

2023 Draft Resolution Feedback

Region and Member Board comments with responses.

The following is a compilation of questions and/or comments received from Member Board Members, Executives, or Regions since the resolutions were released with responses and notes about how the final resolutions have been updated.

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Resolution 2023-01: NCARB Model Law and Regulations Amendment – Responsible Control

(Formerly Resolution 2023-A)

Updates since January 2023

The Mississippi State Board of Architecture has put forward this resolution. The NCARB Board of Directors included a memo with the draft resolution based on recommendations from NCARB’s legal counsel.

Based on feedback, the Mississippi Board submitted an updated resolution on March 16, 2023, to the Regional Leadership Committee for Member Board consideration at the June Annual Business Meeting. The Mississippi Board has met the requirements as outlined in Article IV, Section 6 of the *NCARB Bylaws* for this resolution to be added to the Annual Business Meeting agenda.

Any additional questions related to the resolution should be submitted to the Mississippi Board.

Questions related to the NCARB Board of Directors’ position on this resolution can be submitted to secretary@ncarb.org.

Resolution 2023-02: Omnibus Sunset of Education Policy Resolutions

(Formerly Resolution 2023-B)

No questions were received related to this resolution.

Resolution 2023-03: Omnibus Sunset of Resolutions in Conflict With Current Council Policies

(Formerly Resolution 2023-C)

No questions were received related to this resolution.

Resolution 2023-04: NCARB Model Rules of Conduct Amendment – Ethics Updates

(Formerly Resolution 2023-D)

No questions were received related to this resolution.

Resolution 2023-05: Resolution 2023-E: Amendment and Restatement of the NCARB Bylaws (Governance)

(Formerly Resolution 2023-E)

Why Change NCARB's Governance

Why is NCARB considering changes to the governance structure?

- Assessing governance practices to ensure optimal Board performance is a practice of highly successful organizations.
- NCARB's governance model has only changed once in nearly 60 years. That change, in 2008, added the Member Board Executive Director and the Public Director positions to bring their unique perspectives to the Board of Directors. At the suggestion of the then-Diversity Collaborative, and through the Board's own discussions and continuous measurement against nonprofit association best practices, we are on this journey to understand what other perspectives are missing from Board discussions.
- Two resolutions, stemming from presidential charges issued to the Council's volunteer-led Diversity Collaborative (now the Diversity, Equity, and Inclusion (DEI) Committee) in FY21, were drafted for Board review and proposed changes to the Council's governance structure. The Board approved one of the proposals, shortening the path to leadership by capping Regional Director service at two one-year terms, which the membership approved. The Board tabled a second resolution suggesting a reduction of Executive Committee members and adding two at-large seats, requesting time to discern the opinion of Member Board Members and to engage an expert governance consultant to guide this work.
- Part of that discernment process included 10 Member Board Member listening sessions in 2021, including sessions that provided insights from underrepresented voices about the path to NCARB leadership. Feedback received included the following themes:
 - Many believe that the Board is not representative of society's gender and racial diversity—or the profession.
 - Many assert that the leadership pathway is unnecessarily long.
- Further, additional feedback was solicited via a poll of Member Board Members, conducted during the June 2022 Annual Business Meeting, with the following findings:
 - At least 65% of members voting responded that moderate to significant change is needed in NCARB's governance structure.
 - At least 52% of members voting responded that NCARB governance is not representative of the communities served.
- The focus group and polling feedback laid a foundation for workshops on governance during the 2022 ABM, which yielded additional feedback and ideas for future governance models. At the close of the 2022 ABM, newly elected President Bayliss Ward appointed a five-person Governance Work Group to distill the several years of feedback and work with a governance consultant to design a proposal for further comment from Member Board Members and key stakeholder committees, leading to a Board deliberation regarding a potential resolution at the 2023 ABM.

- The guiding principle for the Work Group was that NCARB could go further to ensure that underrepresented voices are at the table and to ensure that the Board of Directors consistently strives for optimal performance to benefit Member Boards and customers.

It would be very helpful for the Board to articulate how a new governance framework is expected to improve the DEI of NCARB. How will the success of the objective be evaluated and measured? How will success be defined?

- The governance effort is expected to bring new perspectives to the Board of Directors.
- The last time NCARB updated its governance structure to add new perspectives was to add a Public Director and an MBE Director.
- The search for those two new perspectives resulted in an unexpected benefit of also increasing gender diversity. Prior to FY09 (the first year of the new structure), only five women had ever served on the Board of Directors. From FY09 to today, there have been 16 women on the board, and of those, half have served in the MBE or Public Director positions.
 - Please see the data section included in this packet for a history of NCARB leadership demographics under the current governance structure.
- The expected outcome of the proposed resolution is that additional change to the NCARB governance structure will again have a positive impact on diversity, equity, and inclusion for the Board.
- NCARB is working with a DEI consultant to develop metrics to assess various DEI initiatives, including the future impact of governance changes.
- The Council will continue to engage with members from underrepresented communities about assessment outcomes, experiences, and additional future opportunities.
 - NCARB focus groups with Member Board Members from underrepresented groups indicated the regional ladder was seen as a time and culture impediment to serving on the Board.
 - The DEI Committee, in its former iteration as the Diversity Collaborative, also recommended to the Board that efforts be undertaken to address perceived cultural impediments within NCARB impacting the decision to run for the Board.
- For additional background, please read [Discernment Regarding NCARB Culture, DEI, and Governance](#), originally released by then-President Alfred Vidaurri in February 2022.

Why is NCARB moving so fast on this?

- This proposal is actually several years in the making. This work has been underway since 2019, when regional leaders and other Member Board Members were invited to join the initial volunteer-led Diversity Work Group. All recent Regional Chairs have served as members either on the Diversity Work Group or its successor, the Diversity Collaborative (2020 – 2022).
- Two years later, efforts by those volunteer-led activities resulted in two proposed governance resolutions in 2021. One of those resolutions was passed by the membership in 2021, which limited Regional Director terms to two years. The Board of Directors tabled the second resolution, requesting time to engage an expert governance consultant and further consult the membership.

- In the following year, Governance expert Jon Hockman, Chief Practice Officer with McKinley Advisors, began working with the Board of Directors in 2021. Also in 2021, 10 member listening sessions were conducted to gain member insights and perspectives from underrepresented members about the path to NCARB leadership.
- Annual Business Meeting attendees, in 2022, were polled on governance issues and attended workshops soliciting further feedback. President Ward then appointed the Governance Work Group to collect the three-years' worth of data, work with a governance expert, and design a proposal for further review throughout the current fiscal year.
- This deliberative timeline is consistent with other NCARB efforts regarding organizational and programmatic evolution.

The current governance model does not need to be changed—change is already happening at the regional level. The next Board will be more than half female or persons from underrepresented groups.

- The FY24 Board of Directors will be 50% white male and be 50% women/people of color. This is the first time this has occurred in 104 years of NCARB's history.
- This cannot be interpreted as change already happening or that change will continue, given that the current leadership pipelines for most regions continue to feature white officers and very few women.
- There are five (5) women and four (4) people of color who will hold regional leadership positions in FY24. There is overlap in these numbers. Only two regions have people of color in leadership positions.
- It is vital that a national corporation lead necessary change. More than four years of research and engagement with members from underrepresented groups has identified that there are significant opportunities to bring change to NCARB.
- Without being open, without change, the Council runs the risk of missing perspectives important to future direction. Refusal to change puts the Council's future at risk.

Previous models proposed (4+4 and 8 At-Large) changed board terms to a single, two-year term for both Regional and At Large positions. Is that gone?

- Yes, with the return to having Regional Directors on the Board, the recommended *Bylaws* changes returned to the current model of two, one-year terms—and that applies to Regional and At-Large Director positions. The MBE and Public Directors are allowed three, one-year terms because of the smaller pool of potential candidates for these roles.

Did the Governance Work Group look at governance models of state-based organizations similar to NCARB?

- Yes, the Governance Work Group looked at many different types of organizations, including those of organizations similar to NCARB.

NCARB is not a typical association and should not be held to current trends in the association industry.

We are a collection of regulatory boards.

- NCARB is a nonprofit organization, with a 501(c)(6) tax status, a budget exceeding \$35 million and a staff approaching 130, governed by 14 Directors, with membership composed of the 55 U.S. licensing jurisdictions.
- While the membership votes on *Bylaws* amendments, model laws, certain guidelines documents, and elects the Board of Directors, the strategic direction of the Council is guided by the Board and the operations of the Council are managed by the staff.
- Thus, while the mission and membership composition of the Council are different from many associations, the nature of the work and the governance of the Council are not dissimilar from other associations including those in the regulatory arena.
- Accordingly, the Governance Work Group has consulted the research and examples from a wide-ranging number of other not-for-profit organizations.
- While the specific missions of these organizations vary widely, there are remarkable similarities in how governance originated and evolved over time.
- Those similarities include national boards being charged with setting strategic direction for the organization and upholding fiduciary responsibilities. Committees and other nationally appointed entities strive to deliver work of the highest caliber to advance the interests and needs of the members.
- Those are universal attributes of nonprofit governance regardless of mission or membership and are among the elements under review by NCARB.
- At the same time, the Work Group studied the evolution and governance structures of organizations that are closely related to NCARB. The Council will continue to explore relevant and compelling examples of nonprofit governance and welcomes suggestions.

Officers

In light of the proposal for a single officer election (Secretary/Treasurer), are there provisions in the *Bylaws* to address officers who are unable/unfit to perform duties?

- The *NCARB Bylaws* provide a process to remove any Board member from office for cause.
- *Bylaws* Article VII – The Board of Directors, Section 4 – Removal. Remains unchanged from the current *Bylaws*:
 - *A. Director may be removed with cause by a majority vote of the Member Boards at a meeting where a quorum is present, with the meeting notice stating that the purpose, or one of the purposes, of the meeting, is the removal of the director.*
 - *B. Director may be removed with cause by the affirmative vote of two-thirds (2/3) of the Board of Directors.*

Please explain the change in leadership progression and the impact on elections for officers. There are no automatic progressions today.

- Currently, the First Vice President/President-elect automatically ascends to the roles of President and Past President. This is not proposed to change.
- Proposed change: The Secretary/Treasurer would advance to the position of Vice President.
 - Today, there are four elections in the governance model: Secretary, Treasurer, Second Vice President, and First Vice President.
 - Two of the foregoing elections are eliminated.
 - Merging the Secretary/Treasurer positions eliminates one election.
 - Eliminating the Second Vice President position eliminates a second election.
 - This reduces the potential number of elections to two.
 - The proposal is to have the membership participate in a single officer election by electing a Secretary/Treasurer to hold that role and then advance to the Vice President role without a subsequent election.
- Rationale:
 - The Secretary/Treasurer is required to serve on the Board for at least two out of the last five years to gain general experience with the Board and knowledge of current issues.
 - During the year served as Secretary/Treasurer, the incumbent gains greater insight and experience through the following:
 - Member communication responsibilities that include, but are not limited to, Executive Committee and Board of Directors minutes, national meeting agendas, and resolutions, including a role on the Policy Advisory Committee, presenting resolutions at Regional Summit and the Annual Meeting, as well as hosting spring resolution feedback calls.
 - Financial responsibilities include developing an in-depth understanding of the Council's financial structure and models through regular engagements with the Council's financial advisors, auditors, and staff experts, as well as chairing the Audit Committee.
 - Introduction to NCARB's relationships with external partner organizations.
 - Automatic advancement to the Vice President position ensures that the Vice President has received this additional training and experience to lead the Council.
 - This continuity of elected leadership is important to the Council's many multi-year initiatives.
- Member response to the governance survey indicated 59.8% in support of this change.

Creating a competitive election for the Vice President slot, in addition to Secretary/Treasurer, would provide opportunities for faster ascension and address time constraints.

- The proposed changes eliminate two positions from the current Executive Committee structure reducing the path to the president by two years.
- The proposed automatic ascension path ensures continuity of leadership for multi-year initiatives for the streamlined Executive Committee.

Explain the rationale for a smaller (streamlined) Executive Committee with a merged**Secretary/Treasurer.**

- The Work Group determined that the 14-member size of the Board of Directors is optimal. Looking to increase opportunities to be more inclusive, the Work Group assessed the existing roles on the Board.
- The demand on each of these positions is deemed to be low due to heavy support from expert consultants (legal counsel and investment advisors) and staff. The secretary and treasurer serve as conduits to the Board of Directors after reviewing final materials and engaging with the consultants and staff as necessary. The work for a merged secretary/treasurer position is not expected to create an undue burden.
- Therefore, eliminating the second vice president position and merging the secretary and treasurer positions created the opportunity to add two at-large seats to the Board of Directors.
- This proposal was informed by the experiences of two Work Group Members—Past President Alfred Vidaurri and First Vice President/President-elect Jon Baker—both of whom have held the secretary and treasurer positions.

Regional Representation**Please clarify the role of Regional Directors and the requirement to remove the “regional hat.”**

- These are the legal duties required of each board member¹:
 - Duty of Care – Each board member has a legal responsibility to participate actively in making decisions on behalf of the organization and to exercise their best judgment while doing so.
 - Duty of Loyalty – Each board member must put the organization's interests before personal and professional interests when acting on behalf of the organization in a decision-making capacity. The organization's needs come first.
 - Duty of Obedience – Board members bear the legal responsibility of ensuring that the organization complies with the applicable federal, state, and local laws and adheres to its mission.
- Application of the foregoing legal duties of each Board member means:
 - The Board member has the obligation to advance the interests of the Council and its Member Boards in general, but not particular Member Boards, regions, or other constituencies over the entire Council.
 - The Board member may represent the views of a constituency to appropriately inform Board discussion, but final decisions must be in the best interest of the entire Council.
 - The Board member must then support and explain Board decisions to a constituency – even if the Board member is not personally in favor of the final Board decision.

¹ <https://boardsource.org/fundamental-topics-of-nonprofit-board-service/roles-responsibilities>

- The Regional Director still retains a role as a communications conduit to and from the Board of Directors.
 - The Regional Director does represent to the full Board the perspectives of the region and is expected to be in communication with the region regarding Board activities.
- It is appropriate for the Regional Director to consult with their region and seek advice from their region; at the same time, the region cannot “legally bind” the Director to a specific voting position.

Why is there no reference to “6” Regions in the *Bylaws*; is this to allow for “the discussion in the future.”

- The Regional structure is identified in Article VI, Section 2 and lists all six regions. No changes have been proposed at this time.
- There is language in Article VII, Section 1 relating to the Regional Directors and it reads “one director from each region.” This is the current *Bylaws* language. There is no proposed change to this language.
- President-elect Baker has indicated the regional realignment conversations will continue into FY24.

There are no shared issues within regions today, as opposed to when regions began developing in the 1960s.

- Regions continue to bring value to the Council through engagement within a smaller community of peers to encourage members to volunteer, share best practices, and establish leadership development activities and opportunities.

There is a benefit to grouping geographically as they share similar views and inputs. Small regions can get together in person, and it costs less to travel.

- There is no plan to eliminate regions. As noted above, Regions bring value to the Council through engagement within a smaller community of peers to encourage members to volunteer and to establish leadership development activities and opportunities.

Elections

Please explain the positions to be elected and how elections will occur.

- There will be no proposed change for the following positions:
 - Regional Directors
 - Regions will nominate one candidate.
 - Membership will ratify the nomination by acclamation at the Annual Business Meeting (ABM).
 - Member Board Executive Director
 - The Member Board Executive community nominates the Member Board Executive.
 - Membership will ratify this nomination by acclamation at the ABM.

- Public Director
 - Candidates for the Public Director self-nominate for the position.
 - Membership votes for the Public Director.
 - This may or may not be a contested election.
 - Elections will occur in the same manner as today.
- The merged Secretary/Treasurer position would continue the existing self-nomination process used for Secretary and Treasurer:
 - Candidates for the Secretary/Treasurer self-nominate for the position.
 - The Membership votes for the Secretary/Treasurer.
 - This may or may not be a contested election.
 - Elections will occur in the same manner as today.
- Changes are proposed for the following positions:
 - No election for the Vice President position, which serves the same role as the position formerly known as First Vice President/President-elect.
 - At-Large positions.
 - The Credentials Committee will issue the call for elections and check candidate credentials based on the *NCARB Bylaws*.
 - The Membership votes for the declared candidate(s).
 - The proposed voting process is for a plurality vote where the candidate(s) receiving the highest votes win the open seat(s).
 - Under plurality voting, where there may be more than two candidates, it may be that no single candidate receives a quorum. This process avoids the possibility of run-off elections, as a majority is not required to win.

Can someone still run for an NCARB officer position from the floor?

- The *Bylaws* state that candidates for office will need to declare interest by the date/time established by the Credentials Committee, which most recently was designated “end of day of first day of the Annual Business Meeting.”

Qualifications and Terms

Members of the Board of Directors should have Member Board experience.

- Proposed:
 - Officers will be required to have Member Board experience.
 - Regional, Public, and MBE Directors are required to have Member Board experience.
 - The At-Large positions must have two years of experience on a Member Board or as an NCARB volunteer.
- Rationale:

- A corporate agenda includes issues that are relevant to the national corporation. Those issues are not always relevant to member segments.
- Committee service often provides deeper awareness of issues most likely to be addressed by the NCARB Board of Directors.
- Reducing the restricted experience for some Board positions opens opportunities for fresh voices and perspectives on issues of the national corporation.
- Member response to the governance survey indicated the following:
 - 78.6% indicated support for requiring officers to have Member Board experience and not requiring non-officers to have Member Board experience.

Will there be limits on the number of non-Member Board Members?

- Under the proposed model, all officers, Regional, Public, and MBE directors will be required to have Member Board experience.
- The only positions available to individuals without Member Board experience would be the two At-Large Director positions.
- At-Large Directors with Member Board experience would be able to run for secretary/treasurer under the proposal put forward by the Board at their April Board Meeting. At-Large Directors, without Member Board experience, would not be eligible to run for secretary/treasurer.

All members of the Board of Directors must have an NCARB Certificate.

- Proposed:
 - The Board of Directors is not recommending a change to the requirement at this time. The Board would like this requirement to be studied further in FY24 before potentially recommending a change to the *NCARB Bylaws*. Currently, all architect members must have an NCARB Certificate.
- Rationale:
 - A potential change to this requirement emerged as part of discussions at the 2023 Regional Summit. The Board of Directors would like to study it further, and President-elect Jon Baker has committed to charge a volunteer group with reviewing the requirements' impact and making a recommendation for Member Board consideration in FY24. There was no clear consensus on this point from the Member Board survey (see below).
- Member response to the governance survey indicated the following:
 - 72.3% support every architect member of the Board required to have a Certificate. This is the current *Bylaws* requirement.
 - 71% support every architect officer being required to have a Certificate; non-officer directors would not be required to have a Certificate.
 - 65.7% support every officer being required to have a Certificate; non-officer directors would not be required to have a Certificate.

Please explain the proposal to have Regional Directors and At-Large Directors serve two-year terms.

- In the final *Bylaws* proposal, all members will have one-year terms.

Why are three terms allowed for MBE's and Public Board Members?

- MBEs and Public Directors are allowed three one-year terms because the pool of candidates for those roles is much more limited than for Regional Directors.

Nominating and Credentials Committee**Please explain the role of the Nominating and Credentials Committees.**

- The Credentials Committee:
 - Will continue to announce the call for candidates, validate candidate credentials to *Bylaws* requirements, verify voting delegate credentials, and manage the annual election process.
 - This includes communicating the open positions to be filled each year.
 - Will manage any transition to a new governance model in accordance with the proposed *Bylaws* transition (Article XV).
- The NCARB Board of Directors discussed a potential Nominating Committee and has decided not to add a new committee.
- The Credentials Committee will maintain a neutral role of simply vetting credentials against the *NCARB Bylaws* requirements.
- How NCARB recruits candidates for At-Large Directors will continually be monitored over the next couple of years to determine if further *Bylaws* adjustment is needed.
- It is the Board's intent that several stakeholders within the organization be more engaged in the recruitment of candidates for the At-Large positions.
- This includes, but is not limited to, the Board itself, Regions, the Regional Leadership and DEI Committees, Member Board Chairs and Executives, and committee chairs.

Data

Data that leadership has referenced indicated 52% of members believe the NCARB governance does not reflect the communities we serve and 65% believe at least moderate change is needed. Can you tell me how many surveys were sent out and the total number of responses received?

- This information, included in the [NCARB Governance Workgroup Working Draft Concepts report](#) on slide 4, was gathered in polls conducted during the plenary session at the June 2022 Annual Business Meeting. Respondents were 151 and 157, respectively.
- These two poll questions were developed from feedback received during 10 Member Board Member listening sessions in fall 2021. The listening sessions and polling feedback laid a foundation for workshops on governance during the 2022 ABM, which yielded additional feedback and ideas for future governance models.

NCARB Leadership and Membership Demographic Data

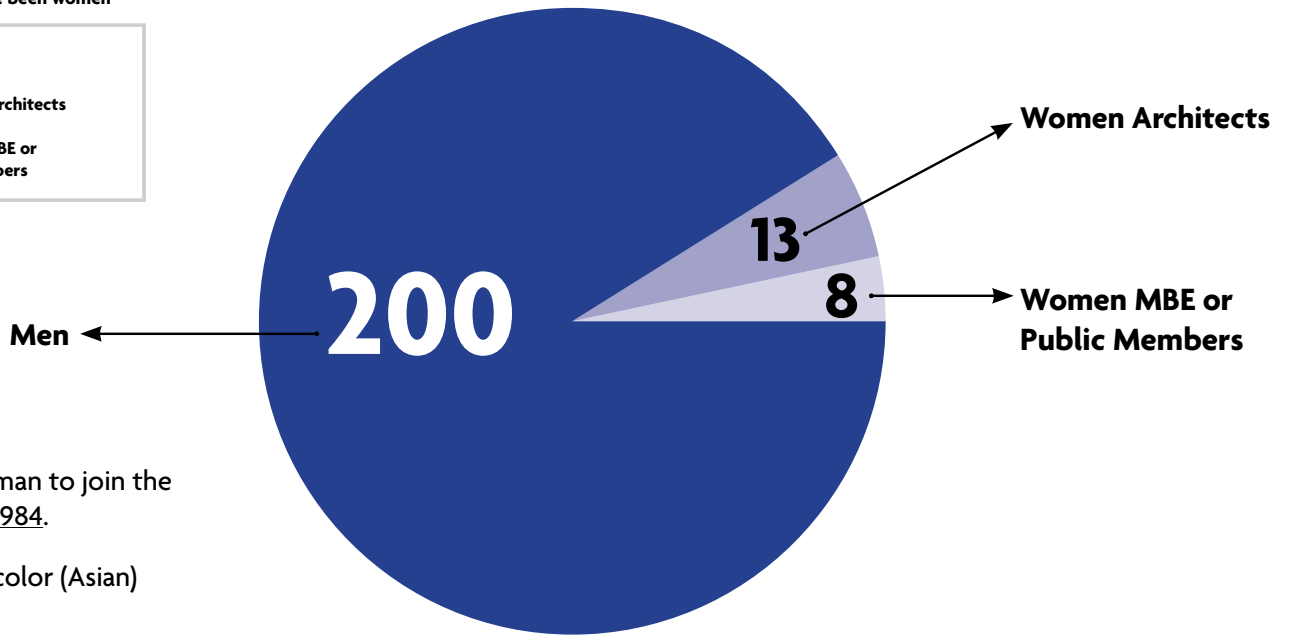
Data in this section includes:

- Historic Board Directors Data by:
 - Gender
 - Race and Ethnicity
 - NCARB Presidents by Gender, Race, and Ethnicity
- Member Board Diversity Data

Gender Diversity

There have been 221 NCARB Board of Director members total.

21 of them have been women

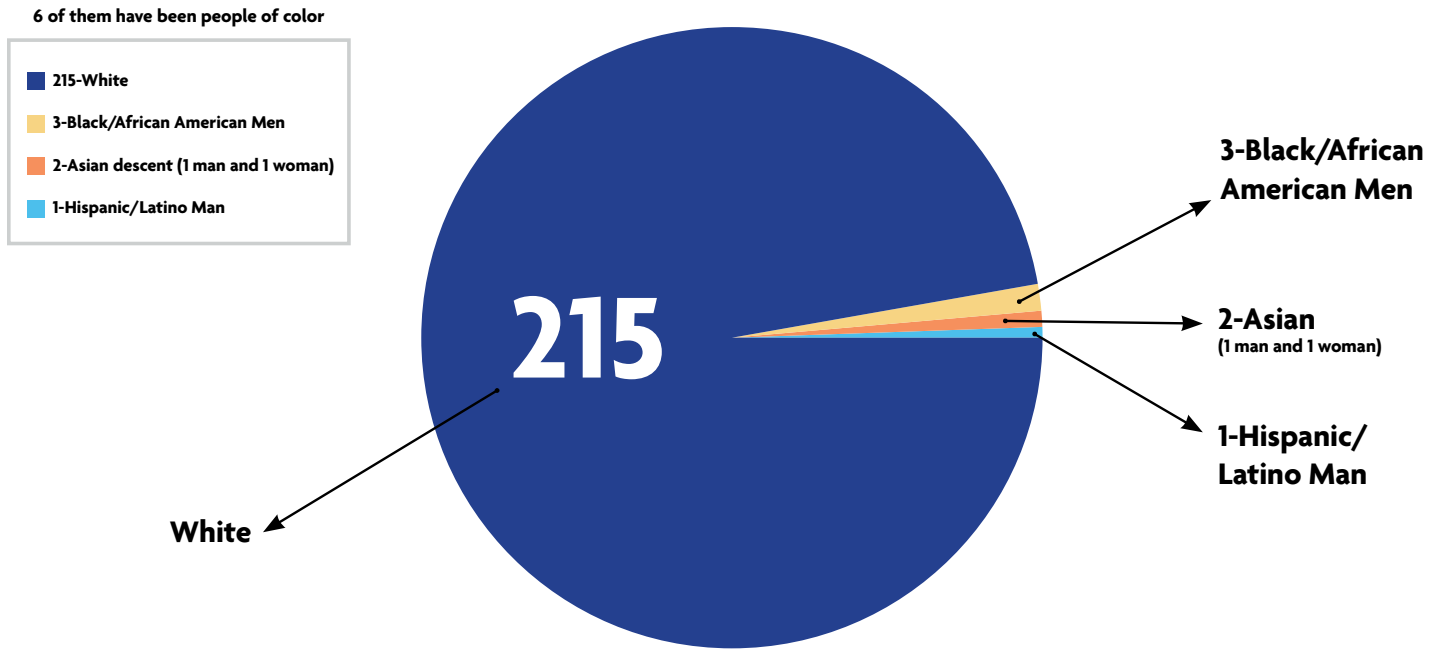


*The first woman to join the board was in 1984.

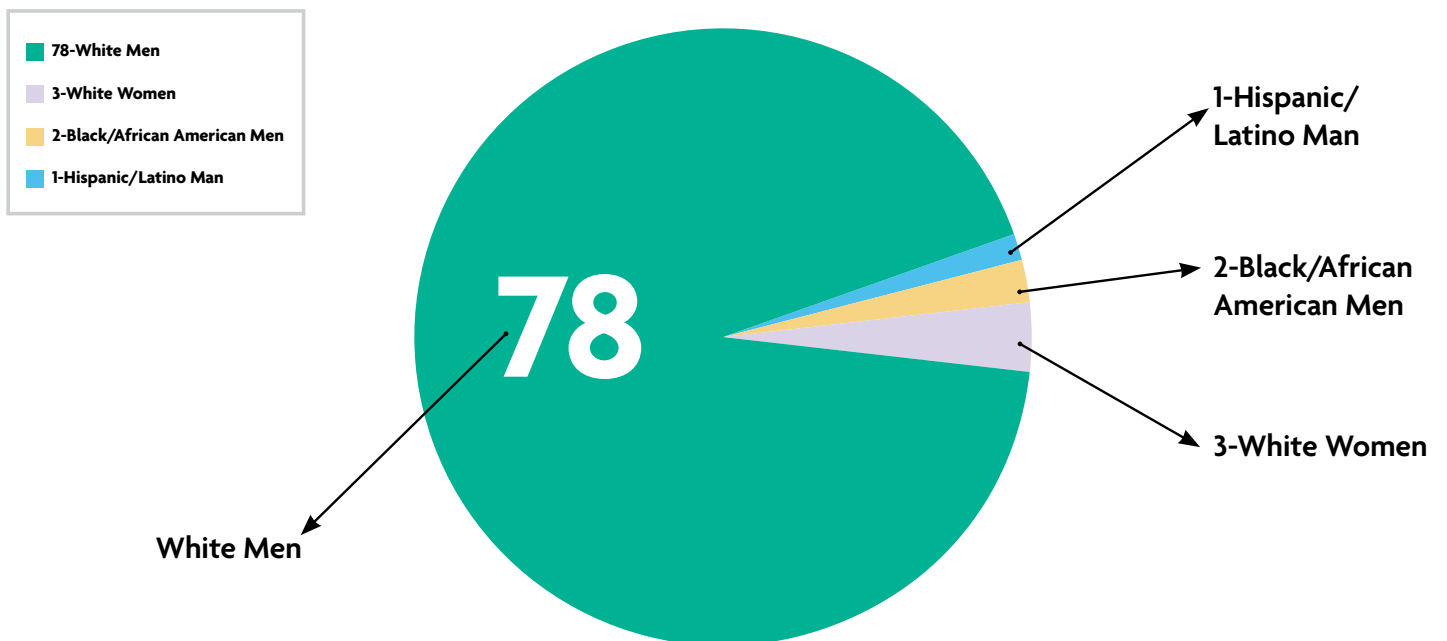
*1 woman of color (Asian)

Race and Ethnicity

There have been 221 NCARB Board of Director members total.



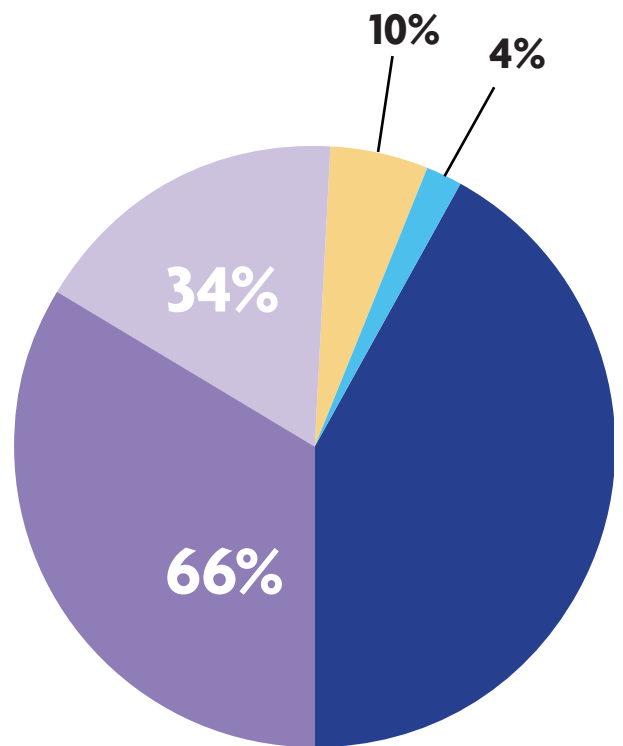
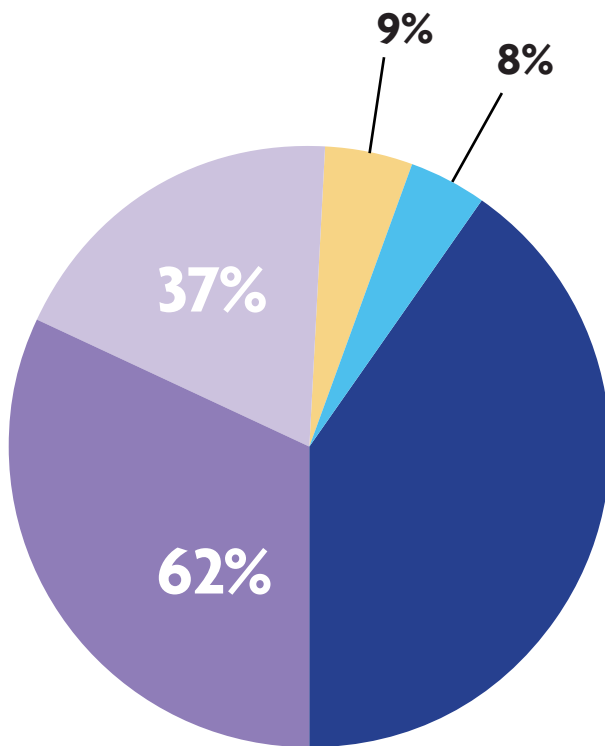
History of NCARB Presidents



Member Board Demographic Group Survey Comparison

2019 vs Current Data

<u>Demographic Group</u> <u>2019 Survey</u>	<u>Demographic Group</u> <u>Current Survey</u>
Male-62%	Male-66%
Female-37%	Female-34%
Black or African American-9%	Black or African American-10%
Hispanic/Latino Man-8%	Hispanic/Latino Man-4%
White-78%	White-82%



Governance Survey Results

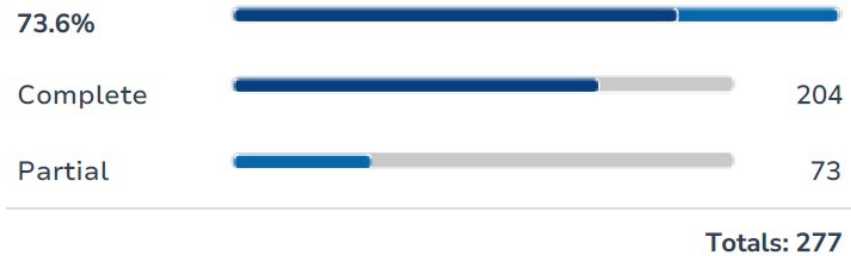
The enclosed includes the Survey Overview as well as the raw data results and all comments.

Survey Overview

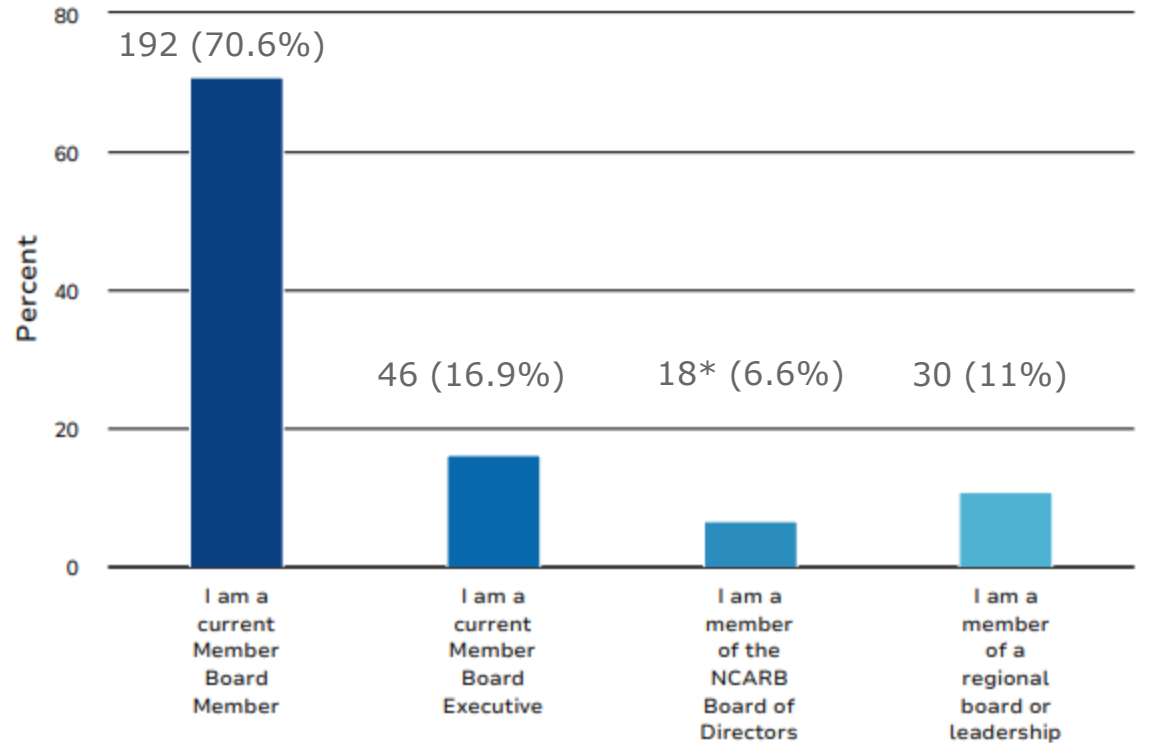
- The survey launched on March 9, 2023 and closed on March 23, 2023. Respondents received an invitation email and reminder emails from NCARB and Regional Chairs/Executives.
- The survey received 277 responses
- The survey included 17 questions, divided into 5 topic sections, and demographic questions.

Survey Respondents

Response Counts

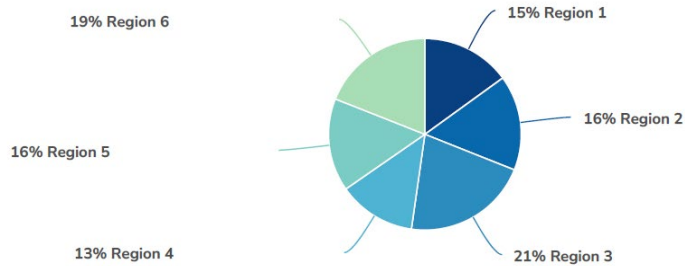


Position within NCARB Leadership



Survey Respondents

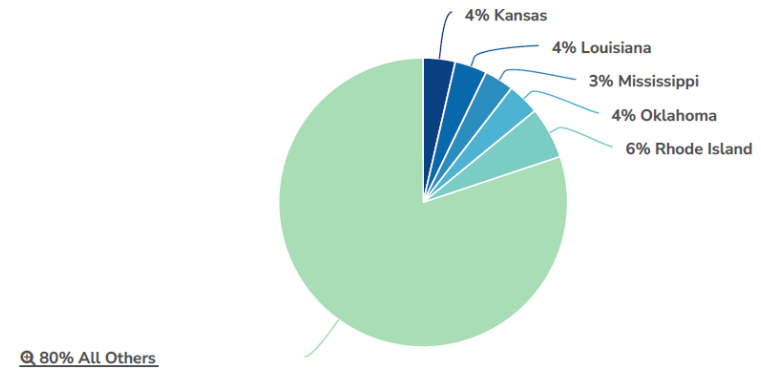
Regions



Value	Percent	Responses
Region 1	15.0%	41
Region 2	16.1%	44
Region 3	21.2%	58
Region 4	13.1%	36
Region 5	15.7%	43
Region 6	19.0%	52

Totals: 274

Jurisdictions

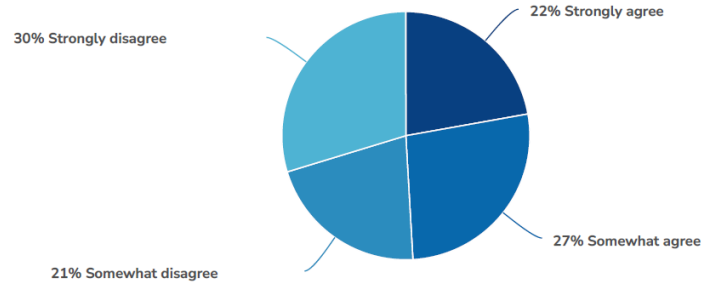


- All 55 jurisdictions are represented
- 10+ responses from Kansas, Louisiana, Oklahoma and Rhode Island

Regional Realignment

Indicate how much you agree or disagree: NCARB should realign regions by combining Regions 1 and 2 and Regions 4 and 5.

51% Disagree





49% Agree



Value	Percent	Responses
Strongly agree	22.2%	47
Somewhat agree	26.9%	57
Somewhat disagree	21.2%	45
Strongly disagree	29.7%	63

Totals: 212

Indicate how much you agree or disagree with the following options related to NCARB's Board structure.



Item	Overall Rank	 Strongly + somewhat agree	 Strongly + somewhat disagree	Score	#
6x2 model	1	65.9%	34.1%	585	196
6x4 model	2	56.6%	43.4%	552	195
4x4 model	3	45.0%	55.1%	500	196
8 at-large	4	26.8%	73.2%	332	191

How much do you agree or disagree with the following potential requirements for service on the NCARB Board?

Item	 Strongly + somewhat agree	 Strongly + somewhat disagree	#
Every member of the Board (director and officer) who is also an architect must hold an NCARB Certificate (current practice)	72.3%	27.7%	219
Every officer must hold an NCARB Certificate. Non-officer directors are not required to hold an NCARB Certificate	65.7%	34.3%	213
Every officer who is also an architect must hold an NCARB Certificate. Non-officer directors are not required to hold an NCARB Certificate	71.0%	29.0%	213



- The Workgroup has not addressed the NCARB Certificate in the current recommendations; however, the question has come up multiple times.
- A question was added to the survey to pulse where members are with this issue.
- This allows the Board to decide whether to recommend addressing this issue this year or next year.

How much do you agree or disagree with the following potential requirements for service on the NCARB Board?



Item	 Strongly + somewhat agree	 Strongly + somewhat disagree	#
Every member of the Board, excluding the MBE director, must have served on a Member Board at some time	75.0%	25.0%	214
Every officer must have served on a Member Board at some time. Non-officer directors are not required to have served on a Member Board	78.6%	21.5%	217

- There is strong sentiment that every member of the Board (excluding MBE) must have served on a Member Board at some time
- A requirement for every Director (excluding MBE) to have served on a Member Board is not aligned with NCARB goals expressed to date.



How much do you agree or disagree with the following options related to the proposed structure of the Nominating Committee?

Item	 Strongly + somewhat agree	 Strongly + somewhat disagree	#
Chaired by the immediate past president	70.6%	29.4%	204
Includes the Chair of the Diversity Committee	72.6%	27.3%	205
Includes the Chair of the Credentials Committee (non-voting member)	78.1%	21.9%	201
Includes eight individuals appointed through Lineup*	43.2%	56.8%	206
Includes one member from each region plus 2 appointed members by incoming Pres.	84.8%	15.1%	205

The proposed Nominating Committee would not be involved in selecting officers, the MBE director, or the public director. How much do you agree with the following options?

Item	 Strongly + somewhat agree	 Strongly + somewhat disagree	#
If the future Board structure includes regional directors, the Nominating Committee should not be involved in selecting regional directors.	77.3%	22.7%	203
The Nominating Committee's role should be focused on identifying a pool of the qualified at-large directors for final selection by the membership.	83.3%	16.8%	203

Indicate how much you agree or disagree with the following options related to the Board of Directors election process.

Item	Rank	 Strongly + somewhat agree	 Strongly + somewhat disagree	#
NC puts forward a pool of nominees exceeding the # of open at-large director seats. Members vote for each candidate. Top vote getters equal to the # of open seats win election	1	79.4%	20.6%	204
Members vote to select a secretary/treasurer. The secretary/treasurer will automatically advance to the vice president, president, and past president positions in subsequent years	N/A	59.8%	40.2%	204

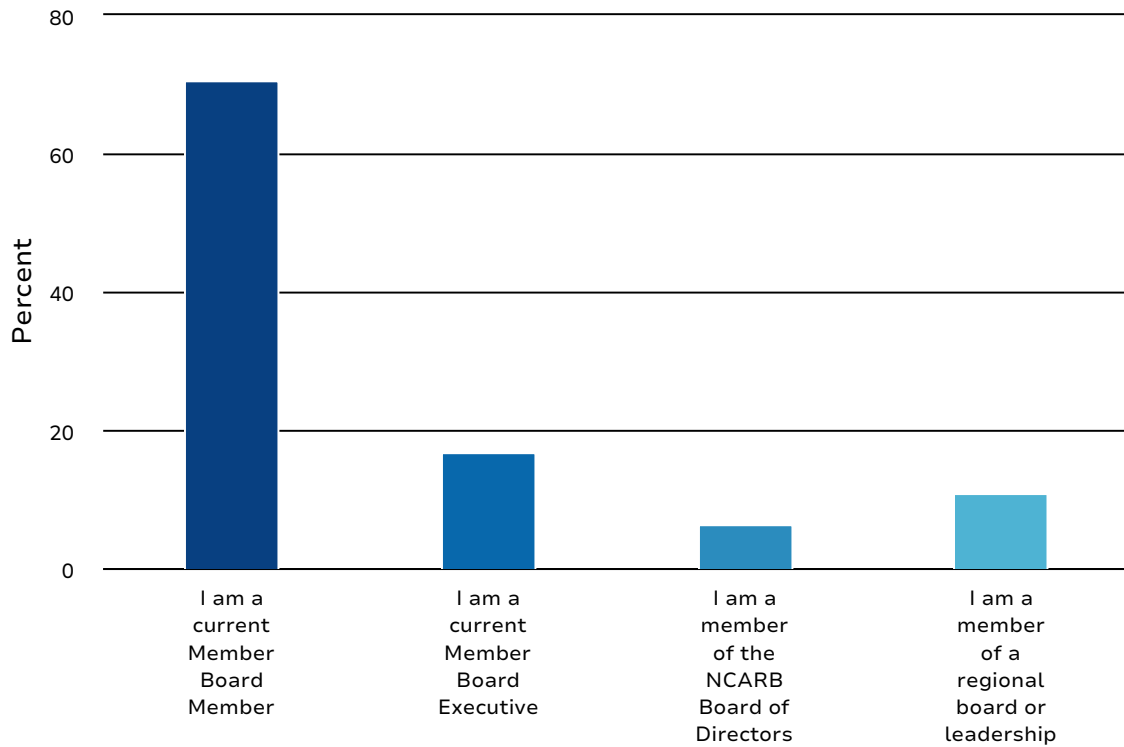
Report for 2023 NCARB Governance Survey

Response Counts



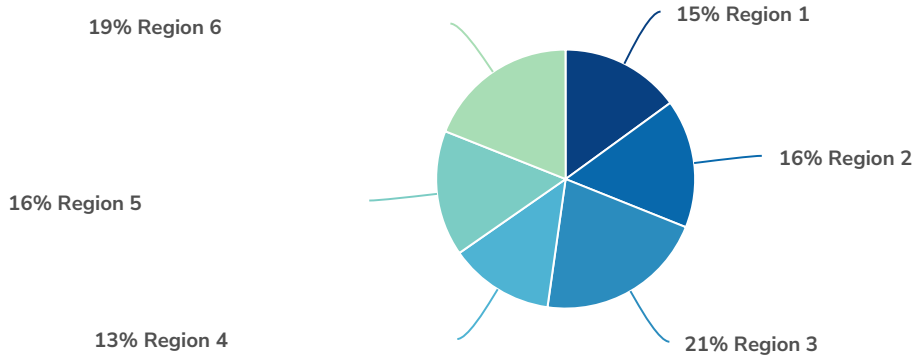
Totals: 277

1. Select your position within NCARB leadership.



Value	Percent	Responses
I am a current Member Board Member	70.6%	192
I am a current Member Board Executive	16.9%	46
I am a member of the NCARB Board of Directors	6.6%	18
I am a member of a regional board or leadership	11.0%	30

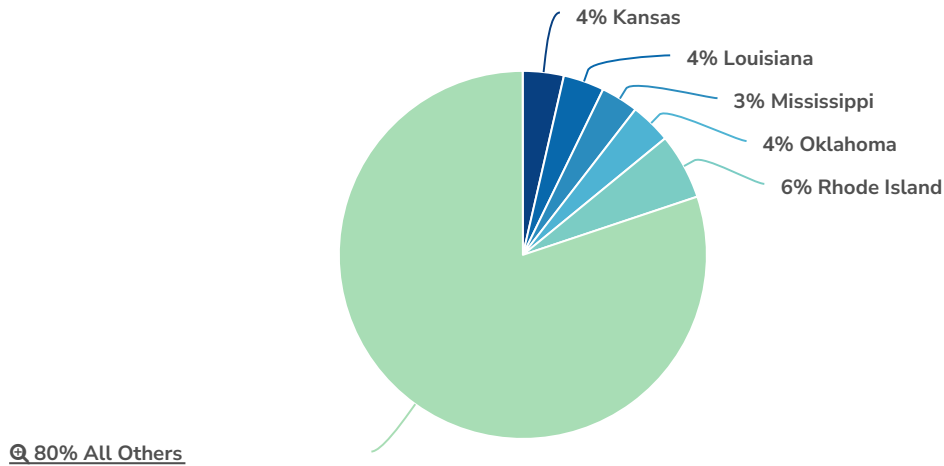
2. What is your region?



Value	Percent	Responses
Region 1	15.0%	41
Region 2	16.1%	44
Region 3	21.2%	58
Region 4	13.1%	36
Region 5	15.7%	43
Region 6	19.0%	52

Totals: 274

3. What is your jurisdiction?



Value	Percent	Responses
Kansas	3.6%	10
Louisiana	3.6%	10
Mississippi	3.3%	9
Oklahoma	3.6%	10
Rhode Island	5.8%	16
Alabama	1.1%	3
Alaska	0.7%	2
Arizona	1.1%	3
Arkansas	1.8%	5
California	2.2%	6

Totals: 274

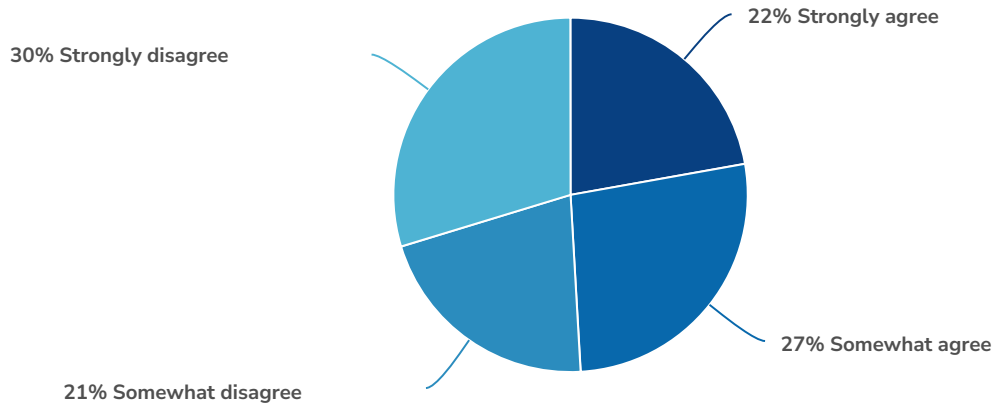
Value	Percent	Responses
Colorado		0.7% 2
Connecticut		1.8% 5
Delaware		1.1% 3
District of Columbia		1.5% 4
Florida		2.2% 6
Georgia		0.7% 2
Guam		0.7% 2
Hawaii		0.7% 2
Idaho		1.5% 4
Illinois		0.7% 2
Indiana		0.4% 1
Iowa		2.9% 8
Kentucky		0.7% 2
Maine		1.8% 5
Maryland		2.6% 7
Massachusetts		1.5% 4
Michigan		1.8% 5
Minnesota		2.2% 6
Missouri		1.5% 4
Montana		1.1% 3
Nebraska		2.9% 8
Nevada		2.6% 7
New Hampshire		0.7% 2

Totals: 274

Value	Percent	Responses
New Jersey		2.9% 8
New Mexico		2.2% 6
New York		2.2% 6
North Carolina		2.2% 6
North Dakota		1.1% 3
Ohio		1.8% 5
Oregon		1.8% 5
Pennsylvania		2.9% 8
Puerto Rico		0.7% 2
South Carolina		1.5% 4
South Dakota		1.5% 4
Tennessee		1.1% 3
Texas		1.5% 4
The Northern Mariana Islands		1.5% 4
U.S. Virgin Islands		1.5% 4
Utah		1.5% 4
Vermont		2.9% 8
Virginia		1.5% 4
West Virginia		2.6% 7
Wisconsin		0.4% 1
Wyoming		1.5% 4
Washington		2.2% 6

Totals: 274

4. Indicate how much you agree or disagree with the following statement: NCARB should realign regions by combining Regions 1 and 2 and Regions 4 and 5.



Value	Percent	Responses
Strongly agree	22.2% 	47
Somewhat agree	26.9% 	57
Somewhat disagree	21.2% 	45
Strongly disagree	29.7% 	63

Totals: 212

5. Comments:

ResponseID	Response
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8	I don't think regionally re-alignment is important enough to risk getting at least a couple of at-large board members.
9	We should be discussing this opportunity. I believe region 2 is ready for the discussions to begin. I understand that Region 1 wanted to wait until the new board for the region was in place.
10	My strongly agree rating is mostly contingent on board seats being tied to regions (in order to balance the number of states per region). If board seats are all at large, then current region structure is fine.
11	As the former NCEES Executive Assistant, may I suggest organizing zones like NCEES does? https://ncees.org/about/governance/ncees-zones/ This would ensure that the number of states/boards in each zone/region is fairly equal.
13	The realignment gives parity between Regions that does not currently exist.
14	Combining regions at this time I believe complicates the governance issue
16	I am pretty neutral on this however understand the advantage to streamline number of regions to similar sizes, etc. I feel that decision should be up to the affected regions 1,2,4 and 5.
19	To even the playing field, it makes sense.
20	It will lessen impact for small regions already and add barriers for them to make it to the board.
27	I am of the opinion that having information from more Regions instead of having information from a few Regions will provide stronger diversity and inclusion because with larger super Regions we run the risk of the smaller voices not being heard.
34	The reasoning behind the regional realignment proposal provided in earlier presentations was, I believe, compelling.
35	-- reduced options for regional leadership for those regions being combined - - how to allocate regional funds between the two regions?
39	I believe that regional re-alignment is something that could be considered, but other options might be a consideration, so cannot agree this is the correct approach at this time.

ResponseID Response

- 40 Understanding that Region 1 is quite content to be small, they like where they are in terms of the quality of membership for them. So if one region really doesn't want to change, it would be difficult to force them unless the other regions involved (2, 4, 5) convince them it's for the good of the whole.
- 41 At what I have seen in the presentations, combining some of the weaker regions with a stronger region makes sense, but does not impact us directly, so my opinion should not be considered too strong.
- 46 No need for fewer regions. They work just fine as they are.
- 48 I think folks would be more in favor of realignment if Region3 and 6 were also impacted.
- 52 I feel that this can be handled in the future, with more time for the regions to meet and discuss the merger.
- 53 We do not agree with the reasons we have heard for the realignment, but there are more serious governance issues facing NCARB.
- 54 The merging of the selected regions would cause those smaller regions to lose their voice and leadership role in balancing the scales in matters concerning NCARB.
- 55 This places each region closer to representation by population.
- 58 Consolidation of Regions reduces the ability of the Region to meet as we currently do for our fall meeting. Larger regions also make it less regional. Issues in Vermont are not the same as issues in Virginia.
- 66 This doesn't really affect Region 3, so I don't know as my opinion matters in this regard. However, if the outcome affect each Region having a board Member then I do care.
- 68 I like Region 1 as it is currently If any realignment was to be considered we should start with a clean slate and realign the entire country. Not just 4 regions
- 70 If the majority of Regions 1,2, 4, and 5 support it. If not, I would maintain the 6 Regions and approach the realignment of Regions next year.
- 72 I don't think the solution is that simple. I think all regions should be reviewed and an overall adjustment be made, regardless of the final number of regions.

ResponseID Response

75 Realignment would be detrimental to representation and NCARBs mission, vision & goals. Region 1 works well because our practicing architects in New England often practice throughout our 6 states and we have been working hard over the years to create consistency and frequent dialogue and communication with our constituents and AIA new england chapters. Although we are small geographically we represent a large volume of architects and architectural schools. We are also diverse in our boards.

76 NCARB adopted the Regional structure as it currently exist in 1963. NCARB should leave the regional structure as it exists, rather than every few years spending the time and money to force a consolidation. Divorcing regions from the governance structure—i.e. the board—means there will be no connection between state and jurisdiction boards and the NCARB leadership. How will states and their regulatory issues be heard?

77 It depends on the amount of members in those regions to me. If combining those regions allows for a similar number for all the remaining regions, then I would support it.

78 The pros and cons of realigning these regions should be carefully considered.

82 Combining the regions would eliminate positions and therefore decrease opportunities for diversity.

83 While this is likely an eventual decision, the Regions have to be given the opportunity to adjust their by-laws, make up and programs. I'm happy the work group has dropped the reasoning of "it will expend leadership" when it is obvious that taking six officers and making them 3, is not an expansion.

84 There are many details left to be decided, hence my "somewhat agree" response. How is the region executive decided, how do officers merge, does this create a further "bottleneck" to the leadership path (especially if governance fails), etc.

85 Realignment of region should have more thought put into it aside from a blanket combining; besides the fact that the new governance initiative has been based on creating opportunity for diversity and this does the opposite.

86 Actions on the regions may be needed down the road, but including the region realignment with the national board realignment is an unnecessary distraction right now.

90 I think there are several reasons, but those regions could embrace more leadership options if they had more resources to pull from.

ResponseID Response

91 Although I am new to our state regulatory board, after attending the Regional Summit and participating in discussions within our region, it appears best for Region 5 to remain its own entity and not combined with Region 4.

92 I feel the combining of regions will erode regional diversity.

96 If it makes sense to have more volunteers by combining smaller regions I can support it. If they do not want to merge, then we should honor that.

98 I think the regional realignment is necessary, but should impact all jurisdictions equally. Study needs to be done to establish criteria, optimum sizes of regions for an organization like ours, and then to evaluate arrangement.

104 Neutral

108 I have not heard a good reason for realignment. If you are looking for more diversity there should be more regions, not less.

109 Initial conversations about this had to do with changing the make-up of the board and having 4 regional directors on the board, and 4 at-large members. The realignment also had to do with making the regions more equal with respect to the number of jurisdictions, and the the number of people within each region. I think it is best to separate the regional realignment from board representation, as it is my understanding that current regional directors do not "represent regions", but rather bring information back to regions. The reality however, is that regional directors are a link to their regions, even if information is only supposed to flow in one direction, one can only assume that a regional director will be influenced by their encounters with regional members, and will bring that information back to the board.

114 NCARB wants to diversify the base from which leadership is selected, more regions would mean more opportunities for more individuals to be selected.

115 There has not been a reasonable argument for realignment. Reducing regions reduces diversity.

117 It needs to be an organic process where the affected Regions review the pros and cons then decide whether it makes sense to combine. Also, if the goal is to make Region 1 more diverse by combining it with Region 2, that would not be an honest approach to the lack of diversity in Region 1, a Region that contains the highly diverse cities of Boston and Hartford, among others.

120 What is in common? How would we help one another? At this point have west and an east split. What is WCARB anyway?

ResponseID Response

- 122 NCARB adopted the regional structure as it currently exists in 1963/64. NCARB should leave the regional structure as it exists, rather than every few years spending the time and money to force a consolidation. Divorcing regions from the governance structure—i.e. the board—means there will be no connection between state and jurisdiction boards and the NCARB leadership. How will states and their regulatory issues be heard? Regions are the foundation of the NCARB organization.
- 126 I agreed that reducing the number of Region would also reduce the number of personnel involved and at the same time it would reduce expenses rather than have the two existing region. But my concern is the equal representation to the National Council board to some states and territory.
- 130 If the purpose of realignment is to respond to DEI issues, then I support it. I would like to see an analysis of the DEI concerns that would be addressed through realignment.
- 134 I do not have a strong opinion. I like the smaller groups... I like the idea of breaking up Region 3 and Region 6 into smaller groups.
- 135 I strongly agree with the belief that it would strengthen smaller regions and perhaps simplify the need for representation by having four regions instead of six. Additionally, it seems like a logical, regional combination. If you told me today that you were going to realign region six with region one, I might think it was strange, but I would willingly move forward with the change.
- 144 There has been no effort to engage Region 1 and Region 2 in substantial discussions about joining the two regions. This has been a top down proposal and Region 1 and Region 2 have not been engaged in discussions in a meaningful way.
- 147 I think this is better left to those members of the impacted regions. I prefer to have adequate state/regional representation and fear this action may water it down and bring about fewer volunteers to step up to more significant roles within NCARB
- 148 But we shouldn't put ourselves in a position to tell other Regions what they should be doing or not doing.
- 150 The proposed region 4 & 5 is too large compared to other areas. If you want to change regions, then eliminate them completely. Or change them to focus on something other than solely geography.
- 151 This is a strong proposal, however, without agreement from the affected Regions, I don't think it should be forced on them.

ResponseID Response

153 Regional means more local jurisdictions with similar issues. Currently even our Regions seem to large with differing needs. Going bigger is one step away from not even needing Regions and going National. Restructuring makes more sense.

156 Helps with logistics and NCARB's planning purposes as they have to deal with only 3 Regions rather than 6.

158 Missouri is neutral on this issue and would be fine with it either way. We are more concern that we have an opportunity to discuss our state's issues/concerns with other nearby states and that we have representation as a state and as a region on the Board.

159 As a Member of Region 1, I cannot express enough how much of a waste of time and waste of opportunity Region 1 has been. Massachusetts has some very complicated issues that many of the other States in Region 1 do not have. The current leadership in Region 1 are focused on self promotion and have not been helpful in advancing some of the issues brought forth in the Region. Region 1 is such a waste of time, at meetings very, very little time is spent talking about the actual practice. Time is very valuable for many volunteers and unless you feel like you are making a difference, it is not worth it. Having the ability to work with other larger States with more complex issues would be better for Massachusetts. I gathered similar sentiment from other members of the Massachusetts Board who felt that Region 1 was a complete waste of time.

161 I am of the impression that regions will remain in tact.

168 I think this is adding another hurdle to passing the governance change. I am not particularly tied to Region 4 and 5 not combining but am afraid that others would not want them to combine and I would rather not lose their support.

173 I find this a very difficult question based on precedent over 60 years. I also see how this could be a benefit.

174 I'd actually prefer that you keep 6 regions but redistribute them equally. I understand there is not easy political way to solve this and feel it would ultimately be better to keep the status quo for now rather than rock the boat. What I feel strongly about is California not losing representation of it's diverse stakeholders through regional representation of region 6 on the NCARB Board of Directors.

176 I do not really see the benefit of realignment - it seems to be born of a desire to reduce the number of Regional Directors, which seems like a lame reason to change the alignment.

181 I don't believe any governance related issues are strictly regional and fewer regions would lead to broader pools of talent to draw from.

ResponseID Response

184	I do not believe that there is a compelling credible reason to reduce the number of regions.
187	I don't understand why you are seeking to disenfranchise members in the northeast and midwest.
188	We feel our region has a unique perspective that is based on the New England viewpoint. It is important for all the region viewpoints to be present and considered when making national decisions.
196	We have differing regulations and views for licensing in the different regions and combining regions would dilute our voices. In the spirit of diversity more voices are better.
197	The opinion of those four regions should be paramount.
199	Agree on the basis of overall numbers of people represented in each region.
202	The combination of the regions into 4 allows more balance, economic impact and population representation than the current 6 Regions.
203	My response is based upon listening to discussion in regional meetings and from participating in the Listening Sessions.
205	No valid reason or back up data has been provided to justify the belief that this would benefit anyone. I see no reason to realign the regions without adequate information or cause.
206	Combining the Regions will not increase representation or provide a greater diverse membership to select leadership from. It will most probably decrease the opportunity for greater and more diverse leadership. The Regions are functioning just fine as they exist.
209	My concern is the merging of regions 1 and 2 would result in dialogue and connection to the BOD less specific to our current region and its diversity and current challenges. Region 1 I assume has different goals and challenges than region 2.
211	I think doing this for the sake of diversity is a waste of time and effort. There seem to be plenty of differences between practice in these 2 regions and we are now grouping far too much into one specific area. Leave the issue alone.
212	I like the regional make up as now exists. I value the experiences that each region brings to our association and appreciate the differences. I would hate to see those experiences diluted by combining regions.

ResponseID Response

214 No comment

217 The affected regions should decide this

220 Speaking from a small jurisdiction, as the regions become larger, the smaller our voice becomes.

221 Combining Regions 1 and 2 to counter weak DEI participation within Region 1, is the wrong approach. Instead, the NCARB Board should assist Region 1 with creating their own wider grass-roots initiatives to strengthen their DEI outreach.

228 It would result in a non-productive situation.

231 Combining regions does nothing to improve diversity. In fact, it will directly reduce geographical diversity. We need to keep representation from rural areas. Adding at-large members makes much more sense.

235 Currently I've heard too much opposition to realignment although I am personally in support of the concept.

236 My only concern: Does combining regions provide an artificial sense / statistic of diversity, when in reality, there is little diversity in region one?

238 I feel that some efficiencies could be realized by combining though, not being part of these jurisdictions, would ultimately defer to them

241 If merging Regions is to happen, I think all 6 Regions should be examined for realignment. Geography and time zones matter when planning meetings and considering travel to regional events

246 If we are to realign the the regions we should take a comprehensive look at the distribution of jurisdictions by region to ensure a more balanced and equitable regional structure.

248 It would work for aligning region sizes. Culturally, they are pretty happy with the status quo, but I think it could work if conversations are held with the two regions in one room, working out all the issues together.

250 I think the regions and regional leadership should have a say in combining to make sure it would be a positive transition. If the only reason to combine regions is so there are extra spots on the BOD, it seems like the total number spots for the BOD could increase by one or two without issue.

251 Regions are insignificant.

ResponseID Response

258 I believe that combining regions makes it more difficult for a region to align with the interests of the jurisdictions within it. The current regions work well for representing the differences in practice in different areas of the country.

262 I disagree with slashing the representation of those regions in half by combining them, especially without knowing whether or not they support the change. Realistically, it doesn't directly impact my region, but the impacted regions haven't been given a vote in their direct loss of representation and I disagree with that. Once the committee finalizes their recommendation, it should be sent to the four impacted regions for them to vote on before it is ever put before the entire membership. I don't think it ever should have been presented to the membership before a vote from the impacted regions and I believe that is why there has been so much push back on the proposal as a whole. Doing the process the right way may take a bit longer, but it is better than doing it wrong and having to walk it back or, worse, causing harm and lost trust in the organization/board.

266 The justification for region realignment makes sense for the proposed governance changes, but there is real value in regional identity and the perception - if not reality - of more granular representation likely by retaining the status quo.

270 A realignment will better equalize the Regions.

272 I value the regional leadership opportunities and don't want to dilute what we have. How about 5 regions with restructure instead of merge to have all with same number of jurisdictions

273 test

274 What is wrong with what we have now? Nothing seems to be broken!

275 The realigned regions make more sense but could still be better. I think region 6 should only include states that touch the Pacific Ocean. Idaho, and other internal states have more in common with each other than with the coastal states (with the exception of Alaska).

276 As a member of Region 1, and attending meetings for years, it is a complete waste of time. My fellow board members have communicated that they think Region 1 is useless and a waste of time. We hardly ever talk about the actual practice.

282 If a realignment is to take place, all jurisdictions should be put into the mix - figure out what alignments would make sense going forward. I think that 1 is too small, and could benefit from including bigger states, but the whole picture should be reexamined first.

ResponseID Response

284 Regional divisions shall primarily based the total number of architects practicing in the region, and number of jurisdictions shall be a secondary consideration.

285 While there are some significant benefits to combining the regions, I am concerned that it will result in less access for people to participate in the NCARB leadership structure. Unless these regions add some sort of additional officer spots, there will be a loss of a treasurer, secretary, chair, etc.

287 Regions are already outdated - so should realign b population - Chicago has little in common with DesMoines Iowa

290 As discussed at the FY 2023 Regional Conference, Region 1 has the ability to meet in person regularly, get a good deal accomplished as a Region and has a good deal of diversity at the moment. The overall feeling is that if combined (in this specific) realignment would yield a diluted regional representation with increased inefficiencies (the opposite of what appears to be the intent). If restructuring is agreed as necessary (by a majority of the NCARB members) then in all fairness, all regions should be realigned wholistically.

6. How much do you agree or disagree with the following options related to NCARB’s Board structure? Note: NCARB's officers currently are the secretary, treasurer, second vice president, first vice president/president-elect, president, and past president. The proposed new officer structure includes the secretary/treasurer, vice president, president, and past president.

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Responses
<p>The Board should reduce the Executive Committee from six to four members by merging the secretary and treasurer positions into one and eliminating the second vice president.</p> <p>Count Row %</p>	<p>115 55.8%</p>	<p>47 22.8%</p>	<p>26 12.6%</p>	<p>18 8.7%</p>	206
<p>The Board should comprise eight at-large directors, as well as the officers, the MBE director, and the public director.</p> <p>Count Row %</p>	<p>22 10.7%</p>	<p>33 16.1%</p>	<p>48 23.4%</p>	<p>102 49.8%</p>	205
<p>The Board should comprise four regional directors and four at-large directors, as well as the officers, the MBE director, and the public director (with regional realignment).</p> <p>Count Row %</p>	<p>49 23.7%</p>	<p>44 21.3%</p>	<p>44 21.3%</p>	<p>70 33.8%</p>	207
<p>The Board should comprise six regional directors and two at-large directors, as well as the officers, the MBE director, and the public director (without regional realignment).</p> <p>Count Row %</p>	<p>66 32.2%</p>	<p>69 33.7%</p>	<p>49 23.9%</p>	<p>21 10.2%</p>	205

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Responses
<p>The Board should comprise six regional directors and four at-large directors, as well as the officers, the MBE director, and the public director (with increased Board size; without regional realignment).</p> <p>Count Row %</p>	43 21.0%	73 35.6%	50 24.4%	39 19.0%	205
<p>Totals Total Responses</p>					207

7. Comments:

ResponseID	Response
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8	Most important is adding some at-large members, but maintaining the requirement for most Board members to be either current or former Member Board Members. If that means regional representation, that's fine.
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11	Again, drawing on my history with NCEES, the Board of Directors is comprised of 8 people. The Pres-elect position rotates among the 4 zones each year, the Pres-elect then moves to President and Past President at the end of each term. These are each 1-year terms. The Treasurer is voted in from any zone for a 3-year term. There are 4 Vice Presidents, one from each zone to ensure that each zone has equal representation. Each zone has a Vice President, Assistant Vice President, and Secretary. These positions are 2-year terms, with alternating rotation, meaning that the Central and Western Zones nominate/vote a new VP and AVP in even-numbered years and the Northeast and Southern Zones nominate/vote a new VP and AVP in odd-numbered years. The Secretary positions are opposite years for coverage, so Central and Western Zones are nominated/voted in odd-numbered years and Northeast and Southern Zones, are nominated/voted in even-numbered years.
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13	Ig the 8 at-large option cannot reach the votes needed, the compromise would be 4 regional plus 4 at-large directors. Less desirable would be 6 regional and 4 at-large directors. Only 2 at large would not be acceptable.
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14	While I don't like the idea of increasing the size of the Board, I think only 2 at large members will not do what we need to do to create a board with expanded voices. I do not favor the realignment of regions.
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16	1. If there is regional realignment (reducing 6 to 4) then 2 at large would be sufficient. 2. 8 at large directors could be viable if there is representation from each region.
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19	I think regional representation is important and the addition of at-large directors is important to the DEI initiative.
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27	I am of the opinion that having more opportunity for voices to be heard is the best of all scenarios, yes it is more work and time but providing the opportunity for as many voices to be heard in detail is better as we strive for diversity and inclusion.
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ResponseID Response

- 31 This organization is A COUNCIL of member boards composed of licensed architects appointed by the governors of the various jurisdictions. these MBMs are charged with upholding the laws in the jurisdictions they serve. By permitting non MBMs to serve as directors of this organization is inappropriate and violates the founding principles of NCARB. EDI ideology has its place within the Committee and Task force structure. NCARB is NOT the AIA. NCARB is in the regulatory business, we and not a certificate holder organization, Our electorate is the appointed Member Board members on the Boards, not the architects that hold an NCARB Certificate.
- 34 The presence of regional directors on the Board best ensures that a significant percentage of Board members have member board experience.
- 39 I believe a 6 + 2 model should be proposed with 6 regional directors and 2 at large directors. Regional re-alignment could then be studied and perhaps the 4 + 4 model would be attainable. However, I also heard some are in more favor of 8 evenly sized regions as another option, therefore more discussion is needed.
- 40 There is vocal support for keeping regional representation, and also strong support for greater access to the board, so expanding the board by two more seats seems to be a good compromise.
- 41 1) A four (4) region realignment makes more sense to me and the goals I am aware of. This reduces expense and fosters collaboration. 2) Reducing the ExCom board from 6 to 4 also makes sense. If needed, the at large or regional directors can pick up the slack of duties and should to get more engaged. 3) I am not in favor of eight (8) at large directors. This dilutes the use or need of regional leadership and that pipeline development efforts. 4) If realignment does not seem feasible, I am in favor of keeping one (1) regional director and two(2) at large directors and not growing to board.
- 43 Four regions with the same size board
- 46 I would prefer to have the 6 regional directors and NO at-large directors.
- 48 I am in favor of regional realignment but understand that tackling this issue at this time would jeopardize the main governance resolution.
- 52 The size of the Board should not exceed 14 total.
- 53 Agree with the structure. Disagree that the Secretary/Treasurer position should be the only elected position. We support Region 4's position that the President-elect position should be elected too.
- 54 More information is needed as to why there is a need for the realignment.

ResponseID Response

55 I think it important that we reduce the Regions to 4 as addressed above and as a result the best condition is as noted in the answers above with a 4 (Region Directors) x 4 (At-Large) representatives. This allows leadership by region to be addressed properly. Those region directors are important to representing the entire country equitably. As an alternative, if the regions 1/2 & 3/4 do not merge, then the alternative show follow that there are 6 regional directors (Not my preferred circumstance) that cover the entire country. I do realize there is a DNI issue and the proposal to go to 8 at-large will address this matter and it is important. However, frankly speaking the at-large condition with a nominating committee appointed by the BOD level may cause concern relative to those at-large individuals being beholden to those to whom they were nominated.

57 If 6 regional directors and four at-large directors is the "winner," maybe it could be a future goal to realign the regions per a future review and recommendation from regional leadership on realignment so that at some point in the future we have four and four. I don't think two at-large directors is enough.

58 Under all but the last scenario, there is no guarantee that each region will be represented.

66 The Diversity push is well intentioned, but large scale changes for the sake of diversity are not the answer in my opinion. Everyone can see that diversity is increasing on its own. It shouldn't be "regulated".

68 agree with the at large- directors as long as Every region is guaranteed to have representation on the overall Bd of Directors

71 Are Questions 1, 2, 3, and 5 regarding the board composition predicated on the Executive Committee being reduced from six to four members by merging the secretary and treasurer into one position and eliminating the second VP. This is unclear. If so, this should have been a separate question leading up to Questions 1, 2, 3, and 5 and have been predicated on whether you agree with the reduction of the Executive Committee. Also, Question 2 reads such that the public director is regionally aligned and Question 3 reads that the public director is without regional alignment. The Public Director currently has no regional affiliation.

72 I don't know what the magic number is in terms of at large members, nor do I know how many regions is the right number. But I know we need both. I also think we can easily address board size and meeting duration with board committees and reports vs everyone doing everything together at the board meetings. That is how our state board functions and it works well.

75 A smaller exec com and a larger board will work best for governance, representation, and the work needed to be done. What will be done about time commitment and stipends for these positions in order for the under represented to be able to take on these positions?

ResponseID Response

- 76 Other than combining secretary/treasurer and eliminating the second vice president position. The balance of the regional structure should remain, there has been no reason provided throughout this discussion why the current structure that has been in place for 103 years needs to be restructured.
- 77 I think it's important to have representation from each region at the least.
- 81 OPTION 6- Make no changes, is preferable to me
- 82 Option 6, no changes is preferable.
- 83 You've said from the beginning that NCARB does NOT want to increase the size of the Board, Why put in the option? Is it for confusion? You should not eliminate Regional Directors if you do not reduce Regions.
- 84 Until there is a requirement for the majority of Board of Director positions to come from a member board, I don't support 8 at-large positions.
- 91 It is important to have the up and coming leadership (i.e. second vice president) participate on the board as a learning opportunity to listen and observe matters being discussed so that when it is their turn to advance in the office rankings, they have a solid understanding of where the overall board is at and how they have arrived at this place.
- 96 I'm new, so I still find this a bit confusing, I'm expressing that we should retain regional members whatever the structure, and that we should reduce the overall executive numbers to have quicker rotations.
- 108 At-large positions should come from a pool of only member board members who hold NCARB certificates.
- 109 Regional representation seems to be important, as regional directors act as a conduit to the board. Although they are not supposed to represent their region, information flows through the regional director. So whether there are 4 or 6 regions, I think it important to maintain regional representation. If it is 8 at-large members, than there should be a limit as to the number of directors (perhaps no more than 2) from each region.
- 114 Assuming that any at large members could ascend to officer and possibly president, at large members must be certificate holders who have served on registration boards. We are regulators who serve on registration boards and all leadership should understand and reflect the reason NCARB exists.
- 117 If in the future the regions decide to realign, the composition of the board could be reconsidered. To force region realignment for the purpose of adding diversity to the Board is not agreeable.

ResponseID Response

120 Smaller is better At large is good - differing perspectives

122 Other than combining secretary/treasurer and eliminating the second vice president position. The balance of the regional structure should remain, there has been no legitimate reason provided throughout these discussions why the current regional structure needs to be consolidated. The only choice for the four options has been selected. All other options are rejected.

126 For the same reason above.

130 I would like to see the 3 options that impact regional representation analyzed directly against the DEI issues, as well as other NCARB governance issues (example - what is the financial operating impact to each option). I support the option(s) that grow out of data/evidence. Without evidence, I don't want to rank the options per the next question (and there's no comment box for next question).

141 I prefer 6 regional directors (if the regions are not combined into 4) and at least 4 at large - increasing the board by 2 members

144 The Regional Directors are critical to the communication to the Region about issues that the Board is considering. It is this communication that is critical to maintain with each Region being represented on the Board.

147 I think it is rather vital to have regional representation at the Board level.

150 The secretary and treasurer should be two positions.

151 I favor Region re-alignment - if the affected regions can be brought around to understanding the benefit of that re-alignment. In this instance, my preferred board composition would be the 4+4 model maintaining current total size. In the absence of re-alignment, I most favor the 6+4 model to maximize at-large positions but can "live" with the 6+2 option if board size is to remain a "crucial" concern for others.

153 Eight at large could stack the deck for one state or region.

159 Region 1 should be included in another larger region. The smaller states like Vermont (who currently have 3 officers in the Region) won't like it, but Vermont hasn't had a disciplinary action in years, so they are completely out of touch. The At Large Directors can be individuals who want to champion particular issues that are relevant to the current context.

168 I think the right number of at large directors is 4. I don't think increasing the board size by 2 is too big of an issue. It might be the option that has the least amount of push back from the membership.

ResponseID Response

173	Adding 2 at large spots on the board is important and adds to the inclusiveness of the MBE and Public members done in the past.
176	The change to the executive makes great sense. I believe that there should be 6 regional directors. Whether there are 2 or 4 other directors is not significant to me
187	These items are very confusing I was not at the recent meeting in Hawaii. So this is just a number game without context.
196	I think the 6 regions, 2 at large and 6 executive directors gives us diverse voices at the board level and regional level with enough at large representation.
199	Would agree with region realignment, but think Regions 1 and 2 and Regions 3 and 4 may take some time to realign, so the board with 6 regional directors and additional at-large representation may be the best way forward for added inclusion and diversity on the board.
202	Unless we have a new region alignment from 6 to 4, the 4 regional directors and 4 at-large proposal doesn't represent the regions fairly.
205	I strongly believe that leadership should be initiated through member board appointments. The regional structure is an excellent way for member board members to begin in leadership positions.
206	Their should be 6 Regional Directors and Two At-Large. OPTION 6: Make no changes. Leave it alone.
212	As mentioned above, I value the differences that regional diversity brings to the Board.
214	More At large directors
235	8 at-large directors gives NCARB to most flexibility to meet it's board diversity annual goals.
241	6 regional directors and 4 at-large directors OR 6 regional directors and 2 at-large directors could be the initial realignment of leadership with a concurrent initiative over a 2 or 3 year period to study and ultimately realign regions moving to 4 regions (and 4 at-large directors). If membership rejects the regional realignment, then the board composition remains.
248	I think with the current 6 regions in mind, either of the two alternatives beyond 6 regional directors could work.

ResponseID Response

250 I think reducing the Executive Committee positions making the secretary and treasurer positions one and eliminating a second VP is a fantastic idea. Then keep all regions without combining to have six regional directors, the MBE director, the public director, officers, and 2 at large members.

251 This puts too much power in the leaderships hands.

253 The above is based on combining Regions 1 and 2 and Regions 4 and 5.

266 There should be guardrails in the bylaws to ensure some regions aren't over-represented. Regional realignment - if it happens - needs to be introduced step by step with heavy involvement and input from regional leadership.

270 There should be a minimum of four at-large directors regardless of Regional realignment.

272 I like seeing regional leadership on the BOD, also would like to see more at large positions

275 Regional representation is important.


276 Region 1 should be consolidated with others so that Massachusetts can collaborate with other States that have similar issues. There were leaders from VT and ME that would rudely shut down any comments that didn't align with their agenda.

285 I think both the 6/4 split and 8 at-large director versions of the board are good options for the new governance structure. I may have missed the explanation for why 10 board spots is fine with the 6/4 version, but drops to 8 with the at-large ones. Seems like 10 would be fine either way. Frankly, I think that the regional directors would all win at-large spots if they ran [typically], so the 8 person at-large version only represents adding 2 new voices. For that reason, I would give the 6/4 version a slight advantage because that guarantees 4 new voices. If the 8 at-large version was 10 at-large, I'd do that instead. The full at-large versions would also allow for people to possibly pursue a regional director position without the additional commitment of national board work. That said, both options are still an improvement in access and structure. As a matter of getting the board structure changes to pass, I think that removing the regional realignment is critical at this time

290 The regions should not be 're-aligned' at this time.

8. Rank the following options in order of preference (1 is most strongly preferred, 4 is least strongly preferred):

Item	Overall Rank	Rank Distribution	Score	No. of Rankings
The Board should comprise six regional directors and two at-large directors, as well as the officers, the MBE director, and the public director (without regional realignment).	1		585	196
The Board should comprise six regional directors and four at-large directors, as well as the officers, the MBE director, and the public director (with increased Board size; without regional realignment).	2		552	195
The Board should comprise four regional directors and four at-large directors, as well as the officers, the MBE director, and the public director (with regional realignment).	3		500	196
The Board should comprise eight at-large directors, as well as the officers, the MBE director, and the public director.	4		332	191



 Low est Rank Hig hest Rank

9. How much do you agree or disagree with the following potential requirements for service on the NCARB Board of Directors?

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Responses
<p>Every member of the Board (director and officer) who is also an architect must hold an NCARB Certificate (current practice).</p> <p>Count Row %</p>	106 49.8%	48 22.5%	38 17.8%	21 9.9%	213
<p>Every officer must hold an NCARB certificate. Non-officer directors are not required to hold an NCARB Certificate.</p> <p>Count Row %</p>	70 33.8%	66 31.9%	39 18.8%	32 15.5%	207
<p>Every officer who is also an architect must hold an NCARB Certificate. Non-officer directors are not required to hold an NCARB Certificate.</p> <p>Count Row %</p>	94 45.4%	53 25.6%	37 17.9%	23 11.1%	207
<p>Every member of the Board, excluding the MBE director, must have served on a Member Board at some time.</p> <p>Count Row %</p>	106 51.0%	50 24.0%	36 17.3%	16 7.7%	208
<p>Every officer must have served on a Member Board at some time. Non-officer directors are not required to have served on a Member Board.</p> <p>Count Row %</p>	97 46.2%	68 32.4%	22 10.5%	23 11.0%	210
<p>Totals Total Responses</p>					213

10. Comments:

ResponseID	Response
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8	In my opinion, we need the majority of board members to have served on a Member Board. Whether or not they have a certificate doesn't matter, but it does demonstrate commitment to the organization.
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11	If someone is truly invested in advancing the profession, they are going to understand the importance of licensure. How can an officer speak on this if they aren't licensed and/or don't hold a certificate?
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14	I heard it was important for the NCARB BOD to understand what happens at the state level by being on a state board.
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16	Confused as to how a non-architect officer can hold a certificate?
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27	I am of the opinion that to serve on the NCARB Board of Directors that having an NCARB Certificate should be a consideration but I believe that we do have some individuals who may not have an NCARB Certificate but they would be a great asset to the organization and should be considered.
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31	These questions are the worst combinations of alternatives which are posed for you to arrive at the preconceived result that you want. What is a non-officer director.
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34	Although I feel that a significant percentage of Board members should have some member board experience, I don't think it should be mandated for all positions.
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35	- Question #1 is difficult to answer - an MBE doesn't serve on a member Board.
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39	I believe to be on the board on the directors, you do not have to have served on a member board as that broadens the pool for the at-large members. I also believe that the makeup of the officers on the board should represent the member boards, however, there might be a strong leader that comes from the at-large position. That person would have to be voted into office, so there is that check and balance for membership.
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40	Being on a member board is valuable experience and gives a unique perspective on all issues facing a board. However, the national board doesn't deal with disciplinary cases so other relevant experience may be just as important as board service. As for holding a NCARB certificate, the officers have time to obtain them before being elected to those positions.
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48	In order to allow strong Committee members to have a voice we should not require state board service as it limits the pool of available candidates.
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52	Member Board service is vital to NCARB's work.
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ResponseID Response

53 The questions are misleading. We have always disagreed that officers must be NCARB Certificate holders. This is a serious barrier for DEI.

55 Simply put we are the National Council of Architectural Registrations Boards. The key word here is "Architectural". We regulate architects. If one is a member of the national board of directors there is no doubt in my mind that they should be an architect with an NCARB certificate.

66 If you are an architect, and you are on the NCARB Board, it seems illogical that you do not hold an NCARB Certificate

71 Architects on the BOD must have an NCARB certificate. If one chooses not to be a certificate holder, how can they consider themselves to be a "card carrying" member of the organization and promote the value of the certificate. I heard at the Regional Summit that the cost of the certificate is prohibitive. The certificate cost is a better value than AIA dues. The cost is a matter of spending priorities as the annual cost of the certificate amounts to less than one purchased latte per week.

72 I feel more flexible regarding the non-officer directors, because if we are looking at diversity of knowledge or specialty, those individuals may not have had the opportunity to serve on a state board. If keeping an active certificate is an issue, I think that goes back to firm culture and why employers are not paying for their staff to keep certificates current.

75 To be on the board or excom (national), except for the public and mbe positions, you must have a certificate. Mbe and public board members may reach national sec/treas position at the highest but not VP or Pres

76 The only choice for the four options above is: The Board should comprise six regional directors and two at-large directors, as well as the officers, the MBE director, and the public director (without regional realignment). You provided no option to select #4 is least strongly preferred on any of the opposing option. My selection is 4 for all other options

81 True inclusivity includes those who choose not to purchase an NCARB certificate

82 Inclusivity includes those who do not wish to purchase a certificate.

83 As you are aware, not every architect needs an NCARB certificate. He/she may only practice in one Jurisdiction, may be in an office where, though an architect, does not have to sign or seal drawings, is an educator and not an architect in practice, etc, though may serve on their Board and/or NCARB. If NCARB means it when it says they want diversity, equity and inclusion, give those a chance to become a part of the NCARB community by offering them a window to become certificate holders and a reduced rate. As a reminder, you are giving those an opportunity to take the exam for free.

ResponseID Response

- 84 I understand board of directors, especially officers, are trained to act on behalf of NCARB's interests and not member boards. However, NCARB IS member boards and was created for that purpose. Perhaps messaging to this point can be improved.
- 85 If an architect is going to serve in a leadership capacity within NCARB then an NCARB certificate should be required.
- 91 I do not believe a non-architect should be an officer - let alone President of NCARB.
- 92 The at-large positions could be someone who hasn't served on a member board, but has served on NCARB committees for 3 years, is an architect, and has an NCARB certificate. I feel all officers must have an NCARB certificate, that solidifies their knowledge, commitment, and experience in the NCARB mission.
- 96 I am a unique case in that while I have been licensed in CA since 1991 I passed the Calif Architecture Exam not NCARB exam. I resented NCARB's position at the time and never got a certificate. When moving to Oregon in 2014 at the time they did not recognize the CAE and wanted me to have an NCARB Certificate but no one was alive that could verify I did my internship so I could not get one. Only when the state revised it's law could I get licensed but I still have no certificate. I serve as a Member of our Board but could not serve in leadership unless there is a way to give me a certificate at this late date. I feel I am between a rock and a hard place.
- 97 You have two conflicting statements in your third and 4th requirements. I strongly agree officers must have served on a board. I strongly disagree that non-officers directors are not required to have served on a board.
- 98 I don't feel strongly about any of these items - I do think we don't want unnecessary restrictions on opportunity to serve.
- 114 This is the National Council of Architectural Registration Boards. If you have an opinion of how the Council operates you MUST be a member. This distinction should have been decided BEFORE any change to governance was considered.
- 115 Every member of the Board, must have served on a Member Board at some time.
- 117 I welcome diverse voices on the Board in the capacity of Directors, but not officers.
- 120 Stay focused on Architects with Licenses with NCARB Certificates

ResponseID Response

- 122 Every architect or individual serving on the board should hold an NCARB certificate. All non-architects should become part of an NCARB Association that can hold a certificate similar to other organizations that require associate membership. In this way they have an investment in the organization particularly as they engage in NCARB business and policies.
- 130 The most important thing to me is that everyone on the Board have been members of a jurisdictional board. I support having an Executive Director position on the board, but this position should be non-voting - for communication and liaison issues only.
- 135 I am concerned that individuals who do not hold an NCARB Certificate will not have the same passion/conviction for the importance of obtaining the certificate and the organization as a whole.
- 144 in looking at this issue regarding the NCARB certificate, we have to answer the fundamental question of the purpose of the certificate. It is my understanding that the certificate is a vehicle for reciprocity. If an architect does not need reciprocity there is no need for the certificate, In my opinion NCARB should require board members and officers to have an NCARB Council Record but not require them to be certificate holders. The certificate has a special purpose for reciprocity that not all architects need.
- 147 in the 4th grouping phrase I am not sure I agree with or understand the statement "current practice" does this mean an individual who still has an NCARB certificate but has retired is not eligible to serve on the Board?
- 161 Assuming non officer director not holding a certificate might be a public member.
- 173 Voting members of the BOD should have member board experience, and a certificate. We should use the Taskforce and Committees to inform the BOD and those members should be from various backgrounds.
- 174 If NCARB waived certificate fees for committee volunteers, provided a certain amount of scholarships annually proportionately to each state and also provided a pathway to an associate certificate for non-architects that have devoted their time to the NCARB organization through public service and volunteer work, the certificate requirement would be much more palatable.
- 176 Any officer must have served on a Member Board, as an Architect Member. It makes sense that any architect Board member should hold a Certificate.
- 184 Why would there be members of the board of an organization that did not hold the credentials of the organization?

ResponseID Response

187	Board members should be NCARB members. It's the NCARB board. I don't understand why this is even a question.
202	NCARB represents the licensure of architects, and if you want to be an architect who is a leader in NCARB, you must hold a current NCARB certificate.
205	Gubernatorial appointment is extremely important as this is an organization of licensure boards. Member board membership is the single most important attribute each director and leader at NCARB should have.
206	Inclusiveness for All NCARB Members is paramount and those who choose not to have an NCARB certificate is their choice and one that should not exclude them from NCARB governance and policy.
211	NCARB should be working to make exec committee more efficient with less people, not expanding overhead and extra leadership
212	This is the NCARB. Not holding a certificate shows a lack appreciation for the certificate value. Can you imagine an AIA officer not being a member of AIA?
246	As we explore expanding access to the Certificate, the requirement for a certificate for architect officers becomes less of an impediment to serving in that capacity.
248	The importance of having an NCARB certificate at the officer level stands.
250	I don't think it's a bad idea to require all architect members of the board to hold an NCARB certificate, but they should be allowed to be nominated without holding one as long as they agree to obtain one to hold the position.
262	I think that the NCARB certificate is too exclusive and would disproportionately and negatively impact already underrepresented groups. I want to see the board as inclusive as possible. I believe all members of the Board should be active members of a member board; however, I understand that term limits in some jurisdictions may create incidental exclusivity.
266	Knowing we're trying to open the field of potential directors, I still get stuck on NCARB's reason for being. Maybe there's a litmus test for types of committee work or involvement in NCARB efforts that could equate to board involvement.
268	I feel that directors or at large members can serve without a certificate. Once they go to Officer position they must hold a certificate.
272	I'd like to see an at-large director that in not a MBM attached to the region they are from to participate in the regional activities

ResponseID Response

275 Everyone in a leadership role in NCARB, officer or not, should be a licensed architect. Not necessarily NCARB Certified but a licensed architect.

276 We have Regional Leadership that haven't been on a Board for years, they block any new ideas and claim to be champions of diversity.

285 As a matter of practicality, it makes sense that architects who are a part of NCARB leadership hold an NCARB certificate and have served on a member board. Non-architects cannot hold a certificate, of course, but being a member board member should suffice there. My only reservation in having that be a mandate is that there are some outstanding candidates for leadership that are among the volunteer pool. They may still be too young (or have other barriers) to hold a certificate and/or may not have the eye of the governor's office in their particular state. I understand that some people have a concern that not making these things prescriptive will open the door to say, a chiropractor with no member board experience in line to be President. However, that is **highly** unlikely. That individual may indeed qualify to run, but would not capture very many votes from a body of mostly licensed, NCARB-cert holding member board members...UNLESS they have also demonstrated that they have t

11. The Governance Work Group is proposing a new Nominating Committee. How much do you agree or disagree with the following options related to the proposed structure of the Nominating Committee?

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Responses
NCARB's Nominating Committee should be chaired by the immediate past president. Count Row %	61 29.9%	83 40.7%	38 18.6%	22 10.8%	204
NCARB's Nominating Committee should include the chair of the Diversity Committee. Count Row %	79 38.5%	70 34.1%	23 11.2%	33 16.1%	205
NCARB's Nominating Committee should include the chair of the Credentials Committee as a non-voting member. Count Row %	70 34.8%	87 43.3%	26 12.9%	18 9.0%	201
NCARB's Nominating Committee should include eight individuals appointed through the existing NCARB committee appointment process (four each year with staggered two-year terms). Count Row %	31 15.0%	58 28.2%	66 32.0%	51 24.8%	206
NCARB's Nominating Committee should include one member from each region plus two members appointed by the incoming president (one each year with staggered two-year terms). Count Row %	111 54.1%	63 30.7%	16 7.8%	15 7.3%	205
Totals Total Responses					206

12. Comments:

ResponseID	Response
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8	I remain unconvinced that a nominating committee is necessary.
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16	This committee make up could be affected by region realignment. In other words if regions are reduced to 4 then the ratio of at large would be significantly changed.
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27	No Comments
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39	I believe the DEI committee has too much power in these discussions. I am glad the board is stepping back and asking membership their opinion as I was disappointed to attend several listening sessions and discussions at meetings to see the proposed model in September get submitted versus the revised ones discussed for 3-4 months. Yes, NCARB leadership could use to be more diverse. However, I recall several years ago the push was for more women in leadership. That has happened without a special committee overseeing nominations.
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40	There was discussion of the president having too much influence in selecting members of the Nominating Committee. But I think this proposal is fine.
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41	1) The biggest concern with the realignment is the nominating committee and maintaining a sense of clarity and non-bias. This committee will need to be larger than eight to maintain the goal. 2) the committee members should be equal for all regions to avoid stacking(i.e. 2(or whatever from region 1, 2 from 2, etc...) 3) having a member of the excom chair the committee is important so the nominating committee is s guided by the needs and commitments of the board.
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48	This version of the Nominating Committee seems to represent everyone's interests.
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53	We question the need for a nominating committee.
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57	I don't think it's necessary that the chair of the Diversity Committee be on the Nominating Committee, but I do believe that the Diversity Committee should review the P&Ps of the Nominating Committee to ensure that best practices are used to avoid bias. Additionally, the Nominating Committee should receive training that focuses on the benefits of diversity. The composition of the Nominating Committee is dependent upon the composition of the board. If the regions have representation on the board, then you don't need representation on the Nominating Committee.
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58	I am not convinced that a nominating committee will make elections any more of a "popularity contest". It just gives the power to a smaller group.
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ResponseID Response

- 66 I feel the Nominating Committee is too powerful and just means of hand-picking the Board. Particularly where the slate is non-competitive to be voted on by the States. That is not really voting at all.
- 71 If the composition of the nominating committee includes members from each region, the Jurisdictions within those regions should have a voice in the appointment of Regional representation to the committee.
- 80 There's no need for a Nominating Committee. Use In-Line to select everyone then there would be absolutely no bias, discrimination, racism, or sexism.
- 81 The Nominating Committee should not formed.
- 82 The Nominating Committee should not exist - membership should decide.
- 83 There should not be a Nominating Committee. Those seeking to become officers should step forward as they do now and want to declare interest. The membership should decide on the most qualified to be on the Board. I personally resent what had been presented to leadership in Salt Lake City, that NCARB wants to avoid a "popularity contest". We vote for those by qualification, not popularity or Region. I know I do.
- 84 Diversity comes in many forms, including race and gender. I'm not clear if it is NCARB's intent, the Diversity Committee's intent, or confusion among members - but it seems that is our only focus. I would support more Diversity Committee involvement if their goals were clearer. Perhaps improved messaging would help here? Finally, while I love a radical shake up, I don't think the members are able and willing to be so open minded. Understanding their fixation on regions (or consistent small group opportunities), I think that is a valuable olive branch to consider in these changes and my responses are given with that opinion.
- 85 All Nominating Committee members should have member board service experience. Diversity Committee chair may serve as non-voting member.
- 91 I believe every region should have representation of the Nominating Committee.
- 96 As long as the committee is diverse and there is transparency in the process I can support any structure, but do believe the chair of the Diversity Committee should be involved.
- 108 The nominating committee should consist of only regional representatives with voting privileges.
- 109 I think the past president should be part of the committee, but I don't think that they need to be chair.

ResponseID Response

- 115 Diversity Chair may serve as a non-voting member just like Credential's.
- 120 Increase opportunity for those who are credentialed and seek to make a difference
- 121 If the Credentials Committee Chair is a non-voting member, it seems to follow that the Diversity Committee Chair should be non-voting, as well. That is the reason for my vote, otherwise I am fine with them being on the Committee.
- 122 This proposal asserts that the current system of electing leaders does not adequately take into consideration competency and qualifications. The proposed solution is to give that power to a select few. Why are they to be more trusted than the 54 jurisdictions? Gender diversity and equity is taking place now in leadership roles, also noted on NCARB's web site, giving a select committee a voice in the nominating process diminishes the significance of all other NCARB committees, and causes pause for potential misuse of power.
- 135 I don't see the same issues I have heard others complaining about. I am indifferent as to whether or not the chair of the Diversity Committee sits on the Nominating Committee.
- 144 In one of the restructuring proposals there are no guaranteed positions for regional representatives. The regional input is placed one level below in the Nominating Committee. While I feel the nominating committee is a good vehicle to fill the at-large Board positions, It should not replace the Regional Directors nominated from the regions.
- 149 There is no need for a nominating committee. Every nomination that meets the requirements of the credentials committee should be voted on by the membership.
- 150 The chair of the credentials committee should be a voting member of the nominating committee.
- 158 Missouri does not see the need for a nominating committee. Any qualified person who wants to run for a position should be allowed the opportunity to do so without a screening/nominating committee.
- 173 If only having 2 at large spots the Nominating Committee could be smaller.
- 174 The Credentials Committee has a clear mission and should part of this. The two additional members should be appointed by the DEI committee, not the president. The president should not chair this committee.

ResponseID Response

- 176 Nominating Committees are usually used in organizations where there are a dearth of interested candidates. If there are more people interested in office than there are offices, then, self nomination works best.
- 184 I am wary of a Nominating Committee in general. While I see value a committee that seeks out talented, qualified, and dedicated individuals who may not normally nominate themselves, or who may need encouragement to nomination, as presented the committee has a danger of becoming too selective, and being "stacked" by aggressive viewpoints and individuals.
- 187 I understand the need for increasing diversity within the NCARB board but some of these changes seem like they are forcing the issue. We should be encouraging people to enter the profession and rise through the ranks as women have done.
- 202 I disagree with the current proposed nominating committee configuration. It can become an issue with the exclusion of various regional leadership opportunities. Also, the chair of the Diversity Committee needs to be rotated for diversity in the position.
- 205 The Nominating Committee, if there is one, should represent the member board members. The largest impediment to including women and minorities in leadership is the multitude of leadership positions and the hold these individuals have on these positions. Past presidents should be a part of the board, but should FINALLY take a break and allow others to hold positions.
- 206 There is no need for a nominating committee which would only control those being allowed to run for office. A nominating committee is a terrible idea and it would create a club atmosphere. Its a very bad idea. and there's no reason to vet individuals who have been vetted by their state boards and governor to be able to represent their boards at NCARB, Checking boxes is discriminatory and not who we are as a professional organization.
- 211 just appoint the most qualified people
- 212 Experience in leadership roles is a valued trait for understanding the roles being considered.
- 234 There should have been a question about the proposal for a nominating committee itself
- 235 The nominating committee can be chaired by the immediate past president as a none voting committee member.
- 248 This seems to be the most concerning issue to members I've spoken to. I think the current proposal is fair, and needs to be fully explained to membership. Not everyone seems to understand it.

ResponseID Response

- 250 I'm relatively new and don't fully understand the Nominating Committee's current makeup and processes so I wouldn't say I have any strong opinions either way.
- 262 Really, none of these structures make much sense or seem like they will address the root issues that the Board is hoping to; it seems like it will add another mystery layer to an already over-complicated process and create less transparency. I would be okay with the Credentials Committee Chair being a voting member, but that isn't an option. and the Diversity Chair should absolutely be a voting member of this committee, if it moves forward.
- 266 Nominating committee effectiveness in achieving intended goals, fairness, it's results should be monitored and evaluated with each election cycle. I'm guessing we should expect to be making adjustments to the process regularly.
- 268 Nominating committee should be in charge of assisting selection for the at large positions. The jurisdictions shall vote on the selected candidates.
- 269 I think that it would be more beneficial to have a very clear and defined process for nominating at large board member, without a very clear and defined process the election of new member will be political.
- 275 People should not be judged by the color of their skin but by the content of their character.
- 276 If the Regional Leadership is as bad as Region 1, I would recommend ending all Regions
- 285 I think having the regions each have a guaranteed spot of the nominating committee allows for their voice to be a part of the process.
- 290 Each region should have representation on the nominating committee for the most opportunity for diversity, equity, and inclusion.

13. The proposed Nominating Committee would not be involved in selecting officers, the MBE director, or the public director. How much do you agree or disagree with the following options related to potential roles of a Nominating Committee?

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Responses
<p>If the future Board structure includes regional directors, the Nominating Committee should not be involved in selecting regional directors.</p> <p>Count Row %</p>	109 53.7%	48 23.6%	31 15.3%	15 7.4%	203
<p>If the future Board structure includes regional directors, the Nominating Committee should be involved in selecting regional directors. The committee should ask each region to put forward at least two nominees for their regional director. The committee will then determine which nominee will be put forward for a vote of acclamation (round of applause from the floor) by membership.</p> <p>Count Row %</p>	19 9.4%	44 21.7%	44 21.7%	96 47.3%	203
<p>The Nominating Committee's role should be focused on identifying a pool of the qualified at-large directors for final selection by the membership.</p> <p>Count Row %</p>	109 53.7%	60 29.6%	17 8.4%	17 8.4%	203
<p>Totals Total Responses</p>					203

14. Comments:

ResponseID Response

- 8 Personally I don't see the need for Regions, but if we are going to have them, they are the best way to decide on representation at the Board level.
- 16 The regions should choose who they want as their region director. In spirit of DEI, there might be participation of nominee selection for at large members?
- 27 I am of the opinion that each region should be voting on their regional directors without assistance from or by a Nominating Committee.
- 31 Just how far are you willing the denigrate the organization in the name of Equity, Diversity and Inclusion?
- 34 I feel selection of regional directors should be left to the regions. This will guard against the possible suppression of dissenting voices during the vetting process.
- 39 I don't think a nominating committee will have the same relationship with Regional members as the regions themselves to propose directors for the region.
- 40 This may be problematic as the regions will feel like they're losing their unique ability to move their preferred candidate forward. But I think it is worth a shot.
- 46 The nominating committee should ONLY be involved in recruiting potential board members and have no say in the selection.
- 53 Nothing more to add.
- 58 The Nominating Committee should focus on at-large positions and not be involved with Regional positions.
- 66 "A pool" that then gets voted on.
- 71 The Nominating Committee shall focus on only the consideration of at-large directors. The jurisdictions should be provided voting options for any at-large directors. A process in which the jurisdictions provide a vote of acclamation is essentially no vote at all.
- 81 The Nominating Committee should not formed.
- 82 The Nominating Committee should not exist - membership should decide.
- 83 The question remains if there should be a Nominating Committee at all.

ResponseID Response

- 84 I don't believe the membership has much faith in the nominating committee. Allowing them to select regional leadership cannot possibly go over well.
- 91 The individual regions should select their own regional director. The Nominating Committee should not be involved in selecting regional directors.
- 92 I feel each region has already selected (and will continue to select) the best qualified person to represent their region. And this person has already proven their qualifications and commitment to NCARB's mission. I feel eliminating this process weakens involvement through a leadership path that prepares a person for a board position.
- 96 I don't believe I understand the process well enough to speak firmly on this item.
- 108 State Boards should remain in control of the process for putting forward qualified candidates for leadership positions.
- 114 The membership should decide who the members of the board are, including at large members. The idea putting two people on stage and asking the membership to clap for one over the other sounds counter to the DEI effort we are trying to support.
- 115 The Nominating Committee should not be involved in selecting regional directors.
- 120 All vote in Democracy
- 122 The power of the nominating committee is excessive. There has been discussion that candidate applications would be masked, and candidates selected on qualification and a checklist of criteria. This becomes the pinnacle for possible corruption and control and destroys the democratic process that currently exists. Again, as stated this proposal asserts that the current system of electing leaders does not adequately take into consideration competency and qualifications. There is no reason to have a nominating committee, the current process is not broken.
- 130 The Line-Up tool should be used in some way to select regional directors if those positions stay on the Board. I'm not sure how, specifically, to do this best. For example, If each region puts forth 2 names, then will there be a sufficient pool to then apply Line-Up to meet DEI aspirations, especially with staggered terms?
- 135 Do we need a nominating committee to vet individuals? Couldn't individuals within each region accomplish that? Is the purpose of the nominating committee to produce a more diverse pool of candidates?

ResponseID Response

- 144 This issue touches on the fundamental issue of communication between each region and the Board. This communication is important for the region and therefore the selection of the Regional Director should be done at the regional level and not by the nominating committee.
- 149 Nominating committee is not needed!
- 156 Regional directors should be selected by their region. Current practice is working.
- 161 Round of applause? Doesnt seem to be very good way to determine approval.
- 173 Representation is important and helps to develop leadership skills.
- 174 The nominating should not become a barrier to leadership. It should always be focused on identifying diversity for all levels of leadership withing NCARB: volunteers board members member board members regional leadership
- 176 As long as there are more people interested in being board members than there are seats, then they should just self-nominate. If there are not, then a nominating committee would be necessary to fill the slots.
- 184 While, as noted above, I have serious doubts about the Nominating Committee as proposed, they should certainly not be involved in selecting the regional directors.
- 187 Regional director should be selected by the region.
- 202 The regions should make decisions that are impactful on the regions.....
- 205 Too much power in the hands of the person or people forming the nominating committee would likely be detrimental to NCARB.
- 206 There is no need for a nominating committee. It would only create a "Club NCARB" atmosphere. That is so wrong.
- 209 I believe the region should still nominate their own directors.
- 211 let the regions decide what's best for them
- 248 I really like the idea of having two candidates for regional directors, as the region sometimes are reluctant to modify their self-nominated top candidate.
- 251 Membership should have options. Not a fixed slate.

ResponseID Response

- 266 If I'm interpreting this survey question correctly, it serves to point out the issues in keeping status quo of regional representation. In the third item it looks like the goal of a broad pool of candidates is withered to whoever the regions put forward. The conundrum of regional representation? What I think has been a goal of eliminating the ladder from Regional Board to National Board is a requirement for broadening the pool of board candidates. Assuming the nominating committee already has regional representation, I agree with what I think was proposed by the governance committee - that the nominating committee will have an application and selection process that should work for us. Proof will be in the pudding.
- 269 I think that a very clear and defined requirements and process are essential for the nomination and election of future officers.
- 276 Leadership should be about aligning people with issues so that NCARB has the right people looking at the right issues and is ahead of the issues. Region 1 is a disaster in this regard.
- 285 Regardless of whether the Board includes regional directors, I think that having the nominating committee work on candidate selection at a regional level is a bit heavy-handed. I think that each region might be better served by having their own version of a nominating committee for regional leadership. Perhaps they could consult with the main NCARB committee as/if desired.

15. How much do you agree or disagree with the following options related to the Board of Directors election process?

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Responses
<p>The Nominating Committee will put forward one nominee for each open at-large director seat, and members vote by acclamation for each candidate.</p> <p>Count Row %</p>	14 6.9%	51 25.1%	62 30.5%	76 37.4%	203
<p>The Nominating Committee will put forward a pool of nominees exceeding the number of open at-large director seats (for example, six nominees for four open seats). Members vote for each candidate. The top vote getters equal to the number of open seats will win the election.</p> <p>Count Row %</p>	83 40.7%	79 38.7%	22 10.8%	20 9.8%	204
<p>The Nominating Committee will put forward a slate of nominees equal to the number of open at-large director seats. Members will vote by acclamation on the slate as a whole.</p> <p>Count Row %</p>	18 8.9%	44 21.7%	61 30.0%	80 39.4%	203

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Responses
Members vote to select a secretary/treasurer. The secretary/treasurer will automatically advance to the vice president, president, and past president positions in subsequent years.	52 25.5%	70 34.3%	43 21.1%	39 19.1%	204
Totals					
Total Responses					204

Count
Row %

16. Comments:

ResponseID	Response
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- | | |
|----|--|
| 11 | My concern with an automatic officer advancement, once someone is voted in as Secretary, will there be a plan in place to remove the Secretary, in the event there are issues with this person (doing a bad job, trying to advance their own agenda once voted in, etc.) or will NCARB be essentially stuck with a "bad apple" for 3 additional years? |
| 27 | I am of the opinion that each region votes on who they wish to have in each position but not necessarily having them automatically advance forward or up because maybe that individual who is serving in their current position is not inclined or has the desire to move forward or up |
| 31 | Voting by acclamation is voting by the loudest mouth. what is wrong with casting a ballot, can't we afford the paper or is that perceived as an environmental waste? |
| 34 | I feel strongly that members should have a choice for the at-large seats. |
| 53 | We fail to see the need for a nominating committee. |
| 58 | Nominating Committee should put forward a pool of nominees exceeding the number of open at-large director seats for non-regional positions. Each Regional Director should be on the Board of Directors |
| 70 | Provided the nominating committee has an appointment from each Region. |
| 71 | Assuming that the number of at-large directors on the Board will be 2, with respect to question 1, it would be preferred that the pool of nominees be at least double the number seats. All seats should be subject to an annual vote with a maximum term of two years. This is consistent with the the manner in which Regional Directors serve on the board. Also, any candidates that wish to run for an at-large position should be included in the pool of candidates for voting consideration. |
| 72 | With automatic advancement in the ex comm, there needs to be a clear method of recall if someone is not performing their duties. This may exist already but needs to be made clear. |
| 81 | The Nominating Committee should not formed. |
| 82 | The Nominating Committee should not exist - membership should decide. Should not just get promoted to next position. |

ResponseID Response

- 83 There should not be an automatic advancement. If the officer is found to be inefficient, not a strong leader, unable to continue due to illness, etc.that person should not move up. What provision is made for that scenario. Again, why a Nominating Committee? Maybe a step up by vote withing the Board of Directors?
- 84 NCARB Staff and the BOD are tight lipped about bad performers. I'm concerned the membership can vote in someone well liked as secretary/treasurer that automatically advances who is a bad performer. How could that be avoided?
- 91 Each member should be allowed to vote for the candidate(s) they feel are most qualified. Individual voices must be heard.
- 92 I feel a slate for the at-large vote by acclamation eliminates the state vote, and gives too much power to the nominating committee. I like the idea of at-large positions in order to allow someone who has previously served to continue, especially since we do lose some well-qualified committed individuals. Also the at-large helps to select from those that have served on committees and have the passion, knowledge, and experience to serve in this role.
- 96 Again, being new, I'm not 100% clear on the process but would support any process that helped to forward diversity and was transparent.
- 104 Members should elect the Secretary/Treasurer and the Vice President.
- 108 Members should be voting on the Board of Directors positions. The current process is adequate. Any position should be able to be challenged.
- 109 I think there should be an election for the secretary/ treasurer, as well as the vice president, with the understanding that the VP will move up to President and past-president. The secretary/treasurer can always run for VP but I don't think it should be an automatic 4 year term track, or the only way to get into the leadership track.
- 114 The nominating committee, if there is one, should only put forth the at large members. The Regions MUST have a say in who represents them. The process needs to stay democratic in order to be fair.
- 115 Member Boards should vote on these positions and continue to allow for contested elections.

ResponseID Response

- 122 The power of the nominating committee is concerning. I believe there should be no nominating committee and that the MBM should make the decision to run for office and let the membership decide if the candidate has the qualification necessary for the office they are seeking. If there was a need for a nominating committee then the only voting committee members should be the regional chairs, and the non-voting could be the credential committee. Again, none of these options are acceptable. You are asserting that the membership does not have the competency to determine a qualified individual seeking office. You are attempting to destroy the democratic process, and a process that has been successful for years in this organization and this country. The automatic ascension from Secretary/Treasurer to the Presidency is an undemocratic process and concerning suggestion. I can not even comprehend why this would be considered.
- 130 I think it's important to give the membership a final vote in some way, and acclamation of a slate is not really voting in my mind. There are many nuances here. How do the options line up against DEI and operational goals? Some analysis is needed to determine the option(s) that will best meet the goals.
- 150 The secretary/treasurer should be two positions. Each should be voted on along with the vice president.
- 151 My concern with the proposed "officer" funnel is that it significantly limits entry to the ExCom and provides a single path onto it. It will prevent otherwise qualified candidates from running for other office positions.
- 158 Missouri agrees with Region 4 that the Vice President position should also be included in the voting process.
- 161 Option for voting really contingent upon how Nominating Committee functions. Thus, "somewhat agree" to each.
- 168 There was discussion at our regional meeting for members to also vote for vice president in addition to secretary/treasurer instead of automatically advancing. I don't want to see the pool of nominees with the top vote getters winning; this will allow for implicit biases to have an impact on the board (people who look diverse will be more likely to be the "losers" of the election and the status quo candidates the "winners").
- 174 The nominating committee as proposed will become an unnecessary barrier to certain underrepresented group. The nominating committee is important but should not be the only way to run for office.
- 176 Again - why do we need a nominating committee?
- 190 It's not a vote if there's only one option.

ResponseID Response

- 196 Continuity is important rather than a complete shuffle of board members from term to term.
- 197 The first three elements are not elections, they are coronations.
- 202 All officer positions should be open to nominations from the floor and also open to NCARB members to challenge the "ladder" advance. We shouldn't be held hostage by the automatic ascension to power concept.
- 205 The power should remain with the member boards, not in the hands of a few people who have worked their way up into NCARB leadership. These individuals are often no longer on their respective boards and do not have the relationship necessary to make the best decisions for NCARB.
- 206 Nominating Committee is not needed
- 238 Automatic advancement doesn't seem to allow for change as the board makeup evolves
- 248 The first step is to have membership trust the Nominations Committee's decision-making process. If they do, then the first two options work. If there is skepticism, then the last option works better, as members will feel they have choices.
- 250 I don't think that a Nominating Committee made of people that aren't necessarily selected by the body as a whole should be the only ones determining who gets a seat on the Board of Directors with "votes of acclamation". A panel of qualified individuals that can be voted on gives members more of a say in who is representing them. I don't think automatic succession is a good idea, especially when the positions have different responsibilities. Someone who is organized and good with finances would make a great Secretary/Treasurer, but that doesn't mean they would subsequently make a good leader for a President position or vice versa.
- 258 Someone might be appropriate as a secretary/treasurer, but not make a good president. Keeping these roles separate in the election process makes more sense. Also, this gives little chance to evaluate an officer's performance.
- 266 Regardless of how good a job the Nominating Committee does, I think the membership still needs to feel empowered with their vote. That's why the "strongly agree" on the third item. If totally by acclamation, why not eliminate the whole board voting process?

ResponseID Response

- 272 I think a ranked voting concept would be good...but think it should be cross-checked against region - do jurisdictions only vote for members from their region? If so it might not be too effective. Would like to see options for contesting vp and pp, generally these are not contested, but if it is maybe it's important enough to consider, why not allow it?
- 275 A vote by acclamation means absolutely nothing. Why don't we all just pat ourselves on the back while we are at it?
- 276 The automatic moving up in positions and having prolonged terms has ruined Region 1 where we have Leadership that haven't been on a Board in years. They are blocking the fresh perspective, have nothing to offer and the States they come from haven't had disciplinary action given in years so they aren't even doing their jobs and NCARB shouldn't be looking at them as leaders but as failures to even uphold any discipline in their State.
- 285 I think the nominating committee would be extremely helpful in doing a lot of the research on candidates that individual members may not have the reach or time to do. They can certainly help to keep DEI initiatives at the forefront and combat the natural slants towards the people who are most prevalent within any demographic.
- 287 Stop laddering up from Sec to President. President should have adequate preparation simply by being a past member of the Board - stop this multiyear commitment that becomes too long a legacy.

17. Rank the following options in order of preference (1 is most strongly preferred, 3 is least strongly preferred):

Item	Overall Rank	Rank Distribution	Score	No. of Rankings
The Nominating Committee will put forward a pool of nominees in excess of the number of open seats (for example, six nominees for four open seats). Members vote for each candidate. The top vote getters equal to the number of open seats will win the election.	1		505	191
The Nominating Committee will put forward one nominee for each open seat and members vote by acclamation for each candidate.	2		307	181
The Nominating Committee will put forward a slate of nominees equal to the number of open seats. Members will vote by acclamation on the slate as a whole.	3		296	181

Low est Rank Hig hest Rank

18. Other suggestions:

ResponseID	Response
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14	If we put forth more candidates than there are seats could we say there is no campaigning allowed? Worried it will become a popularity contest.
27	No Comment
52	There is no way to recover at the ABM if exact numbers of candidates are submitted and one is voted down, of the slate is rejected. This could have dramatic impacts to the continuity of the BOD's work.
53	When we looked at the people who attended the Honolulu meetings, we saw many women and minorities in attendance that did not apply for leadership roles in NCARB. The NCARB Certificate was one reason, but NCARB has said many times that was not open for discussion. What were the other reason? Did NCARB ask each of them why they did not run for office?
57	If there is no regional representation on the board, one vote per position would be better and would give membership a feeling of more control. If there is regional representation on the board, a Nominating Committee P&P could be that the slate is voted on as a whole and if it fails then each seat is voted on individually with the failing seats going back to the Nominating Committee for a subsequent nomination.
58	More regions is better than less regions. It provides better communications potential and keeps issues more "regional". The data from the responses in the questionnaire can be analyzed in many ways and used to support a number of positions. Similar to the question in a previous questionnaire that asked if minor or significant change is needed. This should have been 2 questions.
70	Provided the nominating committee has an appointment from each Region. If not, Members would vote for each of the at large Directors.
71	Questions 1 and 2 are essentially the same and are totally undesirable. Also would have preferred that question 3 have been worded such that the number of candidates for consideration would be double the number of open seats instead of presuming four open seats. All at large seats should be voted upon each year by the Jurisdictions with a maximum allowable term of two consecutive years. Again, any person who wishes to run for an at-large seat should be given the opportunity to be voted into that seat.
81	None of these are preferable, therefore no ranking provided
82	None of these are preferable - therefore no rank.

ResponseID Response

- 83 Respectfully, the first question on the survey should be "Should there be a Nominating Committee?" You are loading these options like any are preferred at all. How about NO Nominating Committee. Where is that option? You obviously have made the decision already. It should be individuals who want to become leaders at NCARB, who put their name before the membership along with their qualifications and it should be the jurisdiction, not a committee, and elect who we want to lead, as we do presently. At the Regional Summit, a slide show was presented showing check boxes for qualifications that referred to race, age, gender and other factors veiling the idea that if you check enough boxes, you can be selected by a Nominating Committee to be on the Board of Directors. That is unfair, discriminatory and an insult. If the membership wants to elect all women or persons under 45, it should be their decision and not based on the number of boxes they can check on a form. Remember everyone, if
- 84 Voting on the full slate equal to the number of seats seems the most ideal for streamlining purposes. But until we decide how this works for any opposition, it's a weak suggestion. Additionally, why bother to seek a membership vote if the nominating committee has a slate with no real decision to be made?
- 91 NA
- 92 I feel the states/jurisdictions need to vote between candidates, otherwise all the power is at the nomination level. This also puts a lot of pressure on the nominating committee. Vote by acclamation is really not a vote at all in this situation, in my opinion.
- 108 Regions should be putting forward nominees for leadership, not a nominating committee.
- 114 The nominating committee, if there is one, should only put forth the at large members. The Regions MUST have a say in who represents them. The process needs to stay democratic in order to be fair.
- 121 I do not see the significant difference between the second and third options. If I could I would put a rank of 3 by both of those options.

ResponseID Response

- 122 The proposed election process is completely undemocratic. The proposed nominating committee should NOT be given divine power to control the election process. The current democratic process within NCARB does not have a nominating committee. I foresee the power of the nominating committee to be endless, resulting in elections that are controlled without the input of the membership. This proposal assumes that the nominating committee has more knowledge and understanding of a candidate than the entire membership. Although it has been stated by NCARB's consultant that elections by popularity is a thing of the past, I affirm that elections by popularity is a democratic process and the voice of the people. Call me Crazy. NCARB is soliciting a democratic poll of options to override democratic voting.
- 130 I don't see a real difference between options 1 and 2. Even though the idea is based on individual acclamation vs group, I don't see that individuals would ever be voted down. And if they were, then what would happen?
- 158 Missouri would reject both 2 and 3 as options; however, the survey will not allow that choice to be made.
- 159 Please get rid of Region 1. It is such a disappointment.
- 176 What are the provisions for someone to run against the "Slate"? Under all of these, a Committee picks the Board members. NOT A GOOD IDEA
- 184 If the composition of the nominating committee is chosen in an equitable fashion, they should be trusted to vet candidates - that is their charge.
- 190 The nominating committee should find viable candidates for the members to vote for at large. If they only nominate one person per position, what is the point of the membership voting?
- 197 Same as above
- 202 How many ways can you continue to ask these questions?
- 205 Each Region should put forth two nominees for each open seat. Based on resumes and information provided the member boards should vote for the candidates. The candidates with the most votes will fill the seats. This should be a democratic process directly from the member boards.
- 206 This question is forcing an opinion. How about #4 No Nominating Committee.
- 266 See comments from previous question.

ResponseID Response

278 A nominating committee is NOT needed. The current system of the candidate vetting can still be accomplished by the same committee. Regional Directors should continue to be put forth by the regional structure. At the very least, the committee needs to provide adequate choices for the at large positions.

285 My only issue with the full slate is that it may result in several great candidates failing to be elected because of one potentially unpopular choice. Granted, the committee would hopefully be unlikely to promote such a candidate, but it is possible. I think their recommendations would hold weight with the voters in general. I also think voters would feel less "in-control" or involved with the process if it was a simple up/down vote on a slate of pre-selected candidates. The full slate approach could also lend itself to interested individuals being de facto beholden more to the nominating committee than to the member base as a whole.