administration
- Customer Relations
- Council Relations
- Examination
- Experience + Education
- Information Systems
- Marketing & Communications
- Office of the Chief Operating Officer
- Office of the Chief Information + Innovation Officer
- Organizational Health
- Lineup

# EXECUTIVE OFFICE

Headquartered in Washington, DC, NCARB has approximately 130 employees 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 2023

# 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



**DOUG MORGAN**  
**VICE PRESIDENT, ADMINISTRATION**



**ROBERT DICKINSON, CPA**  
Assistant  
Vice President, Finance

- Accounting Manager
  - Senior Accountant
  - Accountants



**MARGOT SIMMONS**  
Assistant  
Vice President,  
Human Resources

- Senior HR Generalist
- HR Generalist
- Talent Acquisition Specialist

**MEETING PLANNING**

- Senior Managers,  
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, architects, and Member Boards for all our services.

**CHIEF OPERATING OFFICER**  
MARY S. DE SOUSA



- Administrative Assistant/Customer Relations Specialist

**ROXANNE ALSTON**  
**VICE PRESIDENT, CUSTOMER RELATIONS**



**KATRINA HUMPHREY**

Assistant  
Vice President,  
Customer Relations

- Managers, Customer Relations
  - Senior Specialists
  - Specialists 2
  - Specialists 1
- Program Specialist



**CASANDRA WALKER**

Assistant  
Vice President,  
Customer Relations

- Managers, Customer Relations
  - Senior Specialists
  - Specialists 2
  - Specialists 1
- Program Specialist

# 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



## JOSHUA C. BATKIN VICE PRESIDENT, COUNCIL RELATIONS



### MAURICE BROWN

Assistant Vice President,  
Advocacy + External  
Engagement

- Manager, External Engagement
- Program Specialist, Advocacy & Engagement



### CAITLIN STROMBERG

Assistant Vice  
President,  
Member Relations  
and Volunteer  
Engagement

- Senior Manager, Member Relations
  - Assistant, Member Relations
- Program Specialist,  
Volunteer Engagement

# EXAMINATION

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

## CHIEF OPERATING OFFICER MARY S. DE SOUSA



## JARED ZURN, AIA, NCARB, CAE VICE PRESIDENT, EXAMINATION



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

- Test Development Coordinators
- Manager, Examination
- Manager, Examination Content



**JOAN PAROS,**  
MBA  
Assistant Vice President,  
Examination

- Program Specialist, Examination

- Senior Manager, Examination
  - Manager, Examination



# EXPERIENCE + EDUCATION

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

## CHIEF OPERATING OFFICER MARY S. DE SOUSA



- Senior Manager, E+E
  - Manager, E+E

## HARRY M. FALCONER, JR., FAIA, NCARB, HOND, HON. FCARM VICE PRESIDENT, EXPERIENCE + EDUCATION



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

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



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

- Outreach Manager, E+E
- Manager, E+E

# INFORMATION SYSTEMS

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

**CHIEF INNOVATION + INFORMATION OFFICER**  
GUILLERMO ORTIZ DE ZÁRATE



- Security Analyst
- Administrative Assistant

## ROUEL DE GUZMAN VICE PRESIDENT, INFORMATION SYSTEMS



### PARISA ILCHI-BRADLEY

Assistant Vice President,  
Product Management

- Senior UX Designer
  - UX Designer
- Quality Assurance Engineer
- Systems Integration Specialist
- Project Delivery Specialist
- Product Manager



### KUNLE OLWOYEYE

Assistant Vice President,  
Information Systems

- Senior Principle Software Engineer
  - Lead Software Engineers
  - Senior Software Engineers
  - Software Engineers
- Systems Operation Manager
- Lead Software Engineer
- Senior Software Engineer

# MARKETING & COMMUNICATIONS

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

**CHIEF EXECUTIVE OFFICER**  
MICHAEL J. ARMSTRONG



**ANDREW MCINTYRE**  
**VICE PRESIDENT, MARKETING & COMMUNICATIONS**



**AMANDA PICA**

Assistant Vice President,  
Marketing & Communications

- Manager, Content Strategy
  - Content Producers
- Senior Digital Marketer
- Public Relations Specialist
- Manager, Visual Design
  - Visual Designer
  - Videographer/Editor
  - Jr. Visual Designer/Production Coordinator

# 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.



**MARY S. DE SOUSA**  
**CHIEF OPERATING OFFICER**



**NATHAN GRABOWSKI**  
Assistant Vice President,  
Continuous Improvement

- Business Analyst
- Jr. Business Analyst



**VANESSA WILLIAMSON, CAE**  
Assistant Vice President,  
Executive Office

# 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.



## GUILLERMO ORTIZ DE ZÁRATE CHIEF INNOVATION + INFORMATION OFFICER

- Product Manager II/  
Senior UX Designer



**KATHERINE  
MATTHEWS**  
Assistant Vice President,  
Data & Analytics

- Data Analysts



**PATRICIA  
RAMALLO**  
Assistant Vice President,  
Innovation

- Innovation Specialist

# ORGANIZATIONAL HEALTH

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

**CHIEF EXECUTIVE OFFICER**  
MICHAEL J. ARMSTRONG

**COO, ADMINISTRATION VP,  
AND CUSTOMER  
RELATIONS VP**



## ORGANIZATIONAL HEALTH



**HEATHER COLES**

Assistant Vice President,  
Organizational Health



**MARGOT SIMMONS**

Assistant Vice President,  
Human Resources  
*Adjunct team member*

# 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
- Lenora Isom, RA, NCARB
- Jodi McDermott
- Mark Lowery

### STAFF

- Vice President, Commercial Revenue
  - Sales Executives
  - Account Development Manager



# 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; June 4, 2022, Austin, TX; June 17, 2023, Tampa, FL.)*

**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. “At-Large Director” shall mean a Director who meets the qualifications of an At-Large Director and is not an Elected Officer, Regional Director, Member Board Executive Director, or Public Director;
- C. “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;
- D. “Board of Directors” shall mean the Board of Directors of the National Council of Architectural Registration Boards;
- E. “Committee” shall mean a Board Committee or an Advisory Committee;
- F. “Council” shall mean the National Council of Architectural Registration Boards;
- G. “Council Record” shall mean a record of the education, training, examination, practice, and character of an individual member of the architectural profession;

- H. “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;
- I. “Director” shall mean a member of the Board of Directors;
- J. “Elected Officer” shall mean those Elected Officers set forth in Article VIII, Section 1 of these Bylaws;
- K. “Examination” shall mean the Architect Registration Examination® prepared by the Council;
- L. “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;
- M. “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;
- N. “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;
- O. “Member Board Executive Director” shall mean the individual serving as the Member Board Executive Director (as that term is described in Article VII of these Bylaws) on the Board of Directors;
- P. “NCARB Volunteer” shall mean an individual serving in a voluntary capacity on an Advisory Committee or other group established and appointed by the Board as outlined in Article XII;
- Q. “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;
- R. “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;
- S. “Regional Chair” shall mean the chairperson of a Region, as such term is described in Article VI of these Bylaws;
- T. “Regional Director” shall mean a Director who was nominated to serve on the Board of Directors by a Region;
- U. “Registration” shall mean licensure as an architect by the body legally authorized by a Jurisdiction to grant such licensure;

- A. “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;
- B. “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, 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/Treasurer 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 to initiate action (unless otherwise permitted by these Bylaws).

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, Northern Mariana Islands, 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, two At-Large Directors, 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 (and in the case of a candidate for Public Director, this service must have been as a consumer or public member); 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; or, in the case of a candidate for an At-Large Director position, have served at least two (2) years as a member of a Member Board or as an NCARB Volunteer; and
  - (iii) 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 the candidate 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 Secretary/Treasurer shall have served at least two years on the Board of Directors during the five years prior to election as Secretary/Treasurer.
- E. A candidate for election as the Vice President shall have served at least two years on the Board of Directors during the five years prior to election as Vice President.
- F. An individual shall qualify to serve as the President during the one-year period immediately following their term as Vice President.
- G. An individual shall qualify to serve as the Immediate Past President during the one-year period immediately following their term as President.

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 they are elected to serve or succeed to office until the adjournment of the next Annual Business Meeting and until their successor is duly elected and/or succeeds to office).

No person shall serve more than two terms in succession as a Regional Director or At-Large Director or three terms in succession as a Member Board Executive Director or Public Director; provided, however, that service as an Elected Officer or service filling a mid-term vacancy shall not count against such limits.

No incumbent shall serve for more than one term in any Elected Officer position; provided, however, that an Elected Officer shall be eligible to serve for the full term of office if, during the term immediately prior thereto, such Elected Officer had succeeded to or been elected to such 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. A 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; except for (1) the At-Large Directors, who may be elected by a plurality vote, and (2) the President and Immediate Past President, who shall succeed to such roles as a result of qualifying for the applicable position in accordance with Article VII, Sections 2 (F) or (G), except that if the Vice President is serving as the result of a vacancy, then the President shall 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 prior to and/or at the Annual Business Meeting of the Council.
- C. Any person qualified to serve as Secretary/Treasurer, Vice President, or, in the event of an election for President resulting from a qualifying vacancy, the President may be nominated by declaring their candidacy at the Annual Business Meeting by the time determined by the Credentials Committee.
- 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. The nomination will be announced by the community prior to and/or at the Annual Business Meeting of the Council.

- A. Any person qualified to serve as the Public Director may be nominated by declaring their candidacy at the Annual Business Meeting by the time determined by the Credentials Committee.
- B. Any person qualified to serve as an At-Large Director may be nominated by declaring their candidacy at the Annual Business Meeting by the time determined by the Credentials Committee.

#### 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.
- B. Vacancies in the office of the Public Director, the Secretary/Treasurer, or an At-Large Director 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.
- C. Any such appointee under Sections 6(A) or 6(B) of this Article VII shall meet all qualifications applicable to the vacant Director position, as determined by the Credentials Committee.
- D. A vacancy in the office of President shall be filled by the Vice President, who shall serve as President for the remainder of the term and the following term during which they would have succeeded to the office if not for the vacancy, except that if the Vice President is serving as the result of a vacancy, then a new President shall be elected at the next Annual Business Meeting.
- E. A vacancy in the office of Vice President shall be filled by the Secretary/Treasurer, who shall hold the office of Vice President until the adjournment of the next Annual Business Meeting, at which Annual Business Meeting the Member Boards shall elect both a Vice President and a Secretary/Treasurer.
- F. A vacancy in the office of Immediate Past President shall remain vacant.
- G. Any Regional Director who moves their principal residence to a place outside the Region from which they were 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 their 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 and to the Vice President. 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 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, the Vice President, the Immediate Past President, and the Secretary/Treasurer.

SECTION 2. President. The President 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's term of office;
- C. develop charges for all committees that will serve during their term as President and, following approval of the charges by the Board of Directors, oversee the work of all Committees;
- D. select all members and chairs of Committees to serve during their term of office as President subject to the terms of Article XII;

- A. have the power to make appointments to any unfilled or vacant Committee membership during their term as President, subject to the approval of the Board of Directors, subject to the terms of Article XII;
- B. represent the Board of Directors and its policies to all external and internal constituents including to the Chief Executive Officer; and
- C. perform such other duties and powers as the Board of Directors may from time to time decide.

SECTION 3. Vice President. The Vice President shall, in the absence of the President, exercise the duties of and possess all the powers of the President. In addition, the Vice President shall:

- A. develop the Committee charges to be completed during their term of office as President, subject to the approval of the Board of Directors;
- B. select the chair of all Committees to serve during their term as President, subject to the approval of the Board of Directors, subject to the terms of Article XII; and
- C. select all members of Committees to serve during their term of office as President, subject to the approval of the Board of Directors, subject to the terms of Article XII.

SECTION 4. Secretary/Treasurer. The Secretary/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. 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
- D. perform such duties and have such powers 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/Treasurer from any meeting of the Council or from any meeting of the Board of Directors, a temporary Secretary/Treasurer designated by the person presiding at the meeting shall perform the secretarial duties of the Secretary/Treasurer.

SECTION 5. 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 6. 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

- A. 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:

- B. a Member Board or a court makes a finding, not reversed on appeal, that the Architect has, in the conduct of their architectural practice, violated the law or has engaged in conduct involving wanton disregard for the rights of others; or
- C. the Architect has surrendered or allowed their Registration to lapse with the Member Board in connection with disciplinary action pending or threatened; or
- D. 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
- E. 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 their 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.

- A. 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.
- B. 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 their acts performed in good faith and within the scope of their 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, the Vice President, the Secretary/Treasurer, 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



- A. 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 Secretary/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 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 shall select the members and the chair of all Committees subject to approval by the Board of Directors, except as otherwise set forth in these Bylaws. The terms of all Committee appointments shall be for one year, during the President's term in such capacity, except as otherwise approved by the Board of Directors or as set forth in these Bylaws. 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, and make any changes in a Committee's membership without regard to the terms of appointment of the Committee members, other than with respect to those Committees established by these Bylaws (which may only be discontinued or have its membership structure changed by amendment of these Bylaws).

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 6, and consider issues of concern to the Regions. The membership of the Committee shall be the Regional Chairs of each of the Regions, any person designated by the Region as the chief administrative officer of the Region, and the Vice President who shall serve as Chair of the Committee.

- A. **Credentials Committee:** The Credentials Committee shall be responsible for 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. Members of the Credentials Committee shall be sitting Member Board Members and/or Member Board Executives.
- B. **Diversity, Equity, and Inclusion Committee:** The Diversity, Equity, and Inclusion (DEI) Committee explores and recommends strategies to improve the diversity, equity, and inclusive culture of NCARB to ensure that the organization represents the population it serves.
- C. **Other:** Committees, task forces, and work groups may be established from time to time by the President 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 their 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.

**ARTICLE XV—TRANSITION**

**SECTION 1. Transition Plan.** The following governance provisions shall apply for the respective time periods set forth below. Except as modified below, these Bylaws shall be in full effect during the transition periods identified below. For purposes of this Article XV, “ABM” shall refer to the Annual Business Meeting of the Council taking place in the corresponding year.

**SECTION 2. 2023-2024 Term.**

- A. **Elected Officers.**
  - (i) The Elected Officers shall include the following positions: Secretary; Treasurer; Second Vice President; First Vice President/President-Elect (to be known as Vice President); President/Chair of the Board (to be known as President); and Immediate Past President.
  - (ii) The Elected Officers shall be those persons elected or succeeding to office as set forth in those Bylaws in effect during the 2023 ABM. The Second Vice President, Treasurer, and Secretary shall, respectively, exercise such duties and have such authority and responsibility as set forth in those Bylaws in effect during the 2023 ABM.
- B. **Elected Officer Vacancies.** In the event of a vacancy in:
  - (i) The office of President, the Vice President shall fill such vacancy for the remainder of the term and the following term.

- (i) The office of Vice President, the Second Vice President shall fill such vacancy for the remainder of the term and the following term.
- (ii) The office of Second Vice President, the Treasurer shall fill such vacancy for the remainder of the term and the following term.
- (iii) The office of Treasurer, the Secretary shall fill such vacancy for the remainder of the term (without vacating the office of Secretary). Such person shall be considered the Treasurer for purposes of Elected Officer succession for the following term.
- (iv) The office of Secretary, the Board shall appoint an individual to fill such vacancy for the remainder of the term.
- (v) The office of Immediate Past President, such office shall remain vacant for the remainder of the term.

A. At-Large Directors. There will be no At-Large Directors

**SECTION 3. 2024 ABM Election / 2024 – 2025 Term.**

A. Elected Officers.

- (i) The Elected Officers shall include the following positions: Secretary/Treasurer; Second Vice President; Vice President; President; and Immediate Past President.
- (ii) The Elected Officers shall be the following persons, except as may be modified by any vacancies arising during the previous term:
  - Secretary/Treasurer: That person who served as Secretary during the previous term (except in the event of a vacancy in the office of Secretary or Treasurer during the 2023-2024 term, in which case the Secretary/Treasurer shall be elected as set forth in Article VII, Section 5, of these Bylaws).
  - Second Vice President: That person who served as Treasurer during the previous term, subject to election as set forth in Article VII, Section 5, of these Bylaws.
  - Vice President: That person who served as Second Vice President during the previous term, subject to election as set forth in Article VII, Section 5, of these Bylaws.
  - President: That person who served as Vice President during the previous term.

- Immediate Past President: That person who served as President during the previous term.

(iii) The Second Vice President shall, in the absence of the President and Vice President, exercise the duties of and possess all the powers of the President.

B. Elected Officer Vacancies. In the event of a vacancy in:

- (i) The office of President, the Vice President shall fill such vacancy for the remainder of the term and the following term.
- (ii) The office of Vice President, the Second Vice President shall fill such vacancy for the remainder of the term and the following term.
- (iii) The office of Second Vice President, the Secretary/Treasurer shall fill such vacancy for the remainder of the term and the following term.
- (iv) The office of Secretary/Treasurer, the Board shall appoint an individual to fill such vacancy for the remainder of the term.
- (v) The office of Immediate Past President, such office shall remain vacant for the remainder of the term.

C. At-Large Directors. There shall be two At- Large Directors. The At-Large Directors shall be elected as set forth in Article VII, Section 5, of these Bylaws.

**SECTION 4. 2025 ABM Election / 2025-2026 Term.**

A. Elected Officers.

- (i) The Elected Officers shall include the following positions: Secretary/Treasurer; Second Vice President; Vice President; President; and Immediate Past President.
- (ii) In the event that a Secretary/Treasurer was elected for the 2024-2025 term due to a prior vacancy in the position of Secretary or Treasurer, then such person shall remain Secretary/Treasurer during this 2025-2026 term and there shall be no Second Vice President.<sup>1</sup>
- (iii) The Elected Officers shall be the following persons, except as may be modified by any vacancies arising during the previous term:
  - Secretary/Treasurer: That person elected as set forth in Article VII, Section 5, of these Bylaws.

<sup>1</sup> A new Secretary/Treasurer is supposed to be elected at the 2025 ABM and serve two terms. However, if there is a vacancy in the Secretary or Treasurer position during the 2023-2024 term and a new Secretary/Treasurer is elected in 2024 for the 2024- 2025 term, then that person could remain as Secretary/Treasurer during 2025-2026 and the Second Vice President position could disappear a year earlier than planned.

- Second Vice President: That person who served as Secretary/Treasurer during the previous term, subject to election as set forth in Article VII, Section 5, of these Bylaws.
  - Vice President: That person who served as Second Vice President during the previous term, subject to election as set forth in Article VII, Section 5, of these Bylaws.
  - President: That person who served as Vice President during the previous term.
  - Immediate Past President: That person who served as President during the previous term.
- (i) The Second Vice President shall, in the absence of the President and Vice President, exercise the duties of and possess all the powers of the President.

A. Elected Officer Vacancies. In the event of a vacancy in:

- (i) The office of President, the Vice President shall fill such vacancy for the remainder of the term and the following term.
- (ii) The office of Vice President, the Second Vice President (or if there is no Second Vice President, then the Secretary/Treasurer) shall fill such vacancy for the remainder of the term and the following term.
- (iii) The office of Second Vice President, such office shall remain vacant for the remainder of the term.
- (iv) The office of Secretary/Treasurer, the Board shall appoint an individual to fill such vacancy for the remainder of the term.
- (v) The office of Immediate Past President, such office shall remain vacant for the remainder of the term.

SECTION 5. 2026 ABM Election / 2026-2027 Term.

A. Elected Officers.

- (i) The Elected Officers shall include those positions as set forth in Article VIII, Section 1, of these Bylaws.
- (ii) The Elected Officers shall be the following persons, except as may be modified by any vacancies arising during the previous term:

- Secretary/Treasurer: That person who served as Secretary/Treasurer during the 2025-2026 term; except if there were (a) no election for Secretary/Treasurer at the 2025 ABM or (b) a vacancy in the position of Secretary/Treasurer during the 2025-2026 term, then the Secretary/Treasurer shall be elected as set forth in Article VII, Section 5, of these Bylaws.
- Vice President: That person who served as Second Vice President during the previous term, subject to election as set forth in Article VII, Section 5, of these Bylaws.
- President: That person who served as Vice President during the previous term.
- Immediate Past President: That person who served as President during the previous term.

B. Elected Officer Vacancies. In the event of a vacancy, the vacancy shall be filled as set forth in Article VII, Section 6, of these Bylaws.

SECTION 6. 2027 ABM Election / 2027-2028 Term. The Elected Officer and all other Director positions shall be as set forth in Article VIII, Section 1, and Article VII, Section 1, respectively, of these Bylaws and shall be filled as set forth in Article VII, Section 5, of these Bylaws. All vacancies shall be filled as set forth in Article VII, Section 6, of these Bylaws.

SECTION 7. Transition Termination. This Article XV shall be automatically removed from these Bylaws upon the adjournment of the 2027 ABM.



# STRATEGIC PLAN

The Strategic Plan provides a framework for organizational initiatives over the next several years. Last year, the plan's design was updated to include the Vision Statement and Statement on Diversity.



## STRATEGIC PLAN

### OUR MISSION

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

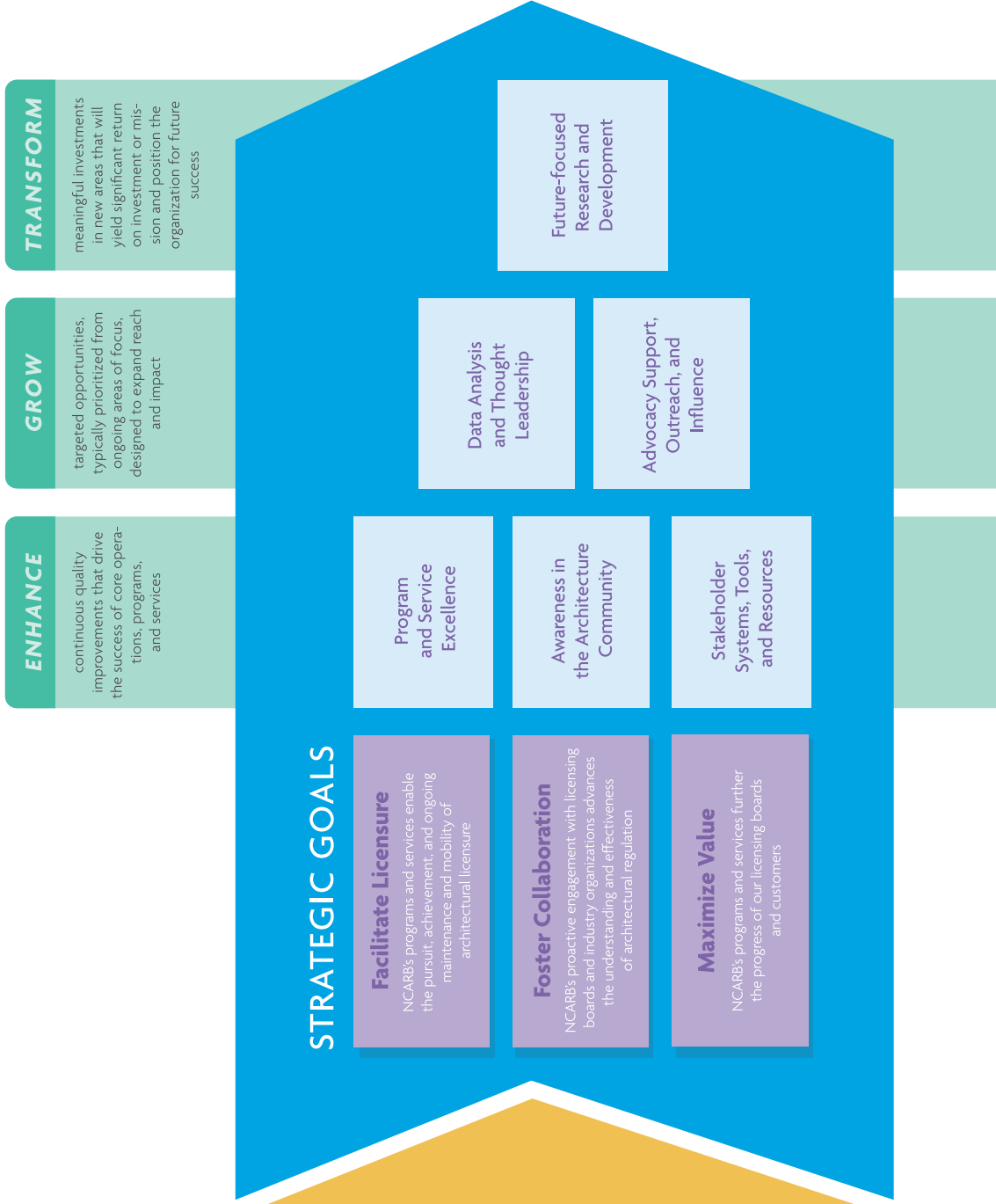
### OUR VISION

Ensuring safe spaces and places for all communities.

### OUR DIVERSITY COMMITMENT

NCARB is committed to creating a diverse, inclusive, and equitable organization where customers, volunteers, and employees, whatever gender, race, ethnicity, national origin, age, sexual orientation or identity, experience, backgrounds, perspectives, education, or disability, feel valued and respected...

# 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 STATEMENTS**  
**YEARS ENDED JUNE 30, 2023 AND 2022**



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## INDEPENDENT AUDITORS' REPORT

Board of Directors  
National Council of Architectural Registration Boards  
Washington, DC

### Report on the Audit of the Consolidated Financial Statements

#### **Opinion**

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 statement of financial position as of June 30, 2023, and the related consolidated statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Council as of June 30, 2023, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### **Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Council and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### **Emphasis of Matter**

As discussed in Note 1 to the consolidated financial statements, the Council adopted new accounting guidance for leases. The guidance requires lessees to recognize a right-of-use asset and corresponding liability for all operating and finance leases with lease terms greater than one year. Our opinion is not modified with respect to this matter.

#### **Responsibilities of Management for the Consolidated Financial Statements**

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

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Council's ability to continue as a going concern for one year after the date the consolidated financial statements are available to be issued.

CLA (CliftonLarsonAllen LLP) is an independent network member of CLA Global. See [CLAGlobal.com/disclaimer](https://www.claglobal.com/disclaimer).

(1)

### ***Auditors' Responsibilities for the Audit of the Consolidated Financial Statements***

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

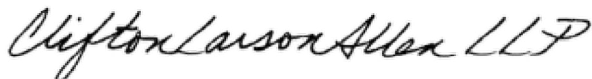
In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit 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, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Council's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

### ***Other Matter***

The 2022 consolidated financial statements were audited by other auditors, whose report dated December 7, 2022, expressed an unmodified opinion on those statements.



**CliftonLarsonAllen LLP**

Arlington, Virginia  
December 21, 2023

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION  
JUNE 30, 2023 AND 2022**

	2023	2022
<b>ASSETS</b>		
Cash and Cash Equivalents	\$ 3,655,440	\$ 3,627,179
Investments	25,526,290	28,345,338
Accounts Receivable, Net	15,990	12,870
Prepaid Expenses and Other Assets	1,021,840	861,404
Investments - Deferred Compensation	688,370	612,624
Operating Right of Use Asset, Net	11,413,182	-
Property, Equipment, and Capitalized Software, Net	6,998,850	7,069,652
Total Assets	\$ 49,319,962	\$ 40,529,067
<b>LIABILITIES AND NET ASSETS</b>		
<b>LIABILITIES</b>		
Accounts Payable and Accrued Expenses	\$ 2,939,440	\$ 2,161,019
Accrued Payroll and Related Liabilities	2,598,020	2,413,688
Deferred Revenue	3,416,160	2,856,519
Deferred Rent	-	5,214,185
Lease Liabilities - Operating Leases	16,405,141	-
Deferred Compensation	688,370	612,624
Total Liabilities	26,047,131	13,258,035
<b>NET ASSETS</b>		
Without Donor Restrictions:		
Undesignated	22,527,817	25,864,599
Regional Conferences' Net Assets	591,324	599,321
Board-Designated - Business Development	153,690	807,112
Total Net Assets	23,272,831	27,271,032
Total Liabilities and Net Assets	\$ 49,319,962	\$ 40,529,067

See accompanying Notes to Consolidated Financial Statements.

(3)

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
CONSOLIDATED STATEMENTS OF ACTIVITIES  
YEARS ENDED JUNE 30, 2023 AND 2022**

	2023	2022
<b>REVENUE - NCARB AND REGIONAL ACTIVITIES</b>		
Customer Relations Income	\$ 26,414,664	\$ 23,588,050
Examination Income	8,740,270	10,428,480
Member Board Dues	55,000	55,000
Interest and Dividends, Net of Fees	491,538	466,983
Education Income	154,940	30,790
Annual Meetings, Regional Activities, and Other Income	88,249	128,834
Total Revenue, NCARB and Regional Activities	35,944,661	34,698,137
<b>EXPENSES - NCARB AND REGIONAL ACTIVITIES</b>		
Program Services:		
Examination Directorate	7,579,068	8,793,164
Information Systems Directorate	9,224,914	8,500,099
Customer Relations Directorate	5,765,539	5,017,051
Council Relations Directorate	4,095,739	3,962,715
E + E Directorate	2,946,516	2,426,250
Marketing and Communications Directorate	2,250,192	1,701,314
Total Program Services	31,861,968	30,400,593
Supporting Services:		
Executive Office	5,545,633	3,917,154
Administration Directorate	3,250,941	2,853,609
Total Supporting Services	8,796,574	6,770,763
Total Expenses, NCARB and Regional Activities	40,658,542	37,171,356
<b>CHANGE IN NET ASSETS BEFORE LINEUP LLC ACTIVITIES AND REALIZED AND UNREALIZED GAIN (LOSS) ON INVESTMENTS</b>	(4,713,881)	(2,473,219)
<b>LINEUP LLC ACTIVITIES</b>		
Lineup LLC Revenue	431,182	291,464
Lineup LLC Business Development Expenses	(1,273,653)	(1,138,461)
Change In Net Assets - Lineup LLC	(842,471)	(846,997)
<b>REALIZED AND UNREALIZED GAIN (LOSS) ON INVESTMENTS</b>	1,558,151	(4,070,661)
<b>CHANGE IN NET ASSETS</b>	(3,998,201)	(7,390,877)
Net Assets - Beginning of Year	27,271,032	34,661,909
<b>NET ASSETS - END OF YEAR</b>	\$ 23,272,831	\$ 27,271,032

See accompanying Notes to Consolidated Financial Statements.

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**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES  
YEAR ENDED JUNE 30, 2023**

	Program Expenses					
	Examination Directorate	Information Systems Directorate	Customer Relations Directorate	Council Relations Directorate	E + E Directorate	Marketing and Communications Directorate
Employment/Human Resources	\$ 1,538,451	\$ 5,001,051	\$ 4,455,304	\$ 1,143,919	\$ 1,310,400	\$ 1,474,806
Operating Expenses	800,605	3,859,862	1,185,697	244,495	580,042	469,536
Consulting	4,569,507	296,605	52,614	297,213	205,803	284,734
Travel and Meeting Expenses	670,505	67,292	70,144	2,290,965	846,591	19,575
Contributions	-	104	1,780	119,147	3,680	1,541
Other Board of Directors/Office Expenses	-	-	-	-	-	-
Total	<u>\$ 7,579,068</u>	<u>\$ 9,224,914</u>	<u>\$ 5,765,539</u>	<u>\$ 4,095,739</u>	<u>\$ 2,946,516</u>	<u>\$ 2,250,192</u>

	Program Expenses		Supporting Expenses			Total
	Business Development	Total Program Expenses	Executive Office	Administration Directorate	Total Supporting Expenses	
Employment/Human Resources	\$ 845,444	\$ 15,769,375	\$ 1,976,007	\$ 2,590,680	\$ 4,566,687	\$ 20,336,062
Operating Expenses	248,340	7,388,577	693,333	419,690	1,113,023	8,501,600
Consulting	63,479	5,769,955	608,251	197,283	805,534	6,575,489
Travel and Meeting Expenses	115,580	4,080,652	1,629,274	36,379	1,665,653	5,746,305
Contributions	810	127,062	459,768	6,909	466,677	593,739
Other Board of Directors/Office Expenses	-	-	179,000	-	179,000	179,000
Total	<u>\$ 1,273,653</u>	<u>\$ 33,135,621</u>	<u>\$ 5,545,633</u>	<u>\$ 3,250,941</u>	<u>\$ 8,796,574</u>	<u>\$ 41,932,195</u>

See accompanying Notes to Consolidated Financial Statements.

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**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES  
YEAR ENDED JUNE 30, 2022**

	Program Expenses					
	Examination Directorate	Information Systems Directorate	Customer Relations Directorate	Council Relations Directorate	E + E Directorate	Marketing and Communications Directorate
Employment/Human Resources	\$ 1,331,148	\$ 4,296,885	\$ 3,882,802	\$ 992,113	\$ 1,134,622	\$ 1,308,748
Operating Expenses	1,082,016	3,949,685	1,032,224	227,634	331,518	265,338
Consulting	5,992,916	241,142	89,012	265,932	93,905	120,048
Travel and Meeting Expenses	386,529	12,387	10,436	1,835,357	864,281	7,180
Contributions	555	-	2,577	487,318	1,924	-
Other Board of Directors/Office Expenses	-	-	-	154,361	-	-
<b>Total</b>	<b>\$ 8,793,164</b>	<b>\$ 8,500,099</b>	<b>\$ 5,017,051</b>	<b>\$ 3,962,715</b>	<b>\$ 2,426,250</b>	<b>\$ 1,701,314</b>

	Program Expenses		Supporting Expenses			Total
	Business Development	Total Program Expenses	Executive Office	Administration Directorate	Total Supporting Expenses	
Employment/Human Resources	\$ 778,576	\$ 13,724,894	\$ 1,643,004	\$ 2,236,127	\$ 3,879,131	\$ 17,604,025
Operating Expenses	279,777	7,168,192	593,673	480,907	1,074,580	8,242,772
Consulting	29,457	6,832,412	368,961	121,021	489,982	7,322,394
Travel and Meeting Expenses	50,066	3,166,236	1,235,011	15,396	1,250,407	4,416,643
Contributions	585	492,959	76,505	158	76,663	569,622
Other Board of Directors/Office Expenses	-	154,361	-	-	-	154,361
<b>Total</b>	<b>\$ 1,138,461</b>	<b>\$ 31,539,054</b>	<b>\$ 3,917,154</b>	<b>\$ 2,853,609</b>	<b>\$ 6,770,763</b>	<b>\$ 38,309,817</b>

See accompanying Notes to Consolidated Financial Statements.

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**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
CONSOLIDATED STATEMENTS OF CASH FLOWS  
YEARS ENDED JUNE 30, 2023 AND 2022**

	2023	2022
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in Net Assets	\$ (3,998,201)	\$ (7,390,877)
Adjustments to Reconcile Change in Net Assets to Net Cash		
Net Cash Used by Operating Activities:		
Depreciation	2,422,486	2,305,792
Realized and Unrealized (Gain) Loss on Investments	(1,558,151)	4,070,661
Impact of Lease Standard Implementation	(222,226)	-
Effects of Changes in Operating Assets and Liabilities:		
Accounts Receivable	(3,120)	45,991
Prepaid Expenses and Other Assets	(160,436)	18,708
Accounts Payable and Accrued Expenses	778,421	676,940
Accrued Payroll and Related Liabilities	184,332	794,268
Deferred Revenue	559,641	(340,924)
Deferred Rent	-	(188,711)
Net Cash Used by Operating Activities	(1,997,254)	(8,152)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Acquisitions of Investments	(866,188)	(8,928,714)
Sales of Investments	5,243,387	12,398,085
Purchases of Fixed Assets	(2,351,684)	(2,500,755)
Net Cash Provided by Investing Activities	2,025,515	968,616
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	28,261	960,464
Cash and Cash Equivalents - Beginning of Year	3,627,179	2,666,715
<b>CASH AND CASH EQUIVALENTS - END OF YEAR</b>	\$ 3,655,440	\$ 3,627,179
<b>SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION</b>		
Right of Use Asset and Lease Liability - Operating Lease	\$ 12,035,571	\$ -

See accompanying Notes to Consolidated Financial Statements.

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**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
JUNE 30, 2023 AND 2022**

**NOTE 1 NATURE OF ACTIVITIES AND SIGNIFICANT ACCOUNTING POLICIES**

**Nature of Operations**

National Council of Architectural Registration Boards (NCARB) is a nonprofit organization of individual architectural registration boards. The general purpose of NCARB 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 NCARB and five of its regional conferences. NCARB 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 NCARB'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 NCARB 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 NCARB's significant accounting policies follows:

**Principles of Consolidation**

The consolidated financial statements include the accounts of National Council of Architectural Registration Boards, inclusive of council regions one, two, four, five and six (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, 2023 and 2022, 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.

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
JUNE 30, 2023 AND 2022**

**NOTE 1 NATURE OF OPERATIONS AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Basis of Presentation (Continued)**

*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 \$3,838,149 and \$3,163,975 has been expended for this purpose through June 30, 2023 and 2022, respectively.

**Income Tax Status**

NCARB is exempt from income taxes on its exempt activities under the provisions of Section 501(c)(6) of the Internal Revenue Code. However, NCARB is subject to income taxes on any unrelated business income. For the years ended June 30, 2023 and 2022, NCARB had unrelated business income from Lineup software sales of \$431,182 and \$291,464, respectively. As a single member limited liability company, Lineup does not file a separate income tax return and its activities are included in NCARB's tax returns. Thus, Lineup is treated as a disregarded entity for income tax purposes.

**Use of Estimates**

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America (U.S. GAAP) requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from estimates.

**Cash and Cash Equivalents**

For 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 or the Federal Home Loan Mortgage Corporation at the time of securitization. The Council had \$2,668,072 and \$2,177,617 in its overnight repurchase agreements account at June 30, 2023 and 2022, respectively.

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
JUNE 30, 2023 AND 2022**

**NOTE 1 NATURE OF OPERATIONS AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**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 recorded to investment return net of related fees on the consolidated statements of activities. 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 nonoperating activities. Investment fees are netted with interest and dividends income in the consolidated statements of activities.

**Accounts Receivable**

Accounts receivable consist 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 collectibility. 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, 2023 and 2022, 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, 2023 and 2022, 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  
JUNE 30, 2023 AND 2022**

**NOTE 1 NATURE OF OPERATIONS AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Leases**

The Council determines if an arrangement is a lease at inception. Operating leases are included in right-of-use (ROU) assets – operating and lease liability – operating, and finance leases are included in ROU assets – financing and lease liability – financing in the statements of financial position.

ROU assets represent the Council's right to use an underlying asset for the lease term and lease liabilities represent the Council's obligation to make lease payments arising from the lease. ROU assets and liabilities are recognized at the lease commencement date based on the present value of lease payments over the lease term. Lease terms may include options to extend or terminate the lease when it is reasonably certain that the Council will exercise that option. Lease expense for operating lease payments is recognized on a straight-line basis over the lease term. The Council has elected to recognize payments for short-term leases with a lease term of 12 months or less as expense as incurred and these leases are not included as lease liabilities or right of use assets on the statements of financial position.

The Council has elected to use a risk-free discount rate, commensurate with the term of the lease, to determine the present value of the lease payments for each lease agreement. In addition, the Council has elected not to separate nonlease components from lease components and instead accounts for each separate lease component and the nonlease component as a single lease component.

**Revenue Recognition**

The Council's activities are primarily supported through customer relations income, examination income and member board dues. Prices charged to customers are specific to distinct performance obligations and do not consist of multiple transactions. Economic factors are driven by consumer confidence, employment, inflation and other world events that impact the timing and level of cash received and revenue recognized by the Council. Periods of economic downturn resulting from any of the above factors may result in declines in future cash flows and recognized revenue of the Council.

The Council did not have any impairment or credit losses on any receivables or contract assets arising from contracts with customers. There are also no incremental costs of obtaining a contract and no significant financing components. Finally, there are no significant changes in the judgments affecting the determination of the amount and timing of revenue from contracts with customers.

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
JUNE 30, 2023 AND 2022**

**NOTE 1 NATURE OF OPERATIONS AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Revenue Recognition (Continued)**

**Customer Relations Income**

Revenue from the Council's customer relations income includes services performed by the Council related to the creation, maintenance and transmittal of records for registered architects and architect licensure candidates. Fees paid by the customer are nonrefundable 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.

**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.

**Contract Balances**

The timing of revenue recognition may not align with the right to invoice the customer. The Council records accounts receivable when it has the unconditional right to issue an invoice and receive payment, regardless of whether revenue has been recognized. If revenue has not yet been recognized, a contract liability (deferred revenue) is also recorded. If revenue is recognized in advance of the right to invoice, a contract asset (unbilled receivable) is recorded. Opening contract balances as of July 1, 2021, consisted of \$58,861 of accounts receivable and \$3,197,443 of deferred revenue.

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**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
JUNE 30, 2023 AND 2022**

**NOTE 1 NATURE OF ACTIVITIES AND SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**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.

**Recently Adopted Accounting Principles**

In February 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2016-02, *Leases (Topic 842)*. This new standard increases transparency and comparability among organizations by requiring the recognition of right-of-use (ROU) assets and lease liabilities on the consolidated statements of financial position. Most prominent among the changes in the standard is the recognition of ROU assets and lease liabilities by lessees for those leases classified as operating leases. Under the standard, disclosures are required to meet the objective of enabling users of financial statements to assess the amount, timing, and uncertainty of cash flows arising from leases.

**Subsequent Events**

The Council has evaluated subsequent events through December 31, 2023, the date the consolidated financial statements were available to be issued.

**NOTE 2 LIQUIDITY**

The Council strives to maintain liquid financial assets sufficient to cover approximately 60 days of general expenditures. Financial assets in excess of daily cash requirements are invested in money market funds, certificates of deposit and other short-term investments.

The Board-designated funds are intended to fund specific initiatives not considered in the annual operating budget. In the event the need arises to utilize the Board-designated funds for liquidity purposes, the reserves could be drawn upon through Board resolution.

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
JUNE 30, 2023 AND 2022**

**NOTE 2 LIQUIDITY (CONTINUED)**

The following financial assets are available within one year to meet cash needs for general expenditures as of June 30:

	2023	2022
Financial Assets:		
Cash and Cash Equivalents	\$ 3,655,440	\$ 3,627,179
Investments	25,526,290	28,345,338
Accounts Receivable	15,990	12,870
Investments - Deferred Compensation	688,370	612,624
Total Financial Assets	29,886,090	32,598,011
Less Amounts Not Available for General Expenditure:		
Investments - Deferred Compensation	(688,370)	(612,624)
Board-Designated Net Assets - Business Development	(153,690)	(807,112)
Financial Assets Available to Meet Cash Expenditures Within One Year	\$ 29,044,030	\$ 31,178,275

**NOTE 3 INVESTMENTS**

Investments other than deferred compensation holdings consist of the following at June 30:

	2023	2022
Fixed-Income Securities:		
Exchange-Traded Funds	\$ 7,413,430	\$ 9,089,481
Equity Securities:		
Exchange-Traded Funds	14,155,650	15,293,135
Mutual Funds	440,956	373,798
U.S. Treasury Notes	354,787	-
Alternative Investments	2,898,036	3,338,071
Certificates of Deposit	72,855	102,778
Cash and Money Market Funds	190,576	148,075
Total Investments Other than Deferred Compensation Holdings	\$ 25,526,290	\$ 28,345,338

Deferred compensation holdings consist of the following at June 30:

	2023	2022
Equity Mutual Funds	\$ 449,619	\$ 241,948
Money Market Funds	238,751	370,676
Total Deferred Compensation Holdings	\$ 688,370	\$ 612,624

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
JUNE 30, 2023 AND 2022**

**NOTE 3 INVESTMENTS (CONTINUED)**

The Council's investments are allocated as follows as of June 30:

	<u>2023</u>	<u>2022</u>
Short-Term Reserve	\$ 3,509,099	\$ 3,906,197
Business Development Fund	153,690	807,112
Strategic Reserve	15,566,368	18,184,823
Growth Fund	<u>6,297,133</u>	<u>5,447,206</u>
Total Council's Investments	<u>\$ 25,526,290</u>	<u>\$ 28,345,338</u>

Investment gain (loss) consists of the following for the years ended June 30:

	<u>2023</u>	<u>2022</u>
Interest and Dividends	\$ 575,909	\$ 582,406
Realized and Unrealized Gain (Loss) on Investments	1,558,151	(4,070,661)
Investment Fees	<u>(84,371)</u>	<u>(115,423)</u>
Total Investment Income (Loss)	<u>\$ 2,049,689</u>	<u>\$ (3,603,678)</u>

**NOTE 4 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, 2023 and 2022.



**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
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**NOTE 4 FAIR VALUE MEASUREMENTS (CONTINUED)**

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 U.S. GAAP. 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.

The following is a summary of the input levels used to determine fair values at June 30:

	2023			Total
	Level 1	Level 2	Level 3	
Investments:				
Investments at Fair Value:				
Fixed-Income Exchange-Traded Funds	\$ 7,413,430	\$ -	\$ -	\$ 7,413,430
Equity Exchange-Traded Funds	14,155,650	-	-	14,155,650
Equity Mutual Funds	440,956	-	-	440,956
US Treasury Notes	-	354,787	-	354,787
Total Investments at Fair Value	<u>\$ 22,010,036</u>	<u>\$ 354,787</u>	<u>\$ -</u>	22,364,823
Alternative Investments Valued at Net Asset Value				2,898,036
Cash and Certificates of Deposit, at Cost				263,431
Total Investments				<u>\$ 25,526,290</u>
Deferred-Compensation Assets:				
Equity Mutual Funds	\$ 449,619	\$ -	\$ -	\$ 449,619
Money Market Funds	238,751	-	-	238,751
Total Deferred Compensation Assets	<u>\$ 688,370</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 688,370</u>
Deferred Compensation Liability	<u>\$ -</u>	<u>\$ 688,370</u>	<u>\$ -</u>	<u>\$ 688,370</u>
	2022			
	Level 1	Level 2	Level 3	Total
Investments:				
Investments at Fair Value:				
Fixed-Income Exchange-Traded Funds	\$ 9,089,481	\$ -	\$ -	\$ 9,089,481
Equity Exchange-Traded Funds	15,293,135	-	-	15,293,135
Equity Mutual Funds	373,798	-	-	373,798
Total Investments at Fair Value	<u>\$ 24,756,414</u>	<u>\$ -</u>	<u>\$ -</u>	24,756,414
Alternative Investments Valued at Net Asset Value				3,338,071
Cash and Certificates of Deposit, at Cost				250,853
Total Investments				<u>\$ 28,345,338</u>
Deferred-Compensation Assets:				
Equity Mutual Funds	\$ 241,948	\$ -	\$ -	\$ 241,948
Money Market Funds	370,676	-	-	370,676
Total Deferred Compensation Assets	<u>\$ 612,624</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 612,624</u>
Deferred Compensation Liability	<u>\$ -</u>	<u>\$ 612,624</u>	<u>\$ -</u>	<u>\$ 612,624</u>

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
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**NOTE 4 FAIR VALUE MEASUREMENTS (CONTINUED)**

Certain cash and cash equivalents and certificates of deposit included in the investment portfolio (see Note 3 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 deferred compensation liabilities are based on the fair value of the deferred compensation assets, which are observable inputs; however, the liabilities are not publicly traded and are, therefore, considered Level 2 items.

The following presents further information regarding the composition of the Council's investments measured under the NAV practical expedient at June 30:

	2023 Fair Value	2022 Fair Value	Unfunded Commitments
Alternative Investments:			
Alkeon Growth Offshore Fund, Ltd. <sup>1</sup>	\$ 747,393	\$ 677,926	\$ -
Hudson Bay International Fund Ltd. <sup>2</sup>	1,222,994	1,168,133	-
Starwood Real Estate Income Trust - Class D <sup>3</sup>	927,649	1,492,012	-
Total Alternative Investments	<u>\$ 2,898,036</u>	<u>\$ 3,338,071</u>	<u>\$ -</u>

- 1) 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.
- 2) Hudson Bay International Fund Ltd.'s investment objective is to target traditional and nontraditional 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).

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
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**NOTE 4 FAIR VALUE MEASUREMENTS (CONTINUED)**

3) 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 5 PROPERTY, EQUIPMENT, AND CAPITALIZED SOFTWARE**

Property, equipment, and capitalized software consist of the following at June 30:

	2023	2022
Furniture and Equipment	\$ 965,807	\$ 872,629
Leasehold Improvements	2,946,683	2,955,849
Computer Software	8,464,577	8,183,858
Examination Services System	986,853	4,284,503
Total Property, Equipment, and Capitalized Software	13,363,920	16,296,839
Less: Accumulated Depreciation and Amortization	(6,365,070)	(9,227,187)
Net Property, Equipment, and Capitalized Software	\$ 6,998,850	\$ 7,069,652

**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, 2023 and 2022, no amounts were drawn on the line of credit and no amounts were outstanding under the line of credit as of June 30, 2023 and 2022.

**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 is disclosed in Note 3 and the fair value of the deferred compensation assets and liability is disclosed in Note 4. The balance in the deferred compensation plan is \$688,370 and \$612,624 at June 30, 2023 and 2022, respectively.

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
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**NOTE 7 RETIREMENT PLANS (CONTINUED)**

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 nonelective contributions of \$762,479 and \$413,000, respectively, and discretionary contributions of \$145,000 and \$303,000, respectively, for the years ended June 30, 2023 and 2022.

**NOTE 8 OPERATING LEASES**

The Council leases office space, mailing, copying and computer equipment under noncancellable operating leases.

In March 2019, the Council entered into an office lease at 1401 H Street NW, Washington, DC. 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 Council incurred rental expense of \$1,315,895 and \$1,300,364 for the years ended June 30, 2023 and 2022, respectively.

The Council implemented Accounting Standards Codification 842, *Leases*, for the year ended June 30, 2023, and has elected to apply the provisions of this standard to the beginning of that period. This new standard increases transparency and comparability among organizations by requiring the recognition of ROU asset and lease liabilities for its office lease, which is presented in the accompanying consolidated statements of financial position.

Future minimum lease payments, exclusive of the Council's pro rata share of additional operating expenses, under noncancelable office space leases at June 30, 2023, are as follows:

<u>Year Ending June 30,</u>	<u>Amount</u>
2024	\$ 1,665,285
2025	1,675,890
2026	1,656,781
2027	1,678,545
2028	1,720,462
Thereafter	10,756,751
Less: Imputed Interest	<u>(2,748,573)</u>
Total	<u><u>\$ 16,405,141</u></u>

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**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
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**NOTE 8 OPERATING LEASES (CONTINUED)**

The ROU assets reported in the accompanying consolidated statements of financial position as ROU asset - operating totaled \$11,413,182 on June 30, 2023.

Other quantitative information is as follows for the year ended June 30, 2023:

Operating Lease Costs	\$ 1,434,851
Cash Paid for Amounts Included in the Measurement of Lease Liability:	
Operating Cash Flows from Operating Leases	\$ 1,657,076
Weighted-Average Remaining Lease Term - Operating Lease	128 Months
Weighted-Average Discount Rate - Operating Lease	2.88%

**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 and food and beverage in the event of a cancellation.

**Employment Contract**

The Council has entered into a contract with their Chief Executive Officer that obligates the Council to pay up to six months of salary as severance if the Chief Executive Officer is terminated without cause.

**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.

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
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**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:

	2023	2022
Assets:		
Cash and Cash Equivalents	\$ 493,965	\$ 501,219
Investments	103,728	102,778
Total Assets	\$ 597,693	\$ 603,997
Liabilities and Net Assets:		
Accounts Payable	\$ 6,369	\$ 4,676
Net Assets:		
Balance - Beginning of Year	599,321	553,904
Change in Net Assets	(7,997)	45,417
Balance - End of Year	591,324	599,321
Total Liabilities and Net Assets	\$ 597,693	\$ 603,997



# ACRONYMS

The following guide includes many of the acronyms and abbreviations associated with Council programs and initiatives, as well as related organizations.

**A**

<b>AACA</b>	Architects Accreditation Council of Australia
<b>ABET</b>	Accreditation Board for Engineering and Technology
<b>ABM</b>	Annual Business Meeting
<b>ACEC</b>	American Council of Engineering Companies
<b>ACSA</b>	Association of Collegiate Schools of Architecture
<b>ADA</b>	Americans With Disabilities Act
<b>AIA</b>	American Institute of Architects
<b>AIA</b>	Australian Institute of Architects (AU)
<b>AIAS</b>	American Institute of Architecture Students
<b>ALA</b>	Association of Licensed Architects
<b>APEC</b>	Asia-Pacific Economic Cooperation
<b>ARE</b>	Architect Registration Examination
<b>ARPL</b>	Alliance for Responsible Professional Licensing
<b>ASCE</b>	American Society of Civil Engineers
<b>ASID</b>	American Society of Interior Designers
<b>ASINEA</b>	Association of Institutes of Teaching and Architecture for the Republic of Mexico
<b>AXP</b>	Architectural Experience Program

**B**

<b>B.Arch.</b>	Bachelor of Architecture
<b>BEA</b>	Broadly Experienced Architect
<b>BEFA</b>	Broadly Experienced Foreign Architect
<b>BIM</b>	Building Information Modeling
<b>BOCA</b>	Building Officials and Code Administrators International
<b>BOD</b>	Board of Directors

**C**

<b>CACE</b>	Council of Architectural Component Executives
<b>CALA</b>	Canadian Architectural Licensing Authorities
<b>CACB</b>	Canadian Architectural Certification Board
<b>CART</b>	Certification Alternatives Review Team
<b>CIDA</b>	Council for Interior Design Accreditation
<b>CIDQ</b>	Council for Interior Design Qualification
<b>CLARB</b>	Council of Landscape Architectural Registration Boards
<b>CLEAR</b>	(International) Council on Licensure, Enforcement and Regulation
<b>COMPIA</b>	Comite Mexicano para la Practica Internacional de la Arquitectura
<b>CONARC</b>	Consejo Nacional de Registro de la Certificación Profesional de Arquitectos
<b>CSI</b>	Construction Specifications Institute

**D**

<b>D.Arch.</b>	Doctor of Architecture
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**E**

<b>EAC</b>	Experience Advisory Committee
<b>EDU</b>	Education Committee
<b>EESA</b>	Education Evaluation Services for Architects
<b>EXCOM</b>	Executive Committee

**F**

<b>FARB</b>	Federation of Associations of Regulatory Boards
<b>FBD</b>	Freedom by Design
<b>FCARM</b>	La Federación Nacional de Colegios de Arquitectos de la República Mexicana

**H**

<b>HBCU</b>	Historically Black Colleges and Universities
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**I**

<b>IBC</b>	International Building Code
<b>ICBO</b>	International Conference of Building Officials
<b>ICC</b>	International Code Council
<b>ICOR</b>	Interorganizational Council on Regulation
<b>IDP</b>	Intern Development Program
<b>IgCC</b>	International Green Construction Code
<b>IPAL</b>	Integrated Path to Architectural Licensure
<b>IPEC</b>	Integrated Path Evaluation Committee

**M**

<b>M.Arch.</b>	Master of Architecture
<b>MBC</b>	Member Board Chair
<b>MBE</b>	Member Board Executive
<b>MBM</b>	Member Board Member

**N**

<b>NAAB</b>	National Architectural Accrediting Board
<b>NAED</b>	National Academy of Environmental Design
<b>NBTN</b>	NCARB by the Numbers
<b>NCARB</b>	National Council of Architectural Registration Boards
<b>NCEES</b>	National Council of Examiners for Engineering and Surveying
<b>NOMA</b>	National Organization of Minority Architects
<b>NSPE</b>	National Society of Professional Engineers
<b>NZRAB</b>	New Zealand Registered Architects Board

**P**

<b>PAC</b>	Policy Advisory Committee
<b>PCC</b>	Professional Conduct Committee

**R**

<b>RIBA</b>	Royal Institute of British Architects
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**S**

<b>SARA</b>	Society of American Registered Architects
<b>SDA</b>	Society for Design Administration

**U**

<b>UIA</b>	International Union of Architects
<b>USGBC</b>	U.S. Green Building Council