

NCARB

# FY24 Annual Report





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## Welcome to the FY24 NCARB Annual Report

For NCARB, Fiscal Year 2024 has been a year of transformative growth, characterized by strategic collaboration and thought leadership spanning both the architectural profession and broader regulatory landscape. We have diligently worked to ensure our programs and services reflect best practices toward supporting our Member Boards and our customers, responded to emerging industry trends, and embraced innovative approaches to serve our stakeholders more effectively. Though we're proud of several organizational initiatives completed this year, we also look forward to others that are just beginning to take shape. Our commitment to going further for our members, customers, and the public is detailed in this report, which highlights progress made in each of the core objectives identified in NCARB's Strategic Plan.

Thanks to the commitment of the entire NCARB community, we're celebrating several milestones achieved in Fiscal Year 2024—including the reinstatement of older passed examinations for more than 6,000 licensure candidates as a result of 2023's retirement of the Architect Registration Examination® (ARE®) five-year rolling clock policy. We also released the 12th edition of our *NCARB by the Numbers* annual data report, with an expanded examination section highlighting the impact of NCARB's free practice exams on candidate pass rates. Further data from NCARB's annual data publications have shed light on the both the time toward, and attrition from, licensure. This data has aided our efforts to address issues of equity and access, elevating the need for endorsing paths that may not include accredited education. During this past fiscal year, NCARB's Board of Directors released a statement committing to developing a framework for multiple "Pathways to Practice," recognizing that a variety of educational and career paths can position individuals to qualify for an architectural license.

Additionally, NCARB's volunteers worked throughout the year to put forward several resolutions, including resolutions to expand access to two of NCARB's Mutual Recognition Agreements (MRAs)—the Australia/New Zealand/U.S. MRA and the Canada/Mexico/U.S. Tri-National Agreement—allowing more qualified architects to pursue international licensure through these agreements. Our staff also continued critical outreach to students, licensure candidates, and architects, raising awareness regarding NCARB's mission and improvements to our core programs. NCARB's advocacy efforts continue to evolve as we work to support fair regulations and partner with both our Member Boards and other organizations on issues related to the built environment. Throughout these collaborative efforts, we have kept an eye on the future of how the profession will protect the public so that we can take full advantage of the growth opportunities ahead.



VIDEO: FY24 President Jon Alan Baker, FAIA, NCARB, LEED AP



VIDEO: NCARB CEO Michael J. Armstrong

In this report, you'll find:

- A timeline of our key efforts from July 2023 to June 2024
- An update on our services and initiatives based on our Strategic Plan's six measurable objectives: Program and Service Excellence; Awareness in the Architecture Community; Stakeholder Systems, Tools, and Resources; Data Analysis and Thought Leadership; Advocacy Support, Outreach, and Influence; and Future-Focused Research and Development
- Volunteer reports featuring highlights from our Board of Directors and committees
- An overview of NCARB's organizational structure, business updates, the current *NCARB Bylaws*, and financial statements.

On behalf of the Council, it is our pleasure to welcome you to the FY24 NCARB Annual Report.



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

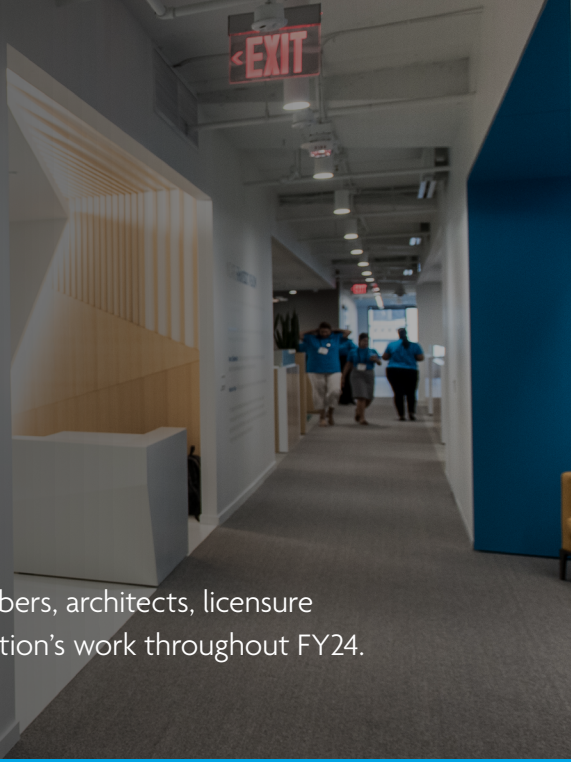


**Michael J. Armstrong**  
NCARB CEO

NCARB, in collaboration with licensing boards, facilitates the licensure and credentialing of

# FY24 TIMELINE

Each year, NCARB takes on both new and recurring initiatives to serve its members, architects, licensure candidates, and the public. Explore key updates in this timeline of the organization's work throughout FY24.



## JULY

### ◀ 2023 NCARB by the Numbers

NCARB launched the 12th edition of *NCARB by the Numbers*, which provided an inside look at trends along the path to licensure—including an expanded examination section highlighting the impact of NCARB's free practice exams on candidate pass rates.

### ◀ A More Accessible ARE Accommodations Process

To help make the exam accommodations process easier, we launched online forms for candidates to apply for both Americans With Disabilities Act (ADA) and English as a Second Language (ESL) exam accommodations.

### ◀ Investing in the Next Generation

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



## AUGUST

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

The fifth annual NCARB Scholars event welcomed 17 professors from around the country at Ball State University’s CAP:INDY center to facilitate learning and development around professional practice education.

### **Improvements to My NCARB Experience**

In August, we made changes to the My NCARB website to improve the look and feel of the interface—creating a smoother user experience for NCARB’s customers.

### ◀ **Licensing Advisors Summit**

At NCARB’s biennial summit, licensing advisors from across the country gathered in Kansas City, Missouri, to share best practices, attend workshops, and engage in peer networking.



## SEPTEMBER

### **NCARB and NOMA Release Action Plan ▶**

NCARB and the National Organization of Minority Architects (NOMA) released an action plan to address disparities identified by the organizations’ joint *Baseline on Belonging* study, with the goal of increasing diversity, equity, and inclusion in the architecture profession.

### **Supporting Local Architecture Students ▶**

In September, NCARB supported the 2023 Interschool Design Competition, which brought together architecture students from six local programs in the District of Columbia, Maryland, and Virginia. NCARB has sponsored this initiative since 2017, and participating students received a complimentary NCARB Record for one year.





## OCTOBER

### ◀ **NCARB Endorses Multiple Pathways to Practice**

NCARB's Board of Directors released a statement committing to developing a framework for multiple paths to licensure, recognizing the variety of educational and career paths that bring individuals into the architecture profession.

### ◀ **NCARB Releases New Education Standard**

With input from its volunteer experts, members, and Board of Directors, NCARB updated the *Education Standard* with the intent of creating more means for candidates to meet the necessary education requirements expected for licensure and certification in the United States.

## NOVEMBER

### **Expanding Access to International Practice ▶**

CEO Armstrong and members of the Policy + International Relations team met with representatives from Canada and Mexico to discuss updating the Mutual Recognition Agreement (MRA) between the three countries.

### **Promoting Continuing Education ▶**

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





## DECEMBER

### ◀ **NCARB Hosts Inaugural Futures Symposium**

NCARB hosted its first-ever Futures Symposium, a one-day event where NCARB volunteers and industry innovators came together to discuss technological advancements and trends shaping the future of architecture.

### ◀ **Collaboration at Committee Summit**

At NCARB's 2023 Committee Summit, dedicated volunteers gathered to discuss NCARB policies, upcoming work to further their respective charges, and the future of licensure.

### **Analysis of Practice Report Reveals Key Insights Into Profession**

In December, NCARB released the full report from the 2022 practice-wide study—with responses from thousands of individuals in the architecture, engineering, and construction (AEC) industry—providing a large-scale assessment of the trends shaping the architectural ecosystem.



## JANUARY

### **Thomas Jefferson University Joins IPAL Initiative**

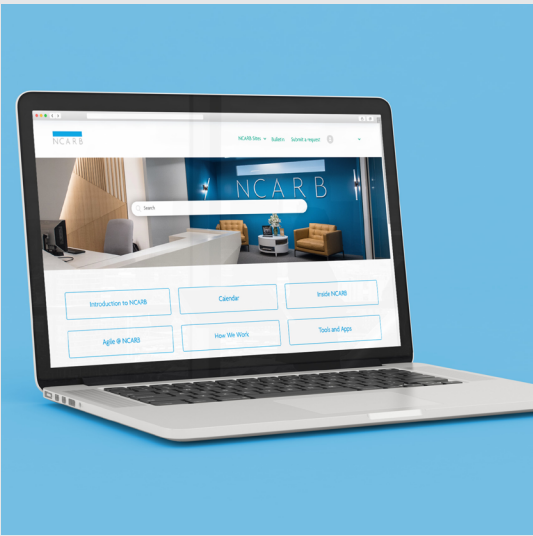
Thomas Jefferson University was accepted into the Integrated Path to Architectural Licensure (IPAL) initiative, which offers students the opportunity to become an architect upon graduation.

### **Workforce Readiness Research ▶**

Thanks to the efforts of the Workforce Readiness Work Group, NCARB launched a comprehensive survey to gather insights from professionals at various career stages about the specific knowledge, skills, and abilities required for an entry-level architecture role.







## FEBRUARY

### ◀ **Creating a Culture of Growth**

In February, NCARB launched a new internal resource for staff featuring training resources, tools, and information about NCARB events, aiding employees in their day-to-day work.

### **NCARB Affirms Value of Architectural Education**

NCARB released a statement affirming the value of education, while also pushing for reform that would remove unnecessary impediments to licensure and reciprocity.

## MARCH

### **NCARB and NOMA Announce Next Phase of Joint Study**

In March, NCARB and NOMA announced the next phase of their joint study: *Building on Belonging*, a series of surveys and action items following up on initial findings from *Baseline on Belonging* and identifying additional opportunities to make the architecture profession more equitable.

### **Regional Summit & Member Board Executive (MBE) Workshop ▶**

Over 230 attendees gathered for NCARB's Regional Summit & MBE Workshop in Savannah, Georgia. Member Board Members and Executives convened to explore key national initiatives, discuss regional issues, and elect leadership for the year ahead.



**PROTOTYPE FOR THE FUTURE:  
AFFORDABLE NEIGHBORHOOD HOUSING SOLUTIONS**

INAUGURAL ICC/AIAS/NCARB  
BUILDING SAFETY STUDENT DESIGN COMPETITION

COMPETITION DEADLINE - JUNE 1, 2024

## APRIL

### ◀ **NCARB Announces Support for Inaugural Building Safety Student Design Competition**

In April, NCARB, AIAS, and the International Code Council (ICC) announced a new student design contest challenging participating students to use their knowledge and education toward affordable housing solutions in Long Beach, California.

**“NCARB’s decision to retire the rolling clock policy last year emphasizes our commitment to removing barriers to licensure. The score validity policy continues to uphold exam integrity while increasing equity.”**

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

**MAY**

***Celebrating the Impact of NCARB’s Exam Reinstatements*** ▶

One year after retiring the five-year rolling clock policy, NCARB celebrated the reinstatement of more than 6,000 ARE 5.0 credits, bringing more than 3,000 candidates closer to their goal of earning a license.

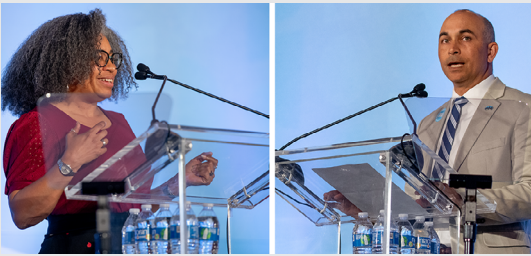
***NCARB Futures Collaborative Hosts Space Architecture Roundtable***

In May, NCARB’s Futures Collaborative hosted a virtual roundtable where NCARB volunteers and industry innovators met to discuss their work and efforts to emphasize architects’ value in designing space environments.

***NCARB Releases Best Practice Guides for Architect Licensure Support*** ▶

After *Building on Belonging* survey findings indicated disparities in firm support for candidates pursuing licensure, NCARB developed two resources that aim to promote equitable workplaces.





## JUNE

### ◀ **2024 Annual Business Meeting**

Members from the 55 U.S. architecture licensing boards attended NCARB's 2024 Annual Business Meeting in Chicago, Illinois. The meeting provided a forum for NCARB members to elect the incoming Board of Directors, vote on resolutions, and shape the agenda for the Council's next fiscal year.

### **NCARB Updates International Agreements**

NCARB's member licensing boards passed resolutions to expand access to international licensure through NCARB's Mutual Recognition Agreements.

### ◀ **NCARB Elects First-Ever At-Large Directors**

In June, NCARB's members elected two at-large directors to the organization's Board of Directors, the latest stage of governance structure reform being implemented over several years.

**“NCARB is on a journey of consistent, sustainable change, and we’re starting to see the rippling effects of those changes throughout the communities we serve.”**

–NCARB CEO Michael Armstrong



# YEAR IN REVIEW

In FY24, NCARB's Board of Directors and senior staff leadership worked to uphold the Council's Strategic Plan—which features three strategic goals: facilitate licensure, foster collaboration, and maximize value—and measure its success. NCARB established six strategic objectives that identify the opportunities and challenges necessary to achieve these goals.

The FY24 Annual Report is structured around these six strategic objectives to better reflect the progress that NCARB is making toward accomplishing its mission and goals in services of its members and the public:

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

Learn more about NCARB's initiatives for its members, volunteers, licensure candidates, and architects throughout FY24—and understand how they fit into the bigger picture of NCARB's Strategic Plan.



# PROGRAM AND SERVICE EXCELLENCE

NCARB is committed to upholding the high standards of innovation and accountability in our efforts to support the regulation of architecture. We continuously improve and update our programs and services in response to feedback from our members, customers, and volunteers—fulfilling our **Program and Service Excellence** objective and keeping the organization focused on moving forward. By regularly refreshing our core services, NCARB pushes policy and regulation updates forward to ensure they align with current best practices and are in the best interest of the NCARB community.

Over the past several years, NCARB has made a string of improvements to the Architect Registration Examination® (ARE®). In FY24, we measured the impact of those changes as we marked the one-year anniversary of NCARB's retirement of the rolling clock policy. Through this policy change, NCARB removed the five-year expiration timeframe for passed ARE divisions and reinstated previously expired ARE 4.0 divisions—bringing more than 3,000 candidates closer to licensure. NCARB also made new improvements to the exam to keep it aligned with current best practices, including the retirement of quantitative-fill-in-the-blank (QFIB) item types, an update to code-related items on the exam, and enhancements to exam security policies.

In addition, NCARB continued to work to expand international opportunities, promoting the newly ratified mutual recognition agreement (MRA) with our United Kingdom counterpart and refreshing existing agreements with our partners in Australia, New Zealand, Canada, and Mexico. These updated agreements align with NCARB's efforts to expand pathways to practice by ensuring international reciprocity is accessible for all individuals, including those without a degree from a National Architectural Accrediting Board (NAAB)-accredited program.



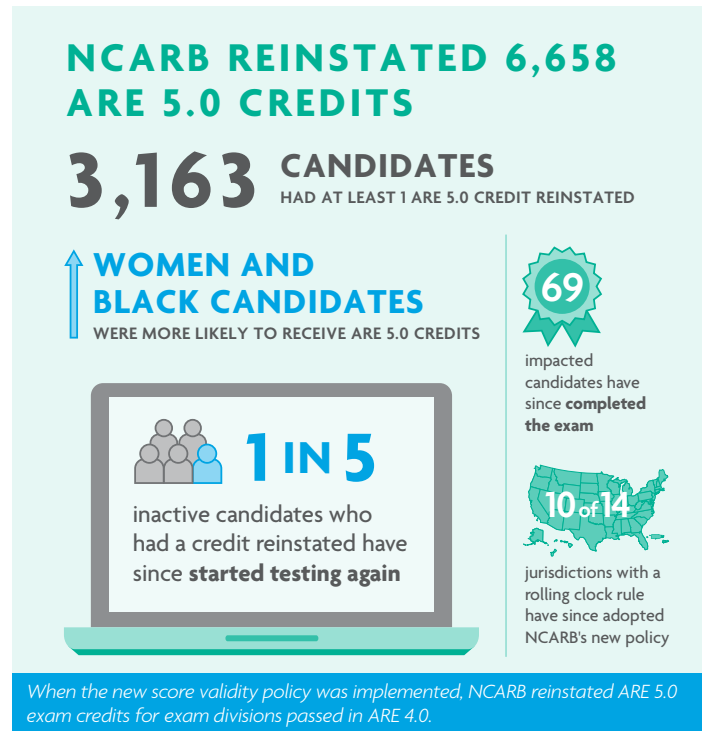
Members of NCARB's Item Development Subcommittee worked throughout the year to develop updated exam content for the ARE.

## IMPACT OF THE ROLLING CLOCK RETIREMENT

In May 2023, NCARB retired the exam's five-year rolling clock policy and implemented a new score validity policy. Under the new policy, a passed exam division remains valid throughout the delivery of the exam version under which it was taken, as well as the next exam version. As part of this policy change, NCARB also reinstated the validity of all passed ARE 4.0 divisions taken between 2008 and 2018 for candidates seeking licensure from a jurisdiction that did not have the rolling clock requirement specified in its rules and regulations. At the time of the retirement in May 2023, 14 licensing boards had a jurisdiction-specific rolling clock requirement.

One year after the retirement of the ARE rolling clock policy, NCARB looked back at the impact of the change so far. By May 2024, the retirement of the rolling clock had resulted in 3,163 candidates receiving at least one reinstated ARE 5.0 credit, with hundreds receiving three or four credits. As more jurisdictions moved to adopt the new score validity policy, NCARB reinstated more than 6,600 exam divisions.

Over the course of the year, NCARB continued to work with the Member Boards with a five-year rolling clock policy at the jurisdictional level. By the end of FY24, all but two of those licensing boards were able to update their laws and rules to eliminate their jurisdictional rolling clock-type policies, with the remaining two on track to remove their requirement in FY25.



## ARE 5.0 UPDATES

NCARB's ongoing efforts to improve ARE 5.0 include regular collaboration with our psychometricians and hundreds of volunteer architects to ensure the examination aligns with assessment best practices and current architectural practices.

### Retirement of QFIBS

In February 2024, NCARB retired quantitative-fill-in-the-blank (QFIB) item types from the exam based on recommendations from our psychometric consultants. Evolving testing best practices indicated that other item types used on the ARE assess candidates' qualifications more effectively. As a result, NCARB's item writing volunteers updated exam items that included calculation questions to be formatted as one of the exam's other four item types: multiple choice, check-all-that-apply, hotspot, or drag-and-place. The exam objectives covered by each division, as well as the tools and resources available to you during the exam, remained the same.

### Code Updates

At the same time, NCARB also updated all code-related items to reference the 2021 International Code Council (ICC) family of codes and related standards rather than the 2018 family referenced previously.

This change ensures candidates are equipped with the competencies that align with current architectural practices. When necessary, NCARB provides excerpts from the 2021 ICC family of codes as reference on case studies.

### New Security Practices

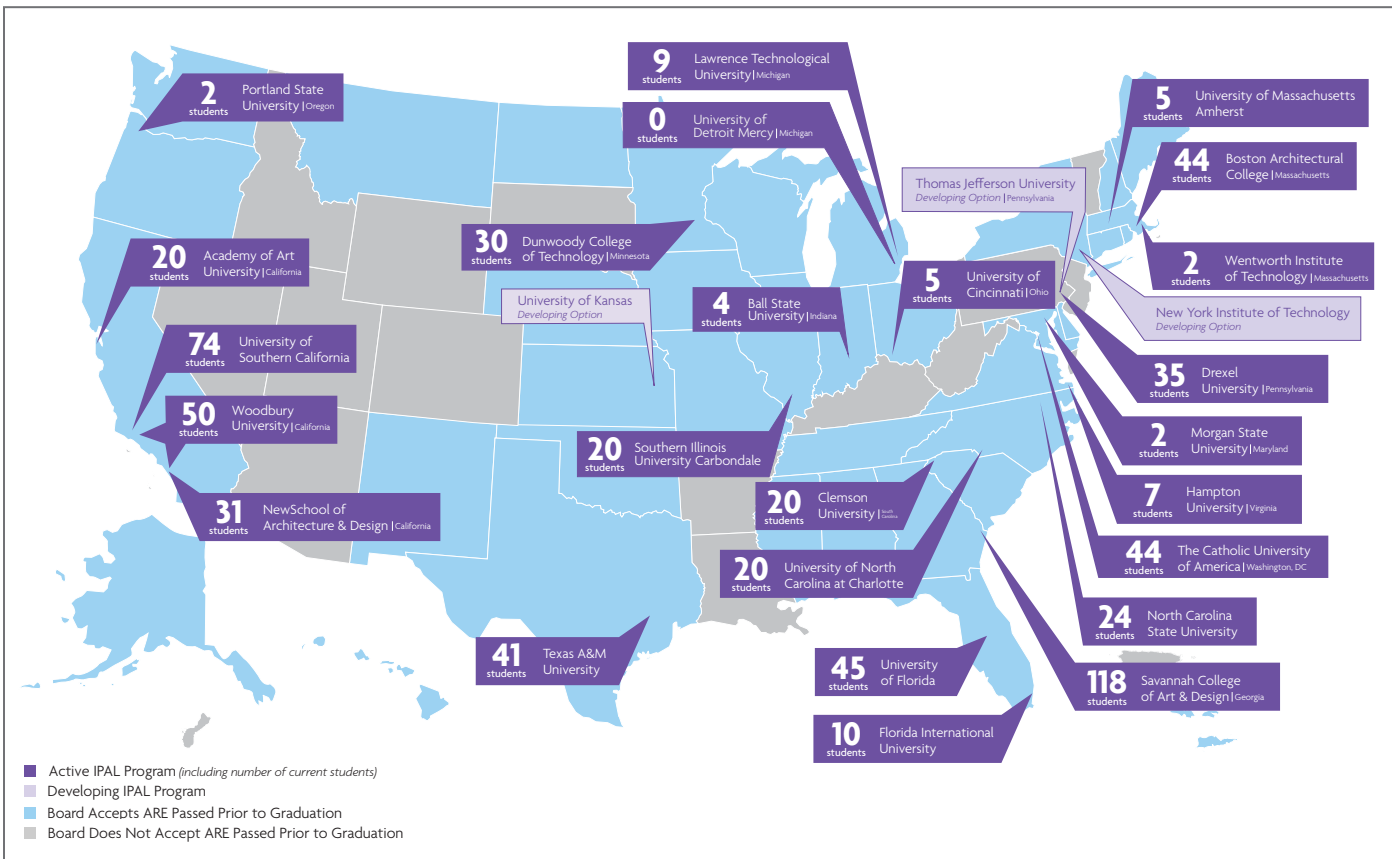
In FY24, NCARB continued its efforts to enhance data forensics to protect the integrity of exam scores, implementing new protocols to identify and address candidate misconduct. As part of this change, official score reports for candidates are now analyzed for misconduct before they are released, a process that typically takes 7-10 days. Provisional test results are still available to candidates at the end of their exam administration.

To help candidates understand what is and isn't acceptable before, during, and after exam administration, NCARB hosted a webinar on exam security policies and provided updated resources on exam security. In addition, NCARB launched the ARE security tip line, where individuals who know of or suspect exam misconduct can contact NCARB anonymously. Candidates are obligated to report suspected misconduct to NCARB by contacting us at [AREsecurity@ncarb.org](mailto:AREsecurity@ncarb.org).

### IPAL UPDATES

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

IPAL is offered within existing programs accrediting by the NAAB. In FY24, NCARB proudly welcomed Thomas Jefferson University into the IPAL initiative. IPAL is now offered at 28 schools, including 33 individual programs, across the United States, and over 600 students have enrolled during the 2023-2024 school year.



Twenty-eight NAAB-accredited programs now offer IPAL options. For a full list of these programs, visit NCARB's website.

## INTERNATIONAL UPDATES

### *Mutual Recognition Agreement with the United Kingdom*

In April 2023, NCARB and our U.K. counterpart, the Architects Registration Board (ARB), expanded international reciprocity by implementing a new mutual recognition agreement (MRA).

The agreement, which is based on an assessment of similarities in architecture licensing standards between the U.S. and the U.K., provides a path for eligible architects to expand their careers internationally.

In FY24, NCARB and the ARB worked to promote and encourage eligible architects to take advantage of this new opportunity to expand their practice globally through outreach events, webinars, and various other print and digital communications.

### *Ongoing International Efforts*

This year, NCARB pursued international efforts to align with an increasingly global economy, ensuring architects can practice without limits, including abroad. To expand the opportunities available to NCARB-certified architects, we work to establish agreements with licensing authorities of several countries based on the concept of mutual reciprocity. In June 2024, NCARB held the International Regulatory Roundtable, attended by representatives from nine countries and 13 different regulatory entities, to strengthen and expand our international network—fostering collaboration and shared learning. Moving forward, we will continue our work with the global community to understand competencies to practice architecture, establish agreements with other countries, and understand how architecture regulation works around the world.

### *Expanding Access to International Reciprocity*

In June 2024, NCARB's members passed resolutions to update two of NCARB's Mutual Recognition Agreements (MRAs), one involving adjustments to the agreement with Australia and New Zealand and the other streamlining elements of the Canada/Mexico/U.S. Tri-National Agreement. Updates to both agreements expand access to the MRAs, allowing more architects to pursue international licensure through these agreements.

In both cases, the agreements remove several barriers for qualified applicants, including:

- Reducing or removing the years of post-licensure experience required for eligibility
- Eliminating the citizenship requirement
- Accepting individuals who were licensed through non-traditional pathways



“These updates create exciting opportunities for architects seeking to practice internationally. As the commonalities of architectural practice become more and more global, the NCARB Certificate becomes increasingly valuable in facilitating international reciprocity.”

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

These changes are part of NCARB's ongoing efforts to reduce unnecessary barriers, including extended time requirements and limited paths to licensure and reciprocity, and instead increase opportunities toward licensure. The agreements' terms are based on a shared baseline of competency requirements at the point of initial licensure, while allowing for flexibility in competency assessment for each country's licensure process.

Both updated agreements will go into effect in FY25.





# AWARENESS IN THE ARCHITECTURE COMMUNITY

NCARB staff regularly conduct outreach to students, licensure candidates, and architects to provide an overview of NCARB's programs, services, and recent initiatives each year. In FY24, our efforts not only supported the organization's mission but also continued to raise **Awareness in the Architecture Community**, allowing for continuous improvements to NCARB's core programs.

The organization continued to strengthen partnerships with external organizations, including those within the architecture community and similar organizations from other licensed professions. With proactive communications to the press and social media, NCARB continued offering transparency into our operations, responding to customer feedback, and positioning the organization as a thought leader in architectural regulation.

## OUTREACH TO MEMBERS AND VOLUNTEERS

### *Licensing Advisors Summit*

In August 2023, NCARB held its biennial training event for architect licensing advisors in Kansas City, Missouri. Licensing advisors are dedicated volunteers who guide individuals on the path to licensure and certification. Advisors include students, licensure candidates, professors, and architects from across the country who share information about the process of becoming an architect with their local community.

During the event, NCARB provided licensing advisors with the opportunity to learn more



Volunteers met in Kansas City, Missouri for the 2023 Licensing Advisors Summit.

about recent program changes, share best practices, and get to know NCARB leadership. Through a mix of presentations, interactive panels, and breakout sessions, attendees explored topics related to motivating, empowering, and advocating for candidates, including creating a diverse pipeline for the profession, navigating state requirements, and more.

### **Committee Summit**

Each year, NCARB’s Committee Summit provides volunteers with the opportunity to engage with members of other NCARB committees and task forces. Each NCARB volunteer group focuses on a different aspect of the organization’s work—from candidate-focused programs like the Architectural Experience Program® (AXP®) to internal items like NCARB’s policy and governance documents. The annual Committee Summit is designed to give volunteers the opportunity to see how their work aligns with the rest of NCARB’s efforts, providing a holistic understanding of each program or project.



*Volunteers engaged in critical conversations at the 2023 Committee Summit.*

Held in Washington, DC, this year’s meeting allowed committee members to discuss shared topics of interest, collaborate on joint charges, and engage with the wider NCARB community. Committee members also received important updates from NCARB leaders about progress on key FY24 priorities. Five volunteer groups participated in the FY24 meeting, including:

- Competency Task Force
- Education Committee
- Examination Committee
- Experience Committee
- Licensure Process Research & Development Task Force

### **Regional Summit**

NCARB’s Regional Summit is the second-largest gathering of its members each year, designed by regional leadership to encourage engagement within and across NCARB’s six regions. Conducted on March 1-2, 2024, in Savannah, Georgia, this year’s meeting allowed members to explore key national initiatives, discuss regional issues, and elect leadership for the year ahead. This year’s summit was hosted by NCARB’s Region 3, which is comprised of licensing boards in the southeastern U.S.

During the keynote presentation, attendees also heard from architect and researcher George Guida, RIBA, LEED AP BD+C, about opportunities to incorporate artificial intelligence during various stages of the design process and how regulators can continue to ensure public protection as use of AI grows.

### **Annual Business Meeting**

On June 12-15, 2024, delegates from the U.S. architectural licensing boards gathered to discuss issues facing the regulation of the profession at NCARB’s Annual Business Meeting in Chicago, Illinois. The meeting provided a forum for NCARB members to vote on resolutions, elect the incoming Board of Directors—including the inaugural election of two at-large directors—and shape the agenda for the Council’s next fiscal year

(which begins on July 1). During the meeting, attendees also had the opportunity to hear a keynote speech from generational diversity expert Kristin Scroggin, engage in workshops covering a variety of important topics, and receive updates on NCARB’s work over the past year.

While in Chicago, members voted on several resolutions—including rejecting updates to NCARB’s regional structure, passing updates to two existing mutual recognition agreements, and passing a change to the Certificate requirement for architects serving on the NCARB Board of Directors. Members also retired several historical resolutions in conflict with current Council policies and updated the *Model Law and Regulations* to expand early access to the exam.



Annual Business Meeting attendees engaged in a round-table discussion at a workshop on artificial intelligence and regulation.

FY24 President Jon Alan Baker, FAIA, NCARB, LEED AP, highlighted NCARB’s accomplishments and the work of NCARB’s dedicated volunteers over the past year. Baker also provided an update on efforts to create additional pathways to practice, celebrated the work of the Competency and Licensure Process Research & Development Task Forces, and encouraged attendees to continue evolving NCARB’s programs and services.

Incoming FY25 President Kenneth R. Van Tine, AIA, NCARB, LEED AP, shared his vision for the year ahead. During his term, Van Tine plans to continue existing efforts to expand pathways to

licensure, including exploring potential pathways for community college students. In addition, the Licensure Process Research & Development Task Force will continue their efforts as NCARB works toward adopting new methods of assessing candidates’ competency.



“This year’s initiatives hold particular importance in our collective long-term efforts to improve opportunities, remove barriers, and support a more inclusive process for licensure. Together, we are doing important things, we are doing exciting things, and we are doing necessary things.”

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

### Member Board Outreach

NCARB staff conducts regular visits to individual licensing boards, with several visits conducted in FY24. CEO Michael Armstrong and NCARB’s Council Relations team were able to engage with several boards, including the California, Michigan, New York, Ohio, and Pennsylvania boards. These meetings provided NCARB with a forum to learn about any upcoming changes to the licensing boards’ rules and requirements and assess ways NCARB can better support the individual needs of each board.

NCARB also provided a series of webinars for board members and board staff, providing in-depth information about ongoing initiatives—including the development of the *NCARB Competency Standard for Architects*, advocacy and external engagement, and more. This series of webinars allowed NCARB and licensing board members to discuss opportunities for greater alignment and provided the opportunity for open dialogue between NCARB and our members.

### **Customer Outreach**

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

NCARB's expert team conducted outreach with options for remote and face-to-face participation, which enables NCARB staff to reach a broad audience of customers. In FY24, NCARB made 107 presentations to 4,196 people at:

- 37 Universities
- 26 Community Colleges
- 10 AIA Components & Other Professional Organizations
- 6 Firms
- 22 Professional Conferences
- 4 K-12 Conferences
- 2 AIAS Conferences

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

Over 15,000 attendees convened in June in Washington, DC, for the American Institute of Architects (AIA)'s



*NCARB staff engaged with customers during the annual AIA Conference on Architecture in Washington, DC.*

annual Conference on Architecture. NCARB staff and leadership attended to help licensure candidates and architects from around the world meet their career goals and present on critical topics like international practice and diversity, equity, and inclusion in the profession. As in previous years, NCARB staffed a popular booth in the expo hall, and staff experts were on hand to answer questions about licensure, certification, continuing education, and other architecture-related topics. NCARB also hosted staff from the DC, Maryland, and Virginia licensing boards to answer local licensure candidate questions.

### **NCARB Live Webinars**

Through our commitment to ensure the architectural design community have access to the latest information about NCARB's programs and initiatives, NCARB staff members regularly host live webinars to dive deeper into various topics. NCARB strives to ensure licensure candidates and architects are equipped with the information and resources needed to practice in the profession and progress on the path to licensure. Webinar topics address important information such as policy updates and program information, including a webinar with the United Kingdom's Architects Registration Board (ARB) about our mutual recognition agreement (MRA) and a webinar with NCARB experts about the paths to NCARB certification. The webinars hosted in FY24 allowed NCARB community members the opportunity to learn from NCARB experts and ask questions on hot-button topics in the architecture profession.

## **Collateral Engagement and External Partnerships**

Throughout FY24, NCARB collaborated with other members of the architecture community to advance our mission to protect the health, safety, and welfare of the public. Through many forums, NCARB leaders engaged with leadership from the Architectural Alliance and other partners to develop opportunities to strengthen our connections and encourage greater equity in the field of architecture.

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

### **AIA**

In FY24, NCARB continued its partnership with the AIA, one of the professional societies for architects, to support the practices of architecture. AIA and NCARB leaders engaged at their regular Leadership Summits and Architecture Alliance meetings. In addition, NCARB CEO Mike Armstrong presented at the AIA "Big Sibs" (a group of large local AIA component officers and executives) meeting hosted by AIA Baltimore. He provided an overview of NCARB's recent initiatives and learned more about the substantive challenges and opportunities facing the chapters. NCARB also partnered with several local AIA chapters throughout FY24 to inform key stakeholders about the important role that licensing boards play in protecting the health, safety, and welfare of communities.

### **AIAS**

NCARB kicked off the fiscal year by supporting the American Institute of Architecture Students (AIAS) Grassroots Conference, hosting an open house and licensing advisor training session at NCARB's office. NCARB continues to provide a grant to support the AIAS Freedom by Design program and offers participants mentorship opportunities with members of state licensing boards. In addition, Georgia Member Board Member Anne Smith, FAIA, NCARB, serves as the NCARB liaison on the AIAS Board of Directors. In FY24, NCARB, AIAS, and the International Code Council (ICC) also co-sponsored an inaugural student design contest, in which participating students were challenged to use their knowledge and education toward affordable housing solutions in Long Beach, California.

### **ACSA**

In FY24, NCARB and ACSA continued to further their partnership to ensure support for professional practice educators. Through ProPEL, a library of digital curriculum materials that pro-practice professors can use to supplement their own syllabi, the two partners continue to create new resources to support the educational community.

### **NAAB**

Throughout the year, NCARB and NAAB met regularly to discuss updates, respond to questions, and address evolving programs and policies. NAAB also continued to provide data on student enrollment for the 2024 edition of *NCARB by the Numbers*.

### **NOMA**

NCARB continues to partner with NOMA to better understand attrition on the licensure path and identify ways to address disparities in the profession. In FY24, NCARB and NOMA followed up on findings from the joint *Baseline on Belonging* study by releasing a compiled report on the initial survey and an action plan to address the identified licensure impediments. NCARB also released two follow-up reports on licensure accessibility and AXP firm support, in addition to developing new resources to promote more equitable

workplaces. In March of 2024, NCARB and NOMA announced the next phase of our joint study, *Building on Belonging*, which aims to follow up on initial findings from *Baseline on Belonging* through a series of surveys and action items. Going forward, NCARB and NOMA will continue to collaborate as the organizations address the action items in the report and work for greater diversity, equity, and inclusion in architecture.

**Licensure Advisory Forum**

In FY24, NCARB’s Licensure Advisory Forum members gathered for a one-day event to provide feedback on the entire licensure process and identify ways the organizations can work together to address common issues. This forum allows stakeholders across the profession who are outside of the Architecture Alliance—including the American Indian Council of Architects and Engineers (AICAE), Arquitectos, the Association of Licensed Architects (ALA), the Society of American Registered Architects (SARA), and the Society for Design Administrators (SDA)—to participate in comprehensive discussions regarding the development and maintenance of competency standards, encompassing education, experience, continuing education, and how they can inform the examination.

**International Code Council (ICC)**

In FY24, NCARB was a returning sponsor of the ICC’s Building Safety Month, which encourages ongoing collaboration between code officials and the professionals who work with them, including architects. Sponsoring Building Safety Month allows NCARB to highlight the importance of individual jurisdictions in the regulation of the profession while furthering our mission to protect the health, safety, and welfare of the built environment. NCARB repeated this sponsorship to help encourage all architects and candidates to familiarize themselves with their local building codes in order to better protect the public.

**Interorganizational Council on Regulation (ICOR)**

NCARB continued to partner with related organizations in the interior design, landscape, architecture, engineering, and surveying professions, collectively known as the Interorganizational Council on Regulation (ICOR). In FY24, NCARB launched a website for ICOR to better promote our joint advocacy efforts. We also continued our partnership on the overlapping practice effort, with volunteers beginning to analyze and come to consensus on appropriate areas of overlap versus distinct roles in the design professions. To help address this need for best practices and uniform standards in the area of overlapping practice, NCARB and ICOR plan to release guidance resources for licensing boards and regulatory bodies in the coming years.

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

In FY24, NCARB and CCCAP engaged in critical conversations to understand how NCARB can help facilitate more accessible licensure paths for community college students. NCARB and CCCAP began developing a survey for licensing advisors to learn more about the students and architecture coursework at community colleges, as well as the transfer process between community colleges and accredited programs. NCARB and CCCAP will release the survey in FY25 and will use its findings to inform the next steps in our partnership.

**PRESS AND SOCIAL MEDIA HIGHLIGHTS**

Throughout FY24, NCARB worked to reach customers and the architecture community in various ways, including via email newsletters, the NCARB Blog, press, and social media. These platforms help ensure a broader reach to NCARB’s community to relay important information, such as NCARB’s updates, allowing information to spread beyond NCARB’s own network.

**Media Coverage**

NCARB was able to reach beyond its typical sphere of influence through external architectural media avenues. Throughout the year, leadership and NCARB volunteers participated in interviews, Q&A articles, and podcasts with various trade and business outlets, including *Archinect*, *Architect’s Newspaper*, *Architectural Record*, *Governing*, *Madame Architect*, *Practice Disrupted*, and more.

**Social Sentiment**

NCARB monitors sentiment in conversations on social media to understand how customers feel about its programs and services, as well as their overall perception of NCARB as an organization. Sentiment includes posts on Facebook, Twitter, and Instagram, as well as comments left on blogs. NCARB determines sentiment through the review of mentions of the organization, programs, and services. Each mention is ranked as neutral, positive, or negative, depending on the tone of the content. In FY24, NCARB had an overall sentiment of 19

percent positive, 75 percent neutral, and 6 percent negative. A high level of neutral sentiment is typical for a regulatory organization such as NCARB, as many related posts reflect individuals and outlets sharing programmatic and news updates. Many positive mentions of NCARB focused on helpful resources from the NCARB Blog, the new reciprocity agreement between NCARB and our United Kingdom counterpart, ARB, and the reinstatement of exam credits from the rolling clock policy.



Architect Prova Zaman-Haque shared her experience earning a U.S. license through the U.S.-U.K. reciprocity agreement on the NCARB Blog.



# STAKEHOLDER SYSTEMS, TOOLS, AND RESOURCES

To support our community of over 120,000 members, volunteers, and customers across the country, NCARB is constantly evolving our **Stakeholder Systems, Tools, and Resources** to ensure the organization stays on top of best practices. By taking advantage of emerging technologies and regularly updating our resources, we can better carry out our mission of protecting the public through the regulation of architecture.

In FY24, NCARB continued to refresh existing resources—including both tools for our customers and key documents used by our member licensing boards—to align and reflect program and policy updates.

## CUSTOMER TOOLS AND RESOURCES

NCARB regularly updates customer resources and refreshes policies to meet the evolving needs of the architecture community. In FY24, the organization continued to focus on accessibility, awareness, and alignment in our tools and communications.

### **Updates to the AXP Guidelines**

In May 2024, NCARB updated the *Architectural Experience Program® (AXP®) Guidelines* to clarify common points of candidate confusion and improve the document's formatting and usability. These updates did not include any programmatic or policy changes.

As part of the updates, NCARB added more notes throughout to address areas of confusion around current rules within the program; edits to the setting O chart to clarify employment status and supervisor requirements; clarifying edits to the AXP portfolio instructions; and a new, more accessible layout.

The updates ensure that NCARB's resources are clearer and user-friendly without altering any policies or requirements.



### Updated ARE 5.0 Reference Guide

In FY24, NCARB refreshed the Architect Registration Examination® (ARE®) 5.0 Reference Guide—which is included in the *ARE 5.0 Guidelines*—to provide a focused list of recommended references for each ARE 5.0 division, streamlining candidates' test prep process. Based on common feedback from licensure candidates in favor of a more focused resource list, the updated reference guide also no longer lists version or edition numbers for most reference materials, as relevant information is still available in older editions.

The new reference guide replaces the reference matrix, providing candidates with a shorter, more focused resource for study purposes.

### Impact of NCARB's Free Practice Exams

Throughout the year, NCARB continued to monitor the impact of its free practice exams, which were released in mid-2022. These practice exams are simulations that allow candidates to familiarize themselves with the exam format and gauge their readiness to test.

Recent data from NCARB's latest *NCARB by the Numbers* data report reveals that licensure candidates improved their pass rates by over 3% in 2023—the largest year-on-year improvement on record for ARE 5.0. Candidates also finished the exams five months faster in 2023 compared to 2022, likely a result of higher pass rates.

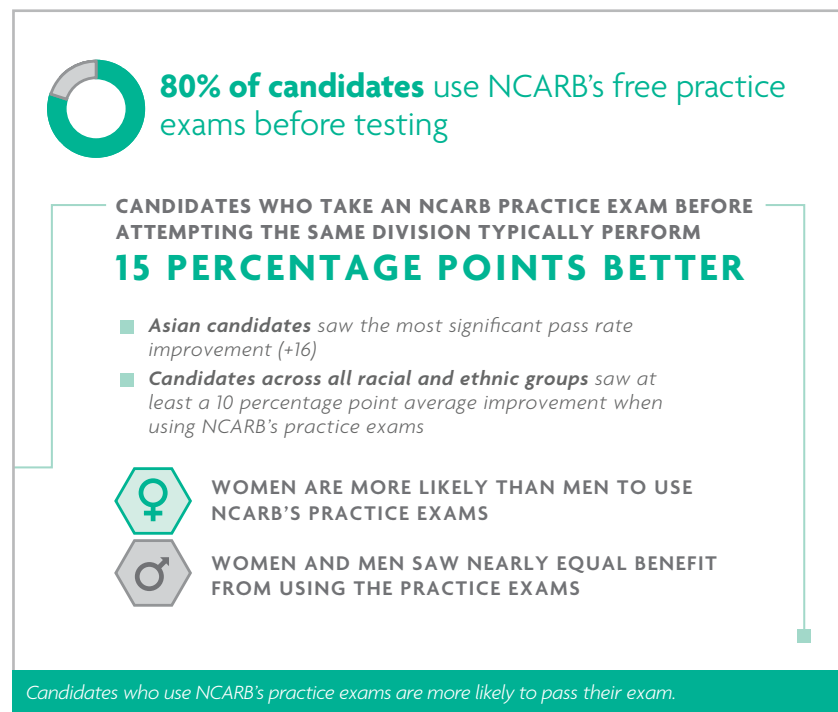
NCARB introduced free practice exams after data from NCARB and the National Organization of Minority Architects (NOMA)'s joint *Baseline on Belonging* study indicated that most candidates—especially candidates of color—spend over \$500 on exam study resources. By offering free practice exams, NCARB can provide all candidates with access to high-quality, affordable study resources.

Approximately 80% of candidates use NCARB's free practice tests before taking the related ARE division, and those who do are 15 percentage points more likely to pass than candidates who don't use the practice tests. Candidates across all racial and ethnic groups saw at least a 10-percentage point average improvement in exam scores.

In FY25, NCARB will continue exploring opportunities to expand our test prep resources for candidates, improving access to effective, affordable study materials for all.

### Updates for International Applicants

Throughout the year, NCARB staff worked to streamline internal processes around the Foreign Architect Path to Certification, a path to U.S. licensure for individuals who are licensed to practice architecture outside the U.S. As part of this effort, NCARB improved resources and processes, providing clarity and greater insight for international applicants seeking licensure through the path.



In September 2023, NCARB released a new comprehensive resource, the *Foreign Architect Manual*, to help applicants navigate NCARB's Foreign Architect Path to Certification. The manual provides detailed instructions for pursuing the Foreign Architect Path to NCARB Certification, clarifying each step for individuals who may be unfamiliar with how licensure works in the United States. The manual also provides a comparison of the Foreign Architect Path with other licensure paths for international applicants, helping applicants understand which path to licensure is best suited to their personal circumstances.

For many architects who earned a license or registration in a country outside of the United States, NCARB's Foreign Architect Path to Certification provides a streamlined approach to U.S. licensure that recognizes the value of their international license. Through this path, applicants who are licensed architects outside of the United States or Canada may be able to pursue an [NCARB Certificate](#) by verifying their license and completing the AXP and ARE. After earning an NCARB Certificate, applicants can use this credential to apply for a license in a U.S. jurisdiction that accepts an NCARB Certificate issued through the Foreign Architect Path.

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

NCARB held its fifth annual NCARB Scholars in Professional Practice program in August 2023, gathering 17 educators from architecture programs across the country at Ball State University's CAP: INDY center.

The NCARB Scholars in Professional Practice program provides professional practice professors an opportunity to enhance the delivery of their courses through expert training, collaboration, and discussion.

With a variety of cutting-edge content—ranging from storytelling and motivation to the future of architectural licensure—this unique professional development program provided educators with the tools and training to prepare students for competency and success in the profession of architecture.



2023 NCARB Scholars convened for the fifth annual event at Ball State University's CAP: INDY center.

### **Workforce Readiness Survey**

In July 2023, NCARB assembled a work group of practitioners and educators to conduct a profession-wide job analysis study to determine the knowledge, skills, and abilities (KSAs) required of an entry-level employee in an architecture firm.



Members of the Workforce Readiness Work Group worked to explore the top skills needed for entry-level architecture professionals.

Through research into job postings and other hiring documents, the work group put together an initial list of KSAs expected in an entry-level role. To validate this list, NCARB shared a survey with a broad range of individuals working in the architecture field—including both experienced and entry-level individuals, as well as licensed and unlicensed employees.

Through the survey, the respondents assessed the importance and relevance of each KSA for entry-level architecture professionals. Findings from the survey will help individuals interested in pursuing an

architecture career better understand the knowledge and skills required, with the ultimate goal of ensuring greater workforce readiness. Findings from the report will be released in early FY25 and will guide efforts to ensure greater career readiness among new graduates and licensure candidates.

### **My NCARB Updates**

In FY24, NCARB updated the My NCARB interface to improve the customer experience and better capture and track key data in the profession, including demographic information. As part of this effort, NCARB refreshed the process for updating Record holders' legal names in February 2024, enabling shorter turnaround times and smoother interactions for customers. In addition, NCARB refreshed account settings and demographic information, expanding the demographic selections available to include more options for items like disability status, gender identity, sexual orientation, and race/ethnicity. By making these options more accessible for customers and more representative of a variety of identities, we hope to create a more inclusive space for all. In addition, NCARB aims to provide more holistic reporting on demographic trends in the profession as part of our annual *NCARB by the Numbers* report.

## **MEMBERS AND VOLUNTEER RESOURCES**

NCARB staff collaborate across departments to ensure that licensing board staff, members, and volunteers have access to the resources they need. During FY24, NCARB focused on refreshing several tools for these key stakeholders.

### **NCARB Bylaws Updates**

As part of NCARB's multi-year governance reform, our members passed a resolution to amend the current Certificate requirement for Board of Directors positions, which previously required architect members in officer positions to hold the Certificate. Streamline. Under the updated *Bylaws*, only architects serving in officer positions on the Board must hold an NCARB Certificate. This enables non-certified architects to serve on NCARB's national Board of Directors, expanding access and removing financial impediments to service.

During the FY24 Annual Business Meeting, NCARB's members also elected the organization's first-ever at-large directors to serve on the FY25 Board of Directors. This is an important step in a larger governance structure reform commenced over several years, aimed at creating new pathways to national leadership.

The opportunity to run for FY25 at-large director positions resulted in a large and diverse slate, with 10 candidates running for the two open positions—including individuals with and without service on an NCARB licensing board. While Board eligibility had been historically limited to those who served on a licensing board, a governance change passed in FY23 added at-large seats with eligibility either by licensing board service or two years of committee service, among other changes.

Together, these changes are part of a multi-year effort on the part of NCARB's member and volunteer community to widen the pool of candidates eligible to serve on the Board of Directors, streamline the time needed to progress through NCARB leadership to the presidency, and balance representation on the Board.



*Members engaged in discussion at the 2024 Annual Business Meeting.*

## Model Law and Regulations Update

In FY24, NCARB amended the *Model Law and Regulations* to update the recommended national standard for access to the examination.



Volunteers engaged in discussion on potential resolutions during NCARB's annual Committee Summit.

Members passed a resolution to streamline education requirements, removing previous requirements of completing an approved education program or being enrolled in IPAL for exam eligibility. The updated *Model Law and Regulations* requires candidates to have graduated from a state-regulated or federally-regulated high school or the equivalent to gain access to the exam. This change is intended to expand access to begin testing for candidates who may not hold a degree from a NAAB-accredited program, including those who hold a two— or four-year degree in architecture, foreign architects, and other candidates pursuing a non-traditional path to licensure.

The *NCARB Model Law and Regulations* offers recommended regulatory language for individual jurisdictions to adapt and adopt as needed. NCARB's updated *Model Law and Regulations* does not immediately impact access to exam eligibility, but NCARB hopes to see licensing boards adopt the new model language going forward.

## Sunset of Old Resolutions

In addition, NCARB's Policy Advisory Committee continued a multi-year research project to identify historical policy or position-related resolutions that are no longer in line with the Council's current philosophy and practice. In FY24, the committee examined resolutions dating back to 1960 related to financial, process, education, experience, certification, or continuing education policies. The committee also reviewed resolutions passed prior to the 1960s to understand their impact on the Council's current programs and policies.

As a result, the committee recommended the retirement of various resolutions from the 1960s and 70s to ensure that NCARB's official policies align with current practice. The committee also recommended the sunset of all resolutions passed prior to 1960, removing any conflicts with current NCARB policies. These resolutions were officially retired after a membership vote during NCARB's Annual Business Meeting in June, wrapping up NCARB's multi-year effort to clean up historic policy resolutions.

## Get on Board

In FY24, NCARB continued its "Get on Board" campaign as part of its initiative to encourage diverse appointments to state licensing boards in its customer community. This will lead to more diverse leadership at the national level. By raising awareness of opportunities to volunteer, NCARB hopes to promote increased engagement for individuals of all backgrounds. This campaign will continue to evolve and expand over the coming years.



# DATA ANALYSIS AND THOUGHT LEADERSHIP

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

In FY24, NCARB added fresh insights to the annual *NCARB by the Numbers* publication. Building on the expanded examination section launched the previous year, the 2024 edition digs deeper into the impact of NCARB's free, full-length practice exams on candidate pass rates and the impact of the rolling clock policy retirement. The Experience and Education sections of the report were also combined into one new section, Building Competency, to align with NCARB's ongoing efforts to re-envision the future of licensure. In addition to sharing the impact of race and ethnicity, gender, and age on key licensure data, the 2024 edition also begins to explore the impact an individual's firm size may have on their journey to becoming an architect.

NCARB and NOMA followed up on findings from the joint *Baseline on Belonging* study by releasing a compiled report on the initial survey and an action plan to address identified licensure impediments. NCARB also released two follow-up reports on licensure accessibility and AXP firm support, in addition to developing new resources to promote more equitable workplaces.

In the years to come, NCARB will continue using the data gathered in *NCARB by the Numbers* and phase two of the joint study with NOMA, called *Building on Belonging*—as well as insight from our members, customers, volunteers, and the public—to respond to the profession's most pressing challenges and uphold our mission to protect the public's health, safety, and welfare.



The 2024 edition of *NCARB by the Numbers* shares key data shaping the architecture community.

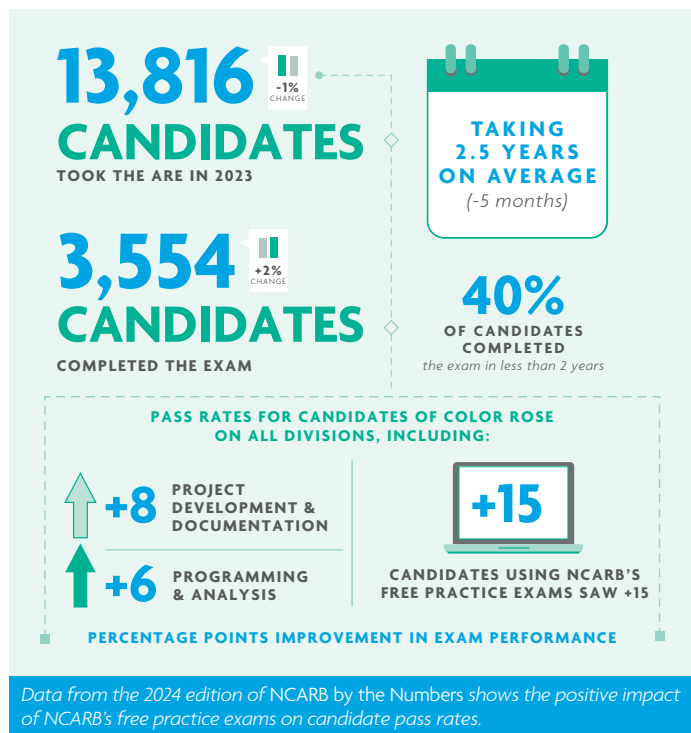
## NCARB BY THE NUMBERS

In FY24, NCARB released the 13th edition of *NCARB by the Numbers*, which is based on data from the 2023 calendar year. Each year since its inception, NCARB has evolved the publication, offering new and exclusive insights as the organization expands its data capabilities.

### Impact of Practice Exams on Candidate Pass Rates

In June 2022, NCARB launched free practice exams for all six divisions of the ARE. This decision was informed by research from the *Baseline on Belonging* study, which highlighted the significant amounts of money candidates were spending on study materials.

The 2024 edition of *NCARB by the Numbers* offers exclusive insight into the impact of NCARB’s practice exams on exam performance. Nearly 80% of candidates are now using NCARB’s free practice exams prior to testing, and the results are positive. The data showed that candidates who take one of NCARB’s free practice exams before attempting the related division are, on average, 15 percentage points more likely to succeed. This ranges anywhere from 11-18 percentage points, depending on the division, with the Practice and Project Management divisions showing the greatest improvements.



“As NCARB works with the 55 U.S. architectural licensing boards to enhance equity on the path to licensure, *NCARB by the Numbers* offers crucial insights that guide our decisions while evaluating our programs and services. The positive impact of the practice exams underscores the value of our data-driven approach.”

—NCARB CEO Michael Armstrong

## BUILDING ON BELONGING

In early 2020, the NCARB and NOMA began a joint *Baseline on Belonging* study exploring the experiences of underrepresented groups in the early stages of their architecture careers. The study explores the underlying reasons why women and people of color left the path to licensure at higher rates than their white, male peers.

The study’s initial survey was released in February 2020 to over 70,000 individuals and received over 5,000 complete responses (including over 2,800 from people of color and nearly 2,500 from women). Since then, NCARB and NOMA have released four in-depth reports on the survey’s findings, highlighting disparities related to education, experience, examination, and firm culture.

Three key themes were present throughout all reports: individuals who identified as part of multiple underrepresented groups faced higher levels of disparity; disparities faced by minority candidates compounded throughout their career, leading to increasingly higher levels of attrition and difficulty; and the age of candidates has a significant impact on licensure progress.

In FY24, NCARB and NOMA announced the next phase of our joint study, *Building on Belonging*, which aims to follow up on initial findings from *Baseline on Belonging* through a series of surveys and action items. This next phase of research also focuses on identifying opportunities to make the architecture profession more equitable.

NCARB and NOMA took several steps to dig into the findings of the initial *Baseline on Belonging* study in FY24 and propose potential solutions, including:

- Released a compiled report and action plan, with a transparent view of steps already being taken by NCARB, NOMA, and related organizations
- Conducted surveys on licensure accessibility and AXP firm support and released reports in each topic area
- Developed two new resources for licensure candidates and employers to help promote more equitable workplaces

### Action Plan

In FY24, NCARB and NOMA released a compiled report and action plan.

Developed with the help of a series of focus groups with NOMA, the action plan provides detailed recommendations for NCARB and NOMA, including items already in progress and areas for further research. The recommendations include raising awareness of the path to licensure, evaluating the difficulty of the path and the cost of the licensure path, creating more effective mentorship programs, fostering more inclusive firm culture, and more. Readers can also see an overview of actions already taken by NCARB to address the issues raised by the study.

In addition to the action plan, the compiled report also includes new insights, such as key findings by demographic group, a report on Native American and Pacific Islander respondents, and more.



“The partnership with NCARB has allowed us to quantify the disadvantages BIPOC architects face as they enter the profession, establishing these benchmarks to begin to address the specific challenges we face. Action with intention will yield real results, which is what matters now to create the change we want to see as an industry.”

—NOMA National Program Manager Tiffany Mayhew

### Awareness and Accessibility on the Licensure Path Report

As background research for *Baseline on Belonging* action items related to licensure awareness and accessibility, NCARB and NOMA developed a short survey. The survey explored how candidates’ knowledge of the licensure process impacted their career choices and gathered feedback regarding where more flexibility in licensure requirements might improve accessibility.

Over 4,000 licensure candidates, recently licensed architects, and design professionals who stopped pursuing licensure responded to the survey. The findings highlighted two related issues that impact the majority of individuals on the path to licensure:

- For many candidates, licensure awareness happens too late
- Many candidates need flexibility on the licensure path due to personal or professional circumstances

As NCARB is in the middle of a multi-year effort to re-envision the process of becoming an architect, we will use findings from this survey to inform our work.

## Architectural Experience Program® (AXP®) Support Report

In April 2024, NCARB and NOMA also conducted background research on the types of AXP support candidates received from their firms and supervisors and how this impacted their ability to meet the experience requirements.

Over 1,600 licensure candidates and architects responded to the survey. The findings highlighted two related issues that impacted many individuals on the path to licensure:

- Many candidates don't get the AXP support or resources needed from their firm
- Many candidates—especially candidates of color—indicated their AXP supervisor was not accessible to them

The goal of this follow-up research was to understand gaps in firms' support of licensure candidates and support NCARB's and NOMA's ongoing work to develop resources that help firms and employees navigate the licensure path.

## Best Practice Guides for Architect Licensure Support

To help build a foundation for firm leadership and candidates, NCARB developed two new resources based on our *Baseline on Belonging* research and action plan with NOMA. These guides aim to promote equitable workplaces by ensuring that candidates know what licensure support they can advocate for, and so firms better understand what level of licensure support they should be offering—and how to share that information with their employees.

- The Candidate Guide is designed to help licensure candidates find employers that actively support their licensure goals. The guide provides valuable insights and tips for identifying firms that prioritize professional development, offer study resources and financial support for the ARE, and provide mentorship opportunities.
- The Firm Guide offers best practices and actionable tips for maintaining a supportive and equitable work environment for licensure candidates. It covers strategies for providing financial support for licensure, creating candidate support networks, and ensuring equitable access to firm resources.

Beyond FY24, NCARB and NOMA will continue to develop resources to address the disparities identified in our study. And, through our *Building on Belonging* follow-up effort, we'll be releasing more short surveys exploring specific topics highlighted in the initial research.



In May 2024, NCARB and NOMA released two best practice guides for licensure candidates and employers.





# ADVOCACY SUPPORT, OUTREACH, AND INFLUENCE

Throughout FY24, NCARB remained aligned with its strategic objective of providing **Advocacy Support, Outreach, and Influence**. The organization tracked hundreds of bills and regulations and engaged in legislative and political challenges nationwide to maintain our core advocacy and external engagement goals.

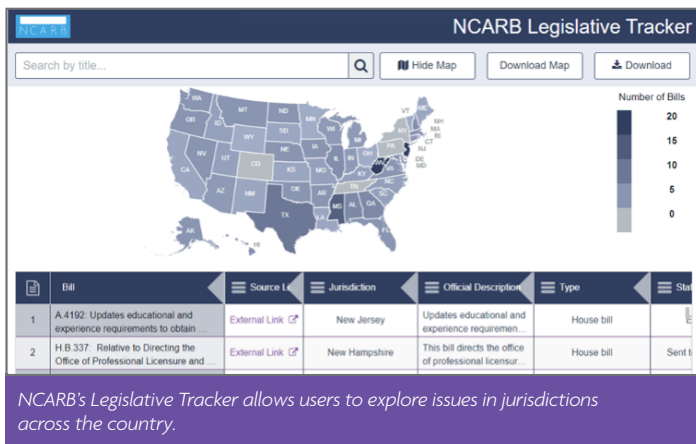
Using insights from best practices, NCARB honed our ability to provide robust data, public survey results, and convincing arguments to empower policymakers to make informed decisions about the oversight of the architectural profession. NCARB will maintain our position as a regulatory thought leader as political or legislative challenges continue to inevitably arise in the years to come.

## LEGISLATIVE TRACKING & MONITORING

During FY24, NCARB monitored bills and regulations that had the potential to impact the regulation of architecture or an architect licensing board's ability to carry out its mission. In FY24, NCARB:

- Reviewed and actively tracked 249 bills related to architecture and professional licensing across 41 jurisdictions.
- The top-trending legislative topics monitored include:
  - Licensing board reform
  - Reciprocity
  - Regulation of interior design
  - Regulatory reform

2024 Legislative Monitoring Statistics	
Legislative Category	Monitored Bills
Administrative/Operational	75
Military Community-Related	34
Fees/Revenue	24
Criminal History	20
Interior Design	18
Board Review/Oversight	15
General Reciprocity	9
Universal Licensure	12
Sunrise/Sunset	7

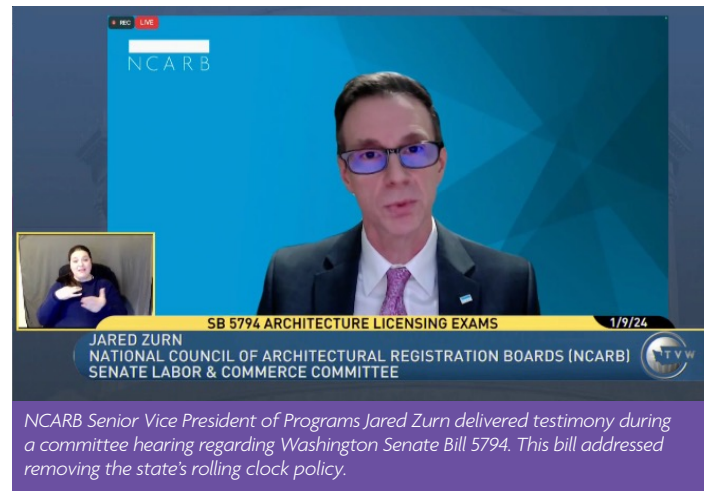


NCARB provides an easy-to-use legislative tracking tool for licensing board members on the Member Board Community that allows users to explore issues not only in their specific jurisdictions but also across the country.

## POLITICAL AND LEGISLATIVE ENGAGEMENT

NCARB also supports state licensing boards seeking to streamline their licensure requirements. This encompasses a thorough review of current licensing requirements, more opportunities and pathways to licensure, and the facilitation of licensure reciprocity across state and international borders. NCARB's Member Board faced various legislative and political challenges in FY24. Below are examples from this past year:

- **Rolling clock retirement**—Staff collaborated with the licensing board and professional societies in Illinois and Washington to eliminate their jurisdictional rolling clock policies.
- **Arizona**—NCARB worked alongside the Arizona State Board of Technical Registration and AIA Arizona to help inform policymakers' decision to continue the Board.



## COALITION BUILDING

NCARB staff partnered with other organizations to share information about legislative proposals and coordinate responses with jurisdictional counterparts—cultivating partnerships that support NCARB's advocacy success. Our external partners include:

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

ARPL promotes a responsible, balanced approach to professional licensing through research development, media engagement, and advocacy efforts. ARPL also provides best practices and practical solutions to help states solve occupation-specific licensing challenges and offers useful tools to assist licensing boards with their advocacy activities. ARPL enables us to amplify our reach to audiences and decision-makers nationwide through various channels, including social media and earned-media.

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

ICOR works to share best practices and advocate on behalf of the licensing boards that regulate the professions of architecture, engineering, interior design, landscape architecture, and surveying. We partner with ICOR on a variety of issues, and regularly meet to discuss the regulation of the design industry and licensure trends. We also collaborate on political and legislative challenges and work to strengthen partnerships between the professions. See more about our work with ICOR in [Awareness in the Architecture Community](#).

### ***The Federation of Association of Regulatory Boards (FARB)***

FARB promotes public protection and provides a forum for information exchange for associations of regulatory and licensing boards. In FY24, NCARB CEO Mike Armstrong served as president of FARB and spoke at the organization's Forum on Professional Regulation, held annually and designed for those who engage with state professional licensing boards to discuss emerging trends, acquire insight into best practices, and stay ahead of new legislation.



*NCARB CEO Michael Armstrong speaking at the Forum on Professional Regulation hosted by FARB.*

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

ICC is the global source of model codes, standards, and building safety solutions. We partner with ICC to remain up to date with current model codes and standards to ensure architects and candidates are aware of any updated information impacting the protection of the health, safety, and welfare of the public.

## **LOOKING AHEAD**

NCARB and staff will continue their efforts advocating for responsible and reasonable regulations in the years ahead. As political and legislative challenges and opportunities arise, the Council will continue to leverage its internal expertise, resources, and external partnerships to engage in the conversation effectively.



# FUTURE-FOCUSED RESEARCH AND DEVELOPMENT



NCARB closely monitors and evaluates its licensure programs to ensure they reflect current practice and protect the public's health, safety, and welfare. NCARB and our Member Boards work together to constantly assess how well the path to licensure aligns with the work being performed by architecture firms, especially as innovative practices and technological advances lead to changes in daily practice. Throughout the year, the ongoing work of NCARB's volunteers enabled our organization to anticipate—rather than respond to—the needs of the future.

## ANALYSIS OF PRACTICE

Every 7-10 years, NCARB conducts a profession-wide study designed to explore the current and near-future practices of architecture. The results of this *Analysis of Practice* inform changes to the national programs required for architectural licensure, including the AXP and ARE. To better understand the work, scope, and skills required of architects—as well as their overlap with the work performed by other related professionals—the study featured a wide range of data collection methods. These included focus groups, online polls, and a comprehensive, profession-wide survey released in April 2022.

The *Analysis of Practice* was designed to better understand the diversity of practice that exists within the profession. In collaboration with research partner Alpine Testing Solutions, NCARB gathered

### Path to Licensure

**4.1 years** average amount of experience respondents think candidates should gain prior to licensure

It is most important that candidates gain extensive experience working on a project from start to finish.

Candidates should develop a high level of proficiency in:

- Life safety (88%)
- Construction documents (81%)
- Accessibility (81%)

Top soft skill candidates should learn on the path to licensure:

- Ability to problem-solve

**Young practitioners are more likely to value a candidate's ability to demonstrate expertise than time served gaining experience.**

NCARB's Analysis of Practice explored the diversity of practice within the profession and provided insights into what practitioners believe should be required for licensure.

input from the entire profession, ensuring all individuals of all demographics were well-represented—including racial, ethnic, and gender representation, as well as representation of practitioners from various firm sizes, regions, experience levels, and beyond.

Thousands of individuals across the architecture, engineering, and construction (AEC) industry participated in the largest and most comprehensive *Analysis of Practice* study in NCARB's history—exploring everything from technological advances to cross-professional collaboration and specialization shifts. Throughout 2023, NCARB released key findings from each section of the survey, ultimately releasing a full report in December 2023.

The report details findings related to the value of licensure, the roles and responsibilities of architects; ethics; professional development; diversity, equity, and inclusion; and much more. Key findings from the report include:

- 80% of architects rated the personal and professional value of their license an 8/10 or higher
- Respondents under 35 were more likely to believe architects have an ethical responsibility to promote sustainability
- Most respondents agree that a diverse profession is better able to protect the public

Data insights from the *Analysis of Practice* will primarily inform the work of various committees and work groups throughout the years and in years to come, including NCARB's Competency Task Force. Results from the study will help us to better understand the ecosystem of architectural practice and may lead to changes to the national licensing programs and standards of the future.

## EXPLORING PATHWAYS TO PRACTICE

Established in 2022, two NCARB task forces continued their efforts to address the overlapping topics of what knowledge, skills, and abilities should be required for initial licensure (addressed by the Competency Task Force), as well as how that competency should be assessed (addressed by the Licensure Process Research & Development Task Force). Their efforts will guide the development of future licensure processes used by NCARB and our member licensing boards.

In FY24, the Competency Task Force developed and refined a draft *NCARB Competency Standard for Architects*, utilizing feedback from NCARB's volunteers and members to create a holistic standard for

competency at the point of initial licensure.

The *Competency Standard* will be finalized and released in early FY25.

Throughout the year, the Licensure Process Research & Development Task Force explored various structural approaches to architect licensing that might best address aspects of cost, efficiency, flexibility, and equity, including research to better inform the work and development of Pathways to Practice. In FY25, they will continue using the framework established by the Competency Task Force to design potential versions of the next path (or paths) to licensure.



Members of the Licensure Process Research & Development Task Force convened to continue efforts to explore potential future paths to licensure.

## FUTURES COLLABORATIVE

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

In FY24, the collaborative continued to engage with multiple subject matter experts to explore a range of future-focused topics, including the interconnectivity between technology and sustainability, the progression of computational design, the automation of code compliance, artificial intelligence, and issues related to climate adaptation.

In December 2023, the Futures Collaborative brought their conversations and insights to NCARB's larger volunteer committee, hosting an inaugural Futures Symposium in Washington, DC. The symposium brought together subject matter experts, NCARB volunteers, and NCARB leadership to explore cutting-edge trends in the profession. Through a range of topics focused on the interplay between technology, extreme conditions, and the profession's charge to protect the health, safety, and welfare of the public, attendees were able to explore and share insights on big-picture ideas to approach the advancement of the profession.

To follow up on this symposium, the collaborative hosted a virtual roundtable on the topic of space architecture in May 2024. NCARB volunteers and industry innovators met to discuss their work and efforts to emphasize architects' value in designing space habitats. Five leaders in the space architecture field discussed the progression of space architecture and the important role architects can play in designing extra-terrestrial habitats as mission type and duration evolve.

Members, volunteers, and expert panelists also explored how NCARB, as a facilitator of licensure, could help recognize this specialist field and might assist in establishing guidelines and standards that prioritize the welfare of future inhabitants of space environments. The NCARB Futures Collaborative will continue exploring how future trends impact regulation and how our programs can adapt to future challenges.



*NCARB volunteers debated the impact of emerging technologies and industry trends during the inaugural Futures Symposium in Washington, DC.*



# LEADERSHIP REPORTS

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



NCARB is led by its Board of Directors, which in FY24 consisted of 14 volunteers elected by the 55 Member Boards: 12 architects, one public director, and one executive from a licensing board.

The FY24 Board of Directors' accomplishments include the following highlights:

- Released a statement committing to the development of a framework for multiple “Pathways to Practice,” which recognizes the need for a variety of educational and career paths to position individuals to qualify for an architectural license
- Continued efforts to expand access to international reciprocity by negotiating an updated mutual recognition agreement with NCARB’s counterparts in Australia and New Zealand
- Provided feedback and insight into the development of NCARB’s new *Competency Standard for Architects*, which was finalized and released in FY25
- Engaged in blue-sky conversations regarding the development of future licensure paths to create greater accessibility on the path to licensure
- Worked with the Regional Realignment Work Group to gather feedback from NCARB’s membership regarding regional governance and develop a proposal for restructuring NCARB’s regions
- Created a Workforce Readiness Work Group to explore the knowledge, skills, and abilities necessary to perform an entry-level architecture role
- Following a Member Board comment period, approved updates to the *NCARB Education Standard* to create greater flexibility and accessibility
- Approved new ARE security policies designed to better protect the integrity of exam content



- Negotiated with alliance partners and the National Architectural Accrediting Board (NAAB) in search of a sustainable model for funding the accreditation process.
- Engaged with the Coalition of Community College Architecture Programs (CCCAP) to explore greater recognition for community college education in the licensure pathway
- Supported efforts to advocate for reasonable regulation across the United States
- Led critical discussion and engagement with several collateral organizations and other external partners
- Maintained a rolling budget approach, allowing the organization to adapt strategically to the current economic trends and pursue new opportunities throughout the year

#### **President**

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

#### **Vice President**

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

#### **Second Vice President**

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

#### **Treasurer**

John Patrick Rademacher, NCARB, AIA, NOMA  
Loveland, Ohio

#### **Secretary**

Sylvia Kwan, FAIA, NCARB, NOMA, LEED AP  
Kentfield, California

#### **Past President**

Bayliss Ward, NCARB, AIA  
Bozeman, Montana

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Jennifer R. Arbuckle, AIA, NCARB, LEED AP  
North Ferrisburgh, Vermont

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

George H. Miller, FAIA  
New York, New York

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

Miguel A. Rodriguez, FAIA, NCARB, NOMA  
Coral Gables, Florida

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

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

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

Lenora A. Nelson, RA, NCARB  
Ashland, Nebraska

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

Scott E. Harm, FAIA, NCARB  
Puyallup, Washington

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

Cathe M. Evans  
Raleigh, North Carolina

#### **Public Director**

Stephanie V. Hopkins  
Baltimore, Maryland



# NCARB President's Report

*Jon Alan Baker, FAIA, NCARB, LEED AP  
2023–2024 NCARB President*

*This report is adapted from President Baker's 2024 Annual Business Meeting speech.*

It has been a privilege for me to serve as NCARB's president this year. Thank you for providing me the platform to apply my story, and the stories of so many others, to the important and ongoing work of continuously improving the value of NCARB.

Last year, I posed the challenge that we needed to ask some hard questions and tackle some hard topics. Thanks the dedicated efforts of our community, we've done just that.

## **REFLECTING OVER THE YEAR**

### ***Creating Pathways to Practice***

Over the past year, we've confronted tradition regarding the inclusion of aspiring architects on a nontraditional path to licensure through our Pathways to Practice initiative. While the NAAB accreditation path represents the most frequently used pathway, we have shown our commitment to recognizing other paths as part of a "multiple paths to licensure" system. As someone who took a nontraditional route myself, it was an honor overseeing this work and witnessing the dedication of our Licensure Process Research & Development Task Force and Competency Task Force volunteers, who jumpstarted this journey toward more accessible, yet still rigorous, paths to architectural licensure.

### ***Celebrating Community College Education***

On a similar note, we also challenged conventional wisdom to include and celebrate community college education as an important entry portal and valuable resource in the development of licensure candidates. After several years of dialogue with the Coalition of Community College Architecture Programs (CCCAP), NCARB launched a new initiative to more formally recognize the value of two-year associate degrees or certifications provided through community colleges. Through campus outreach to students and faculty, along with analysis by staff and volunteer committees, we are laying the groundwork to more formally integrate community college education into the licensure toolkit in the coming years.

### **Supporting Accredited Education**

We've insisted upon and initiated a new conversation regarding the best ways to support accredited education. In February 2024, we released a statement affirming the value of accredited education, while also pushing for educational reform that removes unnecessary barriers to licensure and mobility. We also called for a feasibility study that would explore opportunities to offer a four-year Bachelor of Architecture degree program, rather than the traditional five-year program.

### **Assessing Workforce Readiness**

We inserted workforce readiness as a key factor in defining competency to practice. This past year, I stood up a special work group on Workforce Readiness, designed to explore how the expectations of employers are being met through existing requirements for licensure. With the product of the work group, we hope to better prepare students to enter the profession with the highly valued knowledge and skills needed to be a successful entry-level employee.

### **Volunteer Efforts**

We were able to do this, to pose these questions, to challenge these norms, thanks to the efforts of our members and volunteers, as well as the work of my predecessors—including Past President Bayliss Ward, who launched the ground-breaking task forces on Competency and Licensure Process Research & Development.



*FY24 President Jon Baker spoke at NCARB's Annual Business Meeting.*

Our ongoing committee work has assured that the voice of the membership and other practitioner perspectives is present in everything we do. That's a hallmark of what makes our programs defensible and credible. Thanks to the work of so many dedicated volunteers, NCARB is positioned to respond to the challenges of transformational change as our approach to regulation and practice evolves.

Together, we are doing important things, we are doing exciting things, we are doing necessary things. Let's keep doing that.



# Vice President's Report

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

*2023-2024 NCARB Vice President*

*This report is adapted from Vice President Van Tine's Annual Business Meeting speech.*

As the incoming FY25 president, I would like to provide some insight into my career and my areas of focus for the year ahead.

Over the last 35 years, I've had the privilege of helping over 100 aspiring architects enter the workforce, and many of them have achieved licensure. Being able to mentor the next generation is one of the professional experiences I'm most proud of—and it's what led me to volunteer with NCARB. My passion to help shape the future of the profession and my desire to give back motivated me to pursue leadership within this organization.

As architects and industry professionals, we have a shared responsibility to ensure that the next generation of architects is competent to protect the public's health, safety, and welfare. NCARB is committed to ensuring the pathways to licensure reflect current practice and focus on the right set of competencies. Practice is changing, and we, as regulators, must keep pace with that change.

I'm excited to be able to lead the council at this pivotal time as we navigate the challenges ahead and take advantage of opportunities to move forward.

## **LOOKING AHEAD**

### ***The Value of Licensure***

Across all professions, the value of regulation is being questioned. In response, we must demonstrate that our programs and policies are validated, up-to-date, and fair. We have the opportunity to be proactive in how we evolve our programs, and for these reasons, we are actively evaluating the tools, systems, and pathways to licensure.

The work of the Competency Task Force and the Licensure Process Research & Development Task Force will inform our work to develop multiple pathways to licensure that maintain the rigor needed to protect the public.

The first milestone in this effort will be the adoption of the *NCARB Competency Standard for Architects*, which will provide the platform on which the evolution of our future programs will be based. Once adopted, we will assess how to update our current programs to align with the *Competency Standard*.

The Licensure Process Research & Development Task Force will continue their efforts in FY25, guided by the *Competency Standard*. Their recommendations will ensure the next iteration of our licensure process delivers innovative, flexible options that remove unnecessary barriers for those seeking licensure and will shape the architecture community for years to come!

Our FY25 volunteers will share their insights and feedback on this effort throughout the year, with focused charges to help validate essential improvements to our programs and services.

### **Member Collaboration & Engagement**

In addition, the perspectives of our members will provide critical insight as we work to shape regulation and impact the future of the profession. We will ensure our members and other important voices are integrated into our discussions and research.

In late October, we will convene for our biannual Member Board Chairs & Executives Leadership Summit—an important forum for feedback and discussions on the recommendations shared by the task forces charged with modernizing our programs. There will also be other opportunities to explore and discuss the recommendations during our FY25 Committee Summit, Regional Summit, and Annual Business Meeting. Our expanded Regional Leadership Committee will serve as a focus group and sounding board for emerging issues.

In addition, I am establishing a virtual Leadership Roundtable where we gather a group of previous NCARB leaders to share their insights and historical knowledge as we chart our new course. Through these events and discussions, we ensure NCARB's members have more opportunities than ever to engage, shape, and help lead us through these pivotal changes over the next several years.

### **External Partners**

We look forward to a renewed relationship with the National Architectural Accrediting Board (NAAB) in this coming year. Accredited education is the one path to licensure recognized by all Member Boards, with 85% of current candidates completing NAAB-accredited programs. We will work with NAAB to keep them informed about how their accreditation model aligns with our new *Competency Standard*. We hope to continue to provide opportunities for volunteers to serve on accreditation visiting teams and to recommend individuals to serve on the NAAB board.

We also hope to continue our partnership with the National Organization of Minority Architects (NOMA), sharing our commitment to look for meaningful changes that help improve access to licensure for all.



Vice President Ken Van Tine and members of the Board of Directors discussed a potential timeline for future licensure changes during a quarterly Board meeting.

Our joint study, *Building on Belonging*, which will continue throughout the year, follows our successful initial study called *Baseline on Belonging*. NCARB will also continue to support NOMA's 2030 challenge, aiming to double the number of Black or African American architects over the next decade. We will also conduct a tour of the seven Historically Black College and University architecture schools to encourage the pursuit of licensure and hear their struggles and accomplishments in that effort.

### **Pathways to Practice**

Throughout the year, we will continue to promote the concept of enabling multiple paths to licensure through our Pathways to Practice initiative, which includes expanding options for individuals without a degree from a NAAB-accredited program. A key component of recognizing multiple paths is our ongoing work with community colleges, where we hope to strengthen our understanding and engagement with the faculty and students of these institutions across the country. Through this, we want to recognize the value community colleges offer students who are interested in becoming licensed.

I know first-hand some of the challenges and barriers people face in pursuing licensure. Many candidates and individuals interested in entering the architecture profession don't yet see a viable route to becoming an architect. Through Pathways to Practice, we hope to ensure that there is a path to licensure available for all candidates.



FY24 Vice President Ken Van Tine engaged with NCARB staff and attendees at the 2024 AIA Conference in Washington, DC.

### **Moving Forward**

As president, I plan to lead NCARB with intention, ensuring that every voice is valued in the many pivotal discussions ahead. I am committed to being a good leader, which starts with being a good listener. As I engage with the architecture community throughout the year, I hope to get to the heart of what people are saying and move our key initiatives forward.

As an architect, we design for change—asking questions along the way to help us inform our work and understand the best plan to improve a project or community that benefits all impacted. As regulators, NCARB needs to take the time to consult, explain, and listen to all voices of those involved before making changes. I look forward to another exciting year in NCARB's journey.



## Second Vice President's Report

*Edward T. Marley, NCARB, FAIA, LEED AP  
2023-2024 NCARB Second Vice President*

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

As second vice president, I was Board liaison to the Member Board Executives Committee. Working with that committee is probably one of the highlights of my NCARB service over the last 11 years. The committee members are engaged and passionate about what they do. Other highlights include traveling to the Union of International Architects (UIA) Symposium in Copenhagen, Denmark, where I had the opportunity to meet with our counterparts from Taiwan, Japan, Mexico, and the European Union. Lastly, establishing the NCARB Leadership Institute, an immersive training event for current and future NCARB leaders, was a significant milestone in my service to NCARB.

### ***You've been involved with NCARB since 2012. How has the organization evolved over the years? What do you hope to see in the future for NCARB?***

Every year that I am involved in this organization, I am more impressed with how forward-thinking and agile we are. We are not content with the status quo and are always looking for ways to facilitate the path to licensure and increase the value to our Certificate holders. We have also become a better resource for our Member Boards. We're always ready to jump into action when a Member Board has a need.

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

My desire to be a thought leader keeps me motivated. As a person who embraces change and innovation, I'm excited about exploring ways to help our up-and-coming licensure candidates succeed on their path to licensure.

### ***How has being NCARB certified helped you in your career, and why do you think it's important to explore and develop multiple pathways to licensure?***

My NCARB Certificate has allowed me to grow my practice beyond my home state. Being licensed in nine states has given me flexibility in where I do projects. Being from a state that offers multiple pathways to licensure for various education backgrounds (Arizona), I have always seen the value of that approach. I think NCARB's focus on developing that initiative is critical to the growth and success of our profession. It will break down current barriers and lead to a more diverse and inclusive profession.

***What initiatives will you focus on as NCARB's 2024-2025 vice president?***

I am currently focused on ensuring continuity of work on the Pathways to Practice initiative. I also want to develop a stronger relationship with the International Code Council (ICC), particularly around continuing education. ICC has a strong code-related CE program that I would like to explore collaborating on as a further service to our Certificate holders.





# Treasurer's Report

John Patrick Rademacher,  
 NCARB, AIA, NOMA  
 2023-2024 NCARB Treasurer

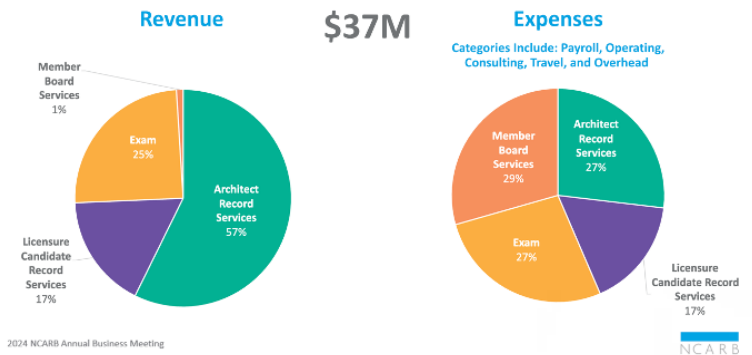
*Note: This report is adapted from Treasurer Rademacher's Annual Business Meeting speech.*

Immediately following the close of the 2023 Annual Business Meeting, the newly seated NCARB Board of Directors took action to approve the fiscal year 2023-2024 budget.

## BUDGET

We approved a \$37 million operating budget, with 99% of the revenue coming from Records services and exam deliveries. The other 1% comes from Member Board dues, conference registration fees, and investment income.

Our major expenses include employment expenses, office, and rent operations, consulting services, travel and meeting costs, and business consulting.



A breakdown of revenue and expenses from the FY24 budget.

## CASH OPERATING RESULTS

In FY24, we managed to achieve our income goal—ending the year \$700K ahead of the budget.

We have seen steady, sustained growth in the number of NCARB Certificate holders, exceeding 52,000 Certificate holders. Our Record holders have sought reciprocal licensure at a record pace in the past 12 months. The number of licensure candidates opening new NCARB Records and the number of exam deliveries also increased from FY23 to FY24, both exceeding budget expectations. The one area of underperformance was in registered architect application activity, a by-product of the highly successful “Welcome Back” campaign conducted at the end of FY23. However, overall, registered architect applications continue to have a very small level of activity.

Expenses were approximately \$1 million higher than anticipated in the budget. Due to the increase in exam deliveries, our examination expenses also increased. If more candidates sit for the exam, we pay more to our testing vendor. Lack of expected staff vacancies throughout the year have also contributed to higher-than-expected operating costs. While this caused a budget overrun, employee retention also has long-term cost-savings effects and indicates that our employees are happy and engaged in their work.

Even though we had a small cash deficit for the year, thanks to the unspent carryover from the previous fiscal year, our operating fund finished the year well within its target range.

### **Benefits to Licensure Candidates**

The FY24 budget funded several initiatives for licensure candidates, including:

- We continued to provide direct support for candidates choosing to use online proctoring to take the exam, covering the cost for candidates to do an online proctoring systems check which provides them the time and opportunity to identify and resolve technical glitches before their testing appointment.
- We continued to provide free, full-length practice exams that give candidates a full simulation of the exam format. There is one practice exam for each of the six ARE divisions. These exams are available at no cost to all candidates.

## **STATUS OF FUNDS**

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

The Council currently has approximately \$21 million distributed between the Strategic Reserves and Strategic Growth Fund.

We maintain sufficient balances in these accounts to allow for market volatility. Our policies and our work with our investment advisors have built a broadly diversified portfolio, which will protect opportunities to continue investing in our programs, services, and resources for Council stakeholders.

## **STRATEGIC RESERVES**

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

### **Innovation**

In FY24, the Board invested approximately \$2.1 million of the Council's Strategic Reserve funds to support the following product enhancements:

- **Continuing the re-design of NCARB's customer management system**, also known as My NCARB. This is the personalized interface that our Record holders experience when they log into our portal. For many

of our customers, it's their main point of connection with us and where they go to see and update their career information.

- **Improving exam experience.** We are constantly working to improve the exam experience for our candidates. This year, we worked behind the scenes to enhance the item bank and update workflows.
- **New online, on-demand continuing education (CE) content for our Continuum Education program.** This is a benefit for Certificate holders that provides free CE courses in a variety of health, safety, and welfare (HSW) content areas.

The Board authorized an additional \$1.4 million in Strategic Reserves for the following efforts and initiatives.

- **Pathways to Practice:** We are exploring a new multi-year "Pathways to Practice" initiative, which removes unnecessary impediments and allows greater equity and accessibility on the path to licensure. The Competency and Licensure Process Research & Development task forces are laying the groundwork for this initiative.
- **Building Impact Study:** NCARB, AIA, and ACSA's jointly commissioned the Building Impact study with Rand Consulting is assessing the connection between education and practice. Surveying and focus group work is underway across student, faculty, and early career practitioners. A report is anticipated sometime in FY25.
- **Volunteer Lifecycle Research:** We conducted a comprehensive analysis of NCARB volunteer engagement in order to assess the volunteer experience and maximize the value of their efforts.
- **Community College Outreach:** We continue to expand our outreach to community colleges to introduce our programs and promote accessibility.
- **Pursuit of Additional Mutual Recognition Agreements (MRAs):** We are pursuing MRAs with foreign licensing authorities to allow certificate holders to practice abroad, as well as across U.S. jurisdictional boundaries.
- **Professional Practice Digital Library:** In collaboration with the ACSA, NCARB is supporting the ProPEL Digital Library of professional practice curricula, covering foundational and emerging topics to expand teaching resources and better equip students for the future of architectural practice.
- **Diversity, Equity, and Inclusion:** NCARB is supporting the diversity, equity and inclusion work by developing measurable standards to measure progress and benchmark accomplishments.
- **NCARB Leadership Institute:** We are developing the new NCARB Leadership Development Institute to provide structured leadership training for those aspiring to serve as NCARB leaders.

The investment of \$2.1 million in new program enhancements, and the \$1.4 million spent on these efforts, total an expenditure of \$3.5 million from strategic reserves toward opportunities for the Council.

### **Moving Forward**

Despite recent market volatility, our finances and reserves remain healthy. The Council is committed to not stockpiling reserves, but to strategically investing in opportunities and mitigating risk. We are committed to leveraging our financial assets for the benefit of the Council. I'm sure in the years to come, the effort to balance the financial health of the Council with the opportunity to advance our services to customers and Member Boards will continue.



# Secretary's Report

*Sylvia Kwan,  
FAIA, NCARB, NOMA, LEED AP*

*2023-2024 NCARB Secretary*

***Before being elected as secretary, you served as director of Region 6. How did your experience as regional director prepare you for your role as secretary?***

I learned to represent my region both as a leader and on a national scale. I learned that it was necessary to participate as part of the national conversation rather than just representing Region 6. Although I was limited on how much I could talk about the region, it still came up in conversations quite a bit, as there was a lot to learn from each other on the national board. I watched how FY23 Secretary John Rademacher performed his duties and made note of all of the responsibilities that he had. That helped prepare me when it was my turn to be secretary.

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

I was really proud of the work I did on the California Architects Board. It felt fulfilling to participate in the work of helping architects attain their licenses and maintain the quality and value of the license. Once I was introduced to NCARB, I found the experience exhilarating to engage with architects from all over the country who cared about licensure. The causes of the committees I was on continue to be important, such as examination, experience, and especially diversity, equity, and inclusion.

***You were also a member of NCARB's Diversity Collaborative, which evolved from grassroots efforts to now a permanent Diversity, Equity, and Inclusion Committee. What role does the committee play in NCARB's process, and why is their work important?***

It is so interesting that the work of the Diversity Collaborative resulted in all of these governance changes in such a relatively rapid order. Before our work, pretty much everything remained the same as it had for 100 years. It was very discouraging for those of us on the committee to see things go on year after year in the same manner without any significant change. So, when the leadership of the Board decided to listen and make some of the changes that we recommended, it was earth-shattering. And now, we are moving in a direction that is finally catching up with the reality of our world.

**NCARB’s members voted on several resolutions this year, including passing updates to two existing mutual recognition agreements and passing a change to the Certificate requirement for architects serving on the NCARB Board of Directors. Can you tell us a little about them?**

NCARB’s members passed all but one of the seven resolutions that were put forward to vote this year. Those resolutions included:

- **Two omnibus resolutions to sunset outdated policy resolutions** that do not align with how NCARB currently operates.
- **A revised Mutual Recognition Agreement (MRA) between NCARB, AACA, and NZRAB** that eliminates the post-licensure experience requirements as a qualification and allows acceptance of pathways outside the standard path to NCARB Certification.
- **An amendment to our NCARB Model Law and Regulations**, expanding early access to the exam by granting testing eligibility to high school graduates.
- **An amendment to the NCARB Bylaws**, removing the Certificate requirement for architects serving in non-officer positions on the NCARB Board of Directors.
- **An amendment to the Canada/Mexico/U.S. Tri-National MRA** that reduces the post-licensure experience requirement, allows acceptance of pathways outside the standard path to NCARB Certification, and reduces other unnecessary barriers to eligibility for qualified architects.
- **A rejection of updates to NCARB’s regional structure**, which proposed organizing NCARB’s membership into five regions instead of six.

**How can members and the public stay informed about NCARB’s activities**

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



# Past President's Report

*Bayliss Ward, NCARB, AIA*

*2023-2024 NCARB Past President*

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

I believe it was 18 years ago that I was introduced to NCARB by Tom Woods. After I attended my first Region 5 meeting, I thought it was time to give back to the profession and get involved with this organization.

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

I am most proud of the major achievements that we, I mean all of us, have had. This is not an organization that is about one person's ideas or direction, but rather a team approach, and I feel that this way, NCARB gets the best out of everyone's input. I was fortunate to continue as the president of NCARB through a historic governance change in the organization, which is still being implemented today.

By looking into current NCARB policies, we found other unintentional impediments that we were able to change. These included revising the rolling clock, allowing candidates to continue the pathway to licensure or pick the process back up. We released six full-length, free practice exams. These exams have had a tremendous impact on underrepresented exam candidates, as well as other candidates, and the pass rate has increased by a very high percentage. We also explored the current licensing process and found possible negative impacts. So, we started two task forces to see if there is a better way in the future to include more people in the profession without reducing the rigor and while still protecting the public's health, safety, and welfare. One of those task forces was the Competency Task Force, and the other was the Licensure Process Research & Development Task Force. These have turned out to be multi-year endeavors, and I am thankful that we have made significant changes in this amazing, forward-thinking organization.

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

NCARB has continued to be more proactive as an organization than reactive. I attribute this to the current CEO, Michael Armstrong, and his staff. It amazes me how everyone cares and contributes their efforts to the organization's work.

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

I have faith that this organization will continue to do amazing work for the regulatory aspect of the architecture profession. I hope that the drive from all the individuals who work at NCARB does not diminish and that the team will continue to push the limits. NCARB has set the bar to an all-time high, and I don't feel they will let this slip below the current level.

I hope to continue to be involved in the organization because I think I can contribute to its current goals. I have had an experience with NCARB that I will never forget, nor one that I could ever have dreamed I would be a part of in my career.



# COMMITTEE REPORTS

NCARB has more than a dozen standing committees, subcommittees, and task forces that meet throughout the year to review topics such as education, the AXP, the ARE, certification, and more. Made up of volunteers from across the profession—including members of state licensing boards, practicing architects, licensure candidates, and architectural alliance representatives—these groups help steer the organization by reflecting on our programs and policies and making recommendations for improvement. In FY24, NCARB had over 350 volunteers.

## **Standing Committees**

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



# CREDENTIALS COMMITTEE



## Committee Purpose

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

## Report

### Highlights

- As part of the committee's charges, they ensured that all candidates for the FY25 NCARB Board of Directors met the qualifications.
- The committee also gathered data to evaluate the Board service requirement of holding an NCARB Certificate and shared results and recommendations with the NCARB Board of Directors.
  - This charge ultimately led to a resolution that was passed by membership at the Annual Business Meeting, removing the Certificate requirement for architects serving in non-officer positions.

# DIVERSITY, EQUITY, AND INCLUSION COMMITTEE



## **Collaborative Purpose**

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

## **Report**

### *Highlights*

- During fiscal year 2024, the Diversity, Equity, and Inclusion (DEI) Committee discussed the implementation of the governance resolution as requested.
- The committee also reviewed data related to fairness in licensure and provided recommendations for future research.
- In collaboration with NCARB staff, the committee contributed to the development of blogs that highlight the variety of experiences, career paths, and practitioners in the architecture profession.

# EDUCATION COMMITTEE



## Committee Purpose

The Education Committee advises the Board on matters related to education and continuing education. It contributes to the development of programs and initiatives impacting architecture education and investigates shortcomings or opportunities in the education component of licensure.

Examples of initiatives include oversight of the *NCARB Education Standard*, education alternatives for NCARB Certification, Integrated Path to Architectural Licensure (IPAL), and life-long learning opportunities.

## Report

### Highlights

- Considering the future of education-related programs, Education Committee members collaborated with the Competency and Licensure Process Research & Development task forces. To further support the upcoming work of the Licensure Process R&D Task Force, and to develop a deeper understanding of the proposed multiple Pathways to Practice approach, the committee brainstormed what might be needed to achieve and demonstrate each competency in an education setting, or whether the competency could simply not be met in education.
- To support community colleges and students, committee members studied a variety of university curricula and developed a consensus model of content areas and the level of knowledge or ability recommended in each for entry (transfer) into the third year of accredited architecture programs.
- In the process of reviewing university curricula, the committee had observations and came to a consensus regarding several items for possible future consideration.
- Using the framework developed by the Competency Task Force, committee members compared the draft competencies to the *NCARB Education Standard* and the NAAB criteria. The competencies were found to have strong correlation to the *Competency Standard* and criteria.

- Committee members identified NCARB education policies that may need modification to integrate evolving processes suggested by the Licensure Process Research & Development Task Force.
- As part of a joint charge, committee members collaborated with the Experience and Examination committees to address and identify requirements for a paraprofessional credential. Members of all three committees worked together in breakout groups to discuss licensure (as regulated by jurisdictions) versus certification (as awarded by NCARB) for paraprofessionals, then shared ideas for future credentialing. It is believed that there is likely viability to a paraprofessional credential within architecture that establishes a milestone for licensure candidates on their path to licensure. It is recommended that this topic be discussed further after the future licensure process is defined to best determine what components of the future licensure process would support a meaningful paraprofessional credential.
- In support of the Integrated Path to Architectural Licensure (IPAL), committee members reviewed proposals to participate in IPAL and responded to recommendations for evolving the program.

# CONTINUING EDUCATION SUBCOMMITTEE



## Committee Purpose

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

## Report

- Committee members evaluated expiring NCARB Continuum Education products to determine if they should be renewed or retired, as well as course proposals for new continuing education (CE) courses.
- As needed, committee members reviewed new NCARB CE courses for readability, quality control, and to ensure course language adhered to standard guidelines for avoiding stereotypes and biases.
- Committee members explored the feasibility of Member Board approval of CE credits for NCARB-generated content. Members recommended that the current evaluation process should continue, as the AIA has an established system and the resources/workforce in place to handle the level of work required to determine approval of CE credit.
- Committee members also evaluated the feasibility of NCARB volunteers receiving HSW CE credits for committee work when appropriate and made the recommendation that the current policy as defined in the *NCARB CE Guidelines* and AIA CES Standards be maintained.

# CERTIFICATION ALTERNATIVES REVIEW TEAM



## Team Purpose

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

## Report

### Highlights

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

# EXAMINATION COMMITTEE



## Committee Purpose

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

## Report

### Highlights

- The FY24 Examination Committee completed six charges during the year, beginning with a review of exam eligibility language in *NCARB Model Law* to assess opportunities to improve exam access.
  - The committee proposed a resolution to allow exam eligibility upon completion of high school. NCARB's Board of Directors agreed to move the resolution forward to the FY24 Annual Business Meeting, where it was approved by the membership.
- The Examination Committee also spent time analyzing the current exam objectives against the competency framework that was in development at that time by the Competency Task Force. The Examination Committee identified areas where the current ARE may be out of alignment with the future *NCARB Competency Standard for Architects*, recommending opportunities to better align future iterations of the exam.
- In addition, the committee evaluated current case studies on the ARE for potential opportunities to improve their effectiveness. Committee members agreed on the value of case studies and recommended further research to better define a new format.
- The Examination Committee also reviewed annual exam and item type performance data; engaged in a blue-sky discussion on trends in the testing industry, including untimed exams; and collaborated with the Experience Committee for a discussion on paraprofessional credentials.

# ARE 5.0 FORMS ASSEMBLY SUBCOMMITTEE



## Subcommittee Purpose

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

## Report

### *Highlights*

- In FY24, the ARE 5.0 Forms Assembly Subcommittee completed several ARE quality control review assignments to prepare new test forms for delivery to ARE 5.0 candidates, so that all items delivered to candidates are properly formatted.
- The subcommittee also ensured that all items aligned to the ARE item writing standards and that assembled exam forms didn't contain overlapping items or cue other items within the same form.



# ARE 5.0 ITEM AND CASE STUDY REVIEW TASK FORCE



## Subcommittee Purpose

The ARE 5.0 Item and Case Study Review Task Force is responsible for ensuring all item and case study content within the ARE, Business Continuity Exam (BCE) and ARE practice exams are valid and in alignment with current exam development and delivery standards. As part of the task force, members review and edit items and case studies across multiple ARE divisions.

## Report

### *Highlights*

- In FY24, the ARE 5.0 Item and Case Study Review Task Force reviewed the ARE, Business Continuity Exam (BCE), and ARE practice exam items for compliance with current ARE and industry standards.
- Members reviewed ARE, BCE, and ARE practice exam item maintenance recommendations and updated and retired items as appropriate.
- Members also reviewed case study resource maintenance recommendations and implemented or modified as appropriate.

# ARE 5.0 ITEM DEVELOPMENT SUBCOMMITTEE



## Subcommittee Purpose

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

## Report

### Highlights

- At the start of FY24, committee members participated in focused training sessions on ARE item writing standards and test development best practices.
- The subcommittee received assignments to create new discrete and case study items, supporting the continuous replenishment of the exam pool.
- During committee meetings, volunteers conducted peer reviews to refine items from homework assignments, previously developed items, and those authored during the FY24 Item Development Workshops, ensuring content validity and relevance.
- Frequent virtual sessions facilitated by NCARB staff helped volunteers stay connected and aligned with the subcommittee's goals throughout the year.

# EXPERIENCE COMMITTEE



## Committee Purpose

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

## Report

### *Highlights*

- In FY24, the Experience Committee worked to identify potential methods to confirm competency and approve AXP experience requirements without the requirement for direct supervision.
- Committee members also reviewed experience policies that may need to be modified to integrate evolving processes suggested by the Licensure Process Research & Development Task Force.
- Using the framework developed by the Competency Task Force, members identified competency misalignments in the current AXP.
- The Experience Committee also collaborated with the Education and Examination committees to address and identify requirements for a potential paraprofessional credential.

# MEMBER BOARD EXECUTIVES COMMITTEE



## **Committee Purpose**

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

## **Report**

### *Highlights*

- The FY24 Member Board Executives Committee successfully developed and reported out the quality of the NCARB transmittals.
- Committee members successfully planned and executed the Member Board Executives (MBE) Workshop.
- The committee continued the development of the MBE model operations guide.
- Committee members also developed, executed, and reported out feedback regarding how jurisdictions manage discipline.

# POLICY ADVISORY COMMITTEE



## Committee Purpose

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

## Report

### *Highlights*

- In FY24, the Policy Advisory Committee completed a multi-year project to review policy resolutions previously passed by the membership, which resulted in two omnibus resolutions to sunset resolutions passed between 1960 and 1979 (Resolution 2024-01) and before 1960 (Resolution 2024-02). The membership approved both resolutions at the 2024 Annual Business Meeting.
- In addition, committee members supported the resolutions to update the Mutual Recognition Agreement with Australia and New Zealand and the Tri-National Agreement with Canada and Mexico and served as advocates at the Annual Business Meeting.

# PROFESSIONAL CONDUCT COMMITTEE



## Committee Purpose

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

## Report

### Highlights

- In FY24, the Professional Conduct Committee completed reviews of more than 20 non-exam breach cases with varying levels of complexity requiring deliberation in multiple monthly Zoom sessions. The PCC also reviewed several complicated exam breach cases.
- The PCC worked with input from legal counsel and in accordance with NCARB's *Bylaws*, exam candidate conduct policies, and the *Professional Conduct Committee: Rules of Procedure* to determine appropriate disciplinary sanctions, if any, for all cases.
- Additionally, PCC members reviewed conduct and discipline language in NCARB documents and recommended updates for clarification and currency, and provided more detailed language regarding an individual's opportunity to appeal a decision made by the PCC and/or NCARB Board of Directors.

# REGIONAL LEADERSHIP COMMITTEE



## Committee Purpose

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

This committee also reviews each resolution submitted by regions and Member Boards for conformity with the Council *Bylaws* and may recommend to the author of any resolution such changes as are deemed advisable for the purpose of clarity and to avoid duplication.

## Report

### *Highlights*

- The committee was charged with exploring options for gaining greater visibility into Board actions as leadership development opportunities and led several engagements throughout the year, including an engagement with the Board of Directors at the Committee Summit.
- Committee members supported the Council's ongoing governance transition as needed.
- Members also continued the development of a recruitment strategy for the regional leadership pipeline.
- The committee planned and led the annual Regional Summit.



# SPECIAL INITIATIVES

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



# COMPETENCY TASK FORCE



## Task Force Purpose

NCARB assembled the Competency Task Force to explore a new licensure framework that integrates more pathways to practice architecture, respects the diversity of applicants, and considers different methodologies for demonstrating competence to practice.

## Report

### *Highlights*

- Throughout the year, members continued efforts to validate and refine a comprehensive standard that properly describes the necessary competencies for a qualified individual licensed to practice architecture across NCARB's member jurisdictions.
- The task force oversaw the completion of an industry validation survey—capturing feedback from nearly 5,000 respondents.
- Using the data collected, the task force refined the drafted competencies and socialized updated competency statements with members.

# FUTURES COLLABORATIVE



## Collaborative Purpose

The Futures Collaborative monitors and researches changes in the regulatory environment and the practice of architecture. Its efforts will inform ongoing development, forecasting possible future outcomes and strategic conversations across the Council.

## Report

### Highlights

- In FY24, the collaborative hosted an inaugural Futures Symposium in Washington, DC, expanding its conversations and bringing together subject matter experts to explore cutting-edge trends in the profession.
- In May 2024, the Futures Collaborative hosted the Space Architecture Roundtable, a virtual roundtable bringing volunteers and industry innovators to discuss their efforts to emphasize architects' value in designing space habitats.

# INTERNATIONAL QUALIFICATIONS EVALUATION WORK GROUP



## Work Group Purpose

NCARB assembled the International Qualifications Evaluation Work Group in response to increased global presence and participation between the U.S. and foreign countries to complete evaluation assessments to determine if there are significant similarities in the competencies required at the point of licensure.

## Report

### *Highlights*

- Over the year, the work group completed comparative evaluations of competency requirements and pathways for licensure between NCARB and three international regulatory bodies.
- These evaluations led to the revision of two Mutual Recognition Agreements (MRAs), with resolutions passed at the 2024 Annual Business Meeting.

# LICENSURE PROCESS RESEARCH & DEVELOPMENT TASK FORCE



## Task Force Purpose

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

## Report

### Highlights

- The task force continued research efforts, with a focus on best assessment methods to validate competency within architecture.
- Through several engagements, members narrowed focus to a half dozen assessment methods that embrace various ways to demonstrate competency.
- Members also began envisioning how to structure the variety of assessment tools within the licensure process.

# REGIONAL REALIGNMENT WORK GROUP



## Work Group Purpose

FY24 President Jon Baker assembled the Regional Realignment Work Group to further explore membership feedback regarding NCARB's regional structure and to provide recommendations to the Board of Directors on the next steps.

## Report

### Highlights

- Over the year, the work group explored regional biases, the value of regions, and conducted several surveys to gather member feedback.
- Through the work group's discussions and findings, they identified areas for further study and opportunities for existing regions to improve and provide more consistency for Member Boards.
- The workgroup recommended a five-region map that distributed the Member Boards between the regions more equally, which became Resolution 2024-07. This resolution was not passed by NCARB's membership at the Annual Business Meeting.

# WORKFORCE READINESS WORK GROUP



## Work Group Purpose

NCARB assembled the Workforce Readiness Work Group, comprised of practitioners and educators, to identify the essential knowledge, skills, and abilities (KSAs) needed for entry-level architectural firm positions. Members collaborate with an independent research company, Data Recognition Corporation (DRC), to help define these requirements and ensure the validity of the research.

## Report

### *Highlights*

- As part of the work group's charges, members oversaw the completion of a job task analysis to identify the necessary knowledge, skills, and abilities (KSAs) for success in an early-level position in an architectural firm.
- Based on findings after conducting a nationwide survey, the workgroup refined a final list of KSAs and established guidance on when educational institutions should consider incorporating findings into their curriculum plan.

# COMMITTEE SUMMIT



Each year, hundreds of volunteers—including licensure candidates, architects, educators, and other professionals—help NCARB develop and maintain its major programs and initiatives. In early December 2023, NCARB volunteers gathered in Washington, DC, for the organization’s annual Committee Summit.

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

During this year’s summit, members of various committees focused on engaging in joint sessions and exploring how their charges relate to each other. Volunteers and members also joined for the inaugural Futures Symposium, a day of presentations and discussion on future trends in the profession and their potential impact on regulation.



# BUSINESS OPERATIONS

Explore the Council's structure and financials.





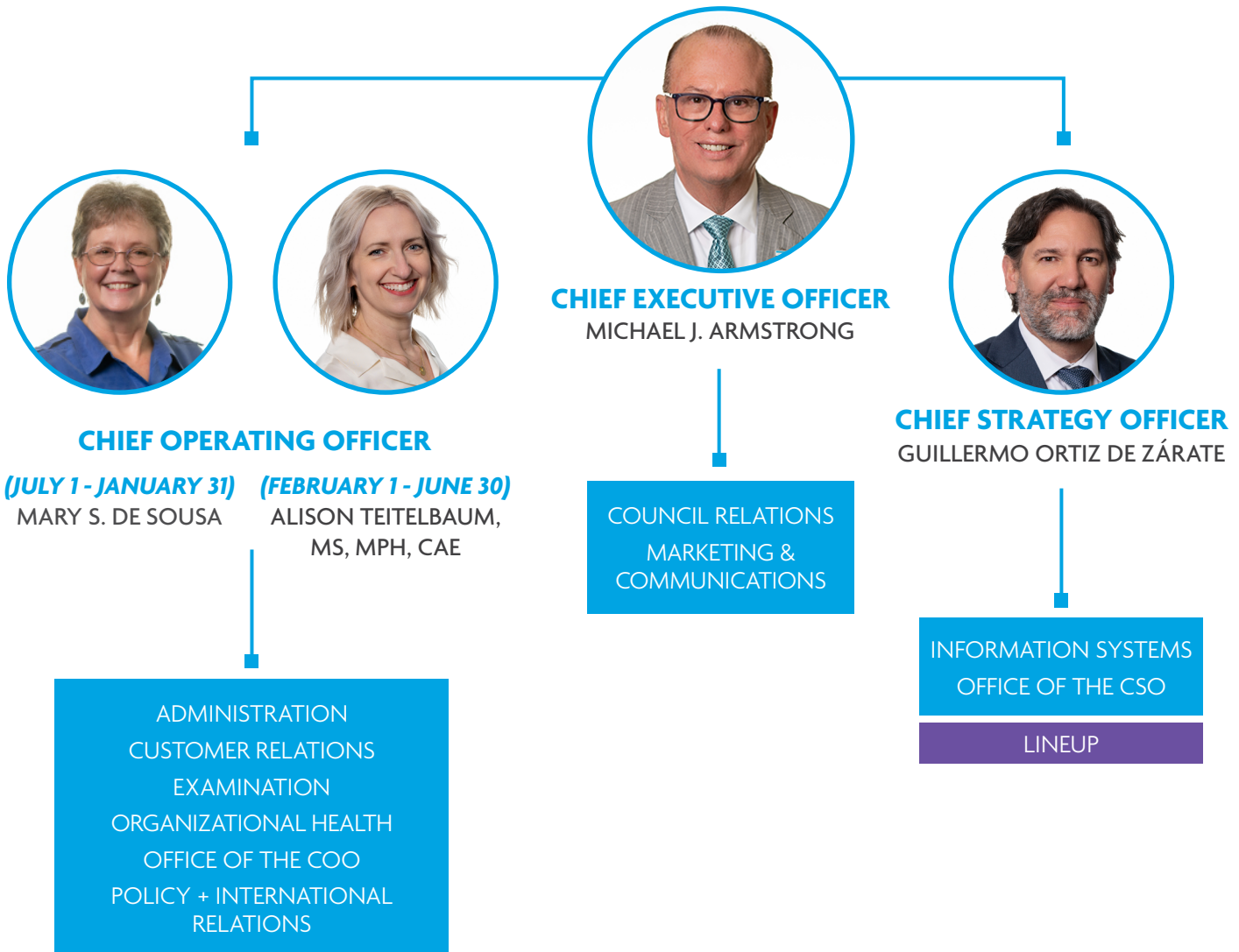
# ORGANIZATIONAL CHARTS

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

- Executive Office
- Administration
- Customer Relations
- Council Relations
- Examination
- Policy + International Relations
- Information Systems
- Marketing & Communications
- Office of the Chief Operating Officer
- Office of the Chief Strategy Officer
- Organizational Health
- Lineup

# EXECUTIVE OFFICE

Headquartered in Washington, DC, NCARB has approximately 130 employees who work to provide the best possible service to our Member Boards and customers. The staff, consisting of experts in architecture as well as other fields, is divided into several departments that provide a wealth of diverse experiences and skill sets to the organization.



National Council of Architectural Registration Boards detailed organizational structure as of June 2024

# ADMINISTRATION

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

## CHIEF OPERATING OFFICER



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

- Senior Managers, Meetings + Events
- Manager, Administration



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

- Accounting Manager
  - Senior Accountant
  - Accountants



**MARGOT SIMMONS,**  
 MBA, PHR, SHRM-CP  
 Assistant Vice President,  
 Human Resources

- Senior HR Generalist
- HR Generalist
- Human Resources Specialist

# CUSTOMER RELATIONS

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

## CHIEF OPERATING OFFICER



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

- Administrative Assistant/Customer Relations Specialist



**KATRINA HUMPHREY**  
Assistant Vice President,  
Customer Relations

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



**CASANDRA WALKER**  
Assistant Vice President,  
Customer Relations

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

# COUNCIL RELATIONS

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

**CHIEF EXECUTIVE OFFICER**  
MICHAEL J. ARMSTRONG



## JOSHUA C. BATKIN VICE PRESIDENT, COUNCIL RELATIONS



### MAURICE BROWN

Assistant Vice President,  
Advocacy + External  
Engagement

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



### CAITLIN STROMBERG

Assistant Vice President,  
Member Relations and  
Volunteer Engagement

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

# EXAMINATION

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

## CHIEF OPERATING OFFICER



**JARED ZURN, AIA, NCARB, CAE**  
**SENIOR VICE PRESIDENT, PROGRAMS**

- Senior Manager, Examination
  - Manager, Examination



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

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



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

- Program Specialist, Examination

# POLICY + INTERNATIONAL RELATIONS

The Policy + International Relations team oversees the Architectural Experience Program® (AXP®), supports the the NCARB Education Standard, facilitates the IPAL initiative, and aids alternative paths to NCARB certification. The department coordinates outreach to students and practitioners and manage relationships with licensing advisors and educators. The team also maintains relationships with our international counterparts, including developing new mutual recognition agreements.

## CHIEF OPERATING OFFICER



**HARRY M. FALCONER, JR.,**  
FAIA, NCARB, HOND, HON. FCARM  
**SENIOR ARCHITECT/VICE PRESIDENT, POLICY + INTERNATIONAL RELATIONS**

- Senior Manager, P+IR
  - Manager, P+IR



**JEREMY FRETTS,**  
AIA, NCARB  
Assistant Vice President,  
Policy + International  
Relations

- Coordinator, P+IR



**MARTIN SMITH,**  
AIA, NCARB,  
LEED GREEN ASSOC.  
Assistant Vice President,  
Policy + International  
Relations

- Outreach Manager, P+IR
- Manager, P+IR



**PATRICIA RAMALLO,**  
AIA, NCARB, MBA, CAE  
Assistant Vice President,  
International Relations

- Manager, International  
Relations
- Program Specialist,  
International Relations

# INFORMATION SYSTEMS

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

**CHIEF STRATEGY OFFICER**  
GUILLERMO ORTIZ DE ZÁRATE



- Security Analyst

## ROUEL DE GUZMAN VICE PRESIDENT, INFORMATION SYSTEMS



**PARISA  
ILCHI-BRADLEY**

Assistant Vice President,  
Product Management

- Senior UX Designer
  - UX Designer
- Quality Assurance Engineer
- Product Manager



**KUNLE  
OLWOYEYE**

Assistant Vice President,  
Information Systems

- Senior Principle Software Engineer
  - Lead Software Engineers
  - Senior Software Engineers
  - Software Engineer
- Senior Software Engineer
- Lead Software Engineer
  - Senior Software Engineer



# MARKETING & COMMUNICATIONS

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

**CHIEF EXECUTIVE OFFICER**  
MICHAEL J. ARMSTRONG



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



**AMANDA PICA**

Assistant Vice President,  
Marketing & Communications

- Manager, Content Strategy
  - Senior Content Producer
  - Content Producer
- Manager, Digital Marketing
- Manager, Visual Design
  - Visual Designer
  - Videographer/Editor
  - Jr. Visual Designer/Production Coordinator

# OFFICE OF THE CHIEF OPERATING OFFICER

The Office of the Chief Operating Officer facilitates the work of the NCARB Board of Directors and ensures the continuous improvement of NCARB's existing programs and services.



**MARY S. DE SOUSA**  
**CHIEF OPERATING OFFICER** (JULY 1 - JANUARY 31)



**ALISON TEITELBAUM, MS, MPH, CAE**  
**CHIEF OPERATING OFFICER** (FEBRUARY 1 - JUNE 30)



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

- Manager, Executive Office

# OFFICE OF THE CHIEF STRATEGY OFFICER

The Office of the Chief Strategy Officer explores new areas for experimentation, innovation, and exploration for the Council, including efforts related to data and analytics.



## GUILLERMO ORTIZ DE ZÁRATE CHIEF INNOVATION + INFORMATION OFFICER

- Product Manager II/  
Senior UX Designer



### KATHERINE MATTHEWS

Assistant Vice President,  
Data & Analytics

- Data Analysts
- Data & Analytics Solutions Developer



### NATHAN GRABOWSKI

Assistant Vice President,  
Continuous  
Improvement

- Innovation Specialist
- Junior Agile Coach
- Business Analyst
- Junior Business Analyst

# ORGANIZATIONAL HEALTH

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

**CHIEF EXECUTIVE OFFICER**  
MICHAEL J. ARMSTRONG

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



## ORGANIZATIONAL HEALTH



**HEATHER COLES**  
Assistant Vice President,  
Organizational Health



**MARGOT SIMMONS, MBA, PHR, SHRM-CP**  
Assistant Vice President,  
Human Resources

# LINEUP

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

**CHIEF STRATEGY OFFICER**  
GUILLERMO ORTIZ DE ZÁRATE



## LINEUP

### BOARD MEMBERS

- Michael Armstrong | CEO  
NCARB & Lineup
- Guillermo Ortiz de Zárate | CSO  
NCARB & Lineup President
- Lenora A. Nelson, NCARB |  
NCARB Board Liaison
- Mark Lowry | Independent  
Board Member
- Jodi McDermott | Independent  
Board Member

### STAFF

- Director of Business  
Development
  - Operations Manager &  
Onboarding Specialist
  - Account Development  
Manager



# BYLAWS

NCARB's organization structure, functions, and processes are governed by the *NCARB Bylaws*. Changes to the *NCARB Bylaws* must be approved by the Member Boards. Several updates were approved by the membership this year.

*(Adopted June 23, 1979, Cambridge, MA. Amended June 27, 1981, Maui, HI; June 26, 1982, Minneapolis, MN; June 25, 1983, Philadelphia, PA; June 30, 1984, Portland, OR; June 29, 1985, San Antonio, TX; June 28, 1986, Atlanta, GA; June 27, 1987, Seattle, WA; June 29, 1988, Chicago, IL; June 28, 1989, Boston, MA; June 30, 1990, Washington, DC; June 29, 1991, Denver, CO; June 27, 1992, San Francisco, CA; June 26, 1993, Kansas City, MO; June 25, 1994, Dearborn, MI; June 24, 1995, New Orleans, LA; June 29, 1996, Baltimore, MD; June 28, 1997, Minneapolis, MN; June 27, 1998, San Diego, CA; June 26, 1999, Charleston, SC; June 17, 2000, Chicago, IL; June 23, 2001, Seattle, WA; June 29, 2002, Boston, MA; June 28, 2003, San Antonio, TX; June 26, 2004, Portland, OR; June 25, 2005, Miami, FL; June 24, 2006, Cincinnati, OH; June 23, 2007, Denver, CO; June 28, 2008, Pittsburgh, PA; June 26, 2010, San Francisco, CA; June 25, 2011, Washington, DC; June 23, 2012, Minneapolis, MN; June 22, 2013, San Diego, CA; June 21, 2014, Philadelphia, PA; June 20, 2015, New Orleans, LA; June 18, 2016, Seattle, WA; June 30, 2018, Detroit, MI; May 14, 2021, Special Vote; June 26, 2021, Los Angeles, CA; June 4, 2022, Austin, TX; June 17, 2023, Tampa, FL; June 15, 2024, Chicago, IL.)*

**ARTICLE I—NAME**

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

**ARTICLE II—DEFINITIONS**

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

- A. “Advisory Committee” shall mean any committee not having and exercising the authority of the Board of Directors;
- B. “At-Large Director” shall mean a Director who meets the qualifications of an At-Large Director and is not an Elected Officer, Regional Director, Member Board Executive Director, or Public Director;
- C. “Board Committee” shall mean a committee which is comprised solely of two or more Directors and shall have and exercise the authority of the Board of Directors, to the extent authorized by the Board of Directors and permitted by law;
- D. “Board of Directors” shall mean the Board of Directors of the National Council of Architectural Registration Boards;
- E. “Committee” shall mean a Board Committee or an Advisory Committee;
- F. “Council” shall mean the National Council of Architectural Registration Boards;
- G. “Council Record” shall mean a record of the education, training, examination, practice, and character of an individual member of the architectural profession;

- H. “Delegate” shall mean any member of a Member Board in attendance at an Annual Business Meeting or any special meeting of the Council as a representative of such Member Board;
- I. “Director” shall mean a member of the Board of Directors;
- J. “Elected Officer” shall mean those Elected Officers set forth in Article VIII, Section 1 of these Bylaws;
- K. “Examination” shall mean the Architect Registration Examination® prepared by the Council;
- L. “Executive Director” shall mean a person holding such title at a Member Board or having a comparable position as the primary administrator responsible for overseeing the activities of the Member Board;
- M. “Jurisdiction” shall mean any political subdivision of the United States, including any State, commonwealth, territory, dependency, and the District of Columbia, which has a law regulating the practice of architecture;
- N. “Member Board” is a member of the Council in good standing and shall mean the body legally authorized by a Jurisdiction to certify that an applicant for Registration as an architect is qualified;
- O. “Member Board Executive Director” shall mean the individual serving as the Member Board Executive Director (as that term is described in Article VII of these Bylaws) on the Board of Directors;
- P. “NCARB Volunteer” shall mean an individual serving in a voluntary capacity on an Advisory Committee or other group established and appointed by the Board as outlined in Article XII;
- Q. “Public Director” shall mean the individual serving as the Public Director (as that term is described in Article VII of these Bylaws) on the Board of Directors;
- R. “Public Member” shall mean a member of a Member Board who does not hold or have a license in a discipline regulated by such Member Board or in a related design profession;
- S. “Regional Chair” shall mean the chairperson of a Region, as such term is described in Article VI of these Bylaws;
- T. “Regional Director” shall mean a Director who was nominated to serve on the Board of Directors by a Region;
- U. “Registration” shall mean licensure as an architect by the body legally authorized by a Jurisdiction to grant such licensure;

- V. “Remote Meeting” shall mean any Annual Business Meeting or any Special Meeting held by telephone or video conference technology or other electronic communications technology that allows all participants to hear and participate in the proceedings and to vote, pose questions, and make comments;
- W. “Voting Delegate” shall mean a Delegate who is authorized to vote on behalf of a Member Board, as evidenced by a letter of credentials provided by the applicable Member Board.

**ARTICLE III—PURPOSE**

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

**ARTICLE IV—MEMBERSHIP**

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

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

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

then the Board of Directors may recommend to the Council that such Member Board be removed from membership in the Council. Following such recommendation, the Council may determine by the affirmative vote of not less than two-thirds of all Member Boards to remove such Member Board or, with respect to non-payment of

dues or other financial obligations, waive or modify the Member Board’s obligation to pay such amounts due to the Council.

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

- A. following payment of all financial obligations of membership had the Jurisdiction not been removed (or such lesser amount approved, by a vote of two-thirds of all Member Boards),
- B. upon being in compliance with all other membership requirements of Article IV, Sections 1 and 2; A Member Board that was removed from the Council for reasons other than failure to pay dues or other financial obligations shall only be reinstated upon the affirmative vote of two-thirds of all Member Boards.

**ARTICLE V—MEETINGS**

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

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

SECTION 3. Remote Meetings. The Annual Business Meeting and any Special Meetings may be held as a Remote Meeting. The Bylaws provisions which govern calling and providing notice for, and the procedures and conduct of business of, the Annual Business Meeting or special meetings, as applicable, shall apply to Remote Meetings. Holding a Remote Meeting does not preclude allowing participants to gather in a designated location during such meeting.

SECTION 4. Delegates and Credentials. Each Member Board shall be entitled to be represented at Annual Business Meetings and special meetings of the Council by one or more official Delegates who shall be members of that Member Board.

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



SECTION 5. Quorum. A quorum for the transaction of business at the Annual Business Meeting of the Council shall be Voting Delegates representing a majority of the Member Boards.

SECTION 6. Resolutions and Other Motions. Resolutions are the substantive matters placed on the agenda for a meeting of the Council in accordance with this Section. All resolutions to be considered at any meeting of the Council, except those submitted by the Board of Directors, those submitted by Select Committees and those of the laudatory type, shall be submitted to the Regional Leadership Committee not later than 75 days prior to the day at the Annual Business Meeting at which the resolution is to be considered. The Regional Leadership Committee shall review each resolution submitted by Regions and Member Boards for conformity with the Council Bylaws and may recommend to the author of any resolution such changes as are deemed advisable for the purpose of clarity and to avoid duplication. All resolutions shall, insofar as practicable without altering or confusing the intent of the resolution, avoid invective or argument; but the proponent of a resolution may, when submitting the resolution to the Regional Leadership Committee, include a brief summary of the argument in support of the resolution, which summary shall be published with the publication of the resolution. The Council shall distribute all resolutions, except laudatory resolutions, to the Member Boards not less than 30 days prior to the meeting at which the resolution is to be considered. If the Board of Directors discloses its position to the Council, the vote of the Board of Directors shall be disclosed at the same time.

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

SECTION 7. Voting. The affirmative vote of two-thirds of all Member Boards is required to pass any amendment to these Bylaws, to remove any Member Board from membership in the Council, or as provided in Article IV, Section 3. The affirmative vote of a majority of all Member Boards is required to pass any other resolution. Except as otherwise specified in these Bylaws, voting upon all other issues shall require the quantum of vote set forth in Robert's Rules of Order Newly Revised.

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

SECTION 8. Order of Business. An agenda outlining the order of business shall be prepared for all Council meetings. The agenda shall be prepared under the direction of the Board of Directors and sent by the Secretary/Treasurer to all Member Boards at least 30 days before the date set for a particular meeting.

SECTION 9. Rules of Order. The Council shall be governed by Robert's Rules of Order Newly Revised when not in conflict with: first, applicable laws, then, the Articles of Incorporation, and lastly the Bylaws of the Council.

SECTION 10. Advisory Votes by Letter or Electronic Ballot. The Board of Directors may from time to time submit any issue or question to the Member Boards for an advisory vote by letter or electronic

ballot, provided the subject matter and the ballot shall have been officially submitted in writing to the Member Boards at least 60 days prior to a date therein set for final receipt of ballots. Only ballots returned in the prescribed time will be counted.

SECTION 11. Other Participants. Council Directors, Delegates, Member Board Executives or Attorneys when designated by their Member Boards, persons designated by the Board of Directors, and persons designated by the presiding officer shall have the privilege of the floor at Council meetings and may take part in the discussions and perform all functions of the Delegates except to vote or to initiate action (unless otherwise permitted by these Bylaws).

SECTION 12. International Agreements. All written international and/or foreign agreements entered into by the Council shall be subject to ratification by majority vote of the members at an Annual Business Meeting.

## ARTICLE VI—REGIONS

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

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

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

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

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

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

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

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

## ARTICLE VII—THE BOARD OF DIRECTORS

SECTION 1. Membership. The Board of Directors shall be comprised of the Elected Officers of the Council, one Regional Director from each Region, two At-Large Directors, one Member Board Executive Director, and one Public Director.

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

- A. A candidate for election to any Director position shall, at the time such person is nominated:
  - (i) be a citizen of the United States; and
  - (ii) have served at least two (2) years as a member of a Member Board (and in the case of a candidate for Public Director, this service must have been as a consumer or public member); or, in the case of a candidate for the position of Member Board Executive Director, have served at least two (2) years as an Executive Director; or, in the case of a candidate for an At-Large Director position, have served at least two (2) years as a member of a Member Board or as an NCARB Volunteer.
- B. With respect to candidates for a Regional Director position, all qualifications relating to current or past membership in a Member Board or Region must be within the Region from which the candidate is nominated.
- C. If a Member Board regulates professions in addition to the profession of architecture, the candidate will qualify as a member or former member of a Member Board only if the candidate is or was an architect-member or a public member of the architect section of the Member Board.
- D. A candidate for election as the Secretary/Treasurer shall have served at least two years on the Board of Directors during the five years prior to election as Secretary/Treasurer and, if an architect, hold an active NCARB Certificate at the time of election.
- E. A candidate for election as the Vice President shall have served at least two years on the Board of Directors during the five years prior to election as Vice President and, if an architect, hold an active NCARB Certificate at the time of election.
- F. An individual shall qualify to serve as the President during the one-year period immediately following their term as Vice President and, if an architect, hold an active NCARB Certificate at the time of election or succession to office, as applicable.
- G. An individual shall qualify to serve as the Immediate Past President during the one-year period immediately following their term as President and, if an architect, hold an active NCARB Certificate at the time of succession to office.

SECTION 3. Terms of Office and Election. The term of office of a Director shall be one year (from the adjournment of the Annual Business Meeting at which they are elected to serve or succeed to

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

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

No incumbent shall serve for more than one term in any Elected Officer position; provided, however, that an Elected Officer shall be eligible to serve for the full term of office if, during the term immediately prior thereto, such Elected Officer had succeeded to or been elected to such office to fill a vacancy.

SECTION 4. Removal.

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

SECTION 5. Nomination and Election of Directors.

- A. Directors shall be nominated as set forth below in this Section 5 of this Article VII. Notwithstanding the various methods of nomination set forth below, all Directors must be elected by a majority vote of the Member Boards at a meeting at which a quorum is present; except for (1) the At-Large Directors, who may be elected by a plurality vote, and (2) the President and Immediate Past President, who shall succeed to such roles as a result of qualifying for the applicable position in accordance with Article VII, Sections 2 (F) or (G), except that if the Vice President is serving as the result of a vacancy, then the President shall be elected by a majority vote of the Member Boards at a meeting at which a quorum is present.
- B. Each Region shall select its nominee for Regional Director at a Region meeting. The nominations will be announced by the several Regions prior to and/or at the Annual Business Meeting of the Council.
- C. Any person qualified to serve as Secretary/Treasurer, Vice President, or, in the event of an election for President resulting from a qualifying vacancy, the President may be nominated by declaring their candidacy at the Annual Business Meeting by the time determined by the Credentials Committee.
- D. The candidate for Member Board Executive Director shall be nominated by majority vote of the Member Board Executive community comprised of the Executive Director of each Member Board. The nomination will

be announced by the community prior to and/or at the Annual Business Meeting of the Council.

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

#### SECTION 6. Vacancies.

- A. Vacancies in the office of any Regional Director or Member Board Executive Director shall be filled by an appointee nominated by the Region or the Member Board Executive community respectively and appointed by the Board of Directors to hold office from the time of such appointment until the adjournment of the next Annual Business Meeting.
- B. Vacancies in the office of the Public Director, the Secretary/Treasurer, or an At-Large Director shall be filled by an appointee designated by the Board of Directors to hold office from the time of such appointment until the adjournment of the next Annual Business Meeting. Any such appointee shall meet all qualifications applicable to the vacant Director position, as determined by the Credentials Committee.
- C. Any such appointee under Sections 6(A) or 6(B) of this Article VII shall meet all qualifications applicable to the vacant Director position, as determined by the Credentials Committee.
- D. A vacancy in the office of President shall be filled by the Vice President, who shall serve as President for the remainder of the term and the following term during which they would have succeeded to the office if not for the vacancy, except that if the Vice President is serving as the result of a vacancy, then a new President shall be elected at the next Annual Business Meeting.
- E. A vacancy in the office of Vice President shall be filled by the Secretary/Treasurer, who shall hold the office of Vice President until the adjournment of the next Annual Business Meeting, at which Annual Business Meeting the Member Boards shall elect both a Vice President and a Secretary/Treasurer.
- F. A vacancy in the office of Immediate Past President shall remain vacant.
- G. Any Regional Director who moves their principal residence to a place outside the Region from which they were nominated shall be deemed to have vacated the office of Regional Director, and any Director who ceases to be eligible as provided in this Article VII, Section 2 shall be deemed to have vacated their directorship.

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

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

### ARTICLE VIII—OFFICERS

SECTION 1. Elected Officers. The Elected Officers of the Council shall be the President, the Vice President, the Immediate Past President, and the Secretary/Treasurer.

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

- A. preside at all meetings of the Board of Directors, the Executive Committee of the Board of Directors, and the Annual Business Meeting;
- B. present to the Council at the Annual Business Meeting a report of activities during the President's term of office;
- C. develop charges for all committees that will serve during their term as President and, following approval of the charges by the Board of Directors, oversee the work of all Committees;
- D. select all members and chairs of Committees to serve during their term of office as President subject to the terms of Article XII;

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

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

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

SECTION 4. Secretary/Treasurer. The Secretary/Treasurer shall:

- A. oversee the financial affairs of the Council and be the primary liaison of the Board of Directors with the person designated by the Chief Executive Officer as the chief financial officer of the Council;
- B. report to the Board of Directors and at the Annual Business Meeting on financial matters of the Council; and
- C. record or cause to be recorded all votes, consents, and the proceedings of all meetings of the Council and of the Board of Directors; and
- D. perform such duties and have such powers as the Board of Directors may designate.

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

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

SECTION 5. Chief Executive Officer. The Chief Executive Officer shall be the senior appointed officer of the Council. Such person shall be appointed by and shall serve at the pleasure of the Board of Directors, and shall have such compensation and benefits as shall be established from time to time by the Board of Directors. The Chief Executive Officer shall have general charge of the management and

administration of the Council's affairs, the implementation of policies established from time to time by the Board of Directors and such other duties and powers as the Board of Directors may from time to time determine, subject always to the ultimate authority of the Board of Directors under applicable law and these Bylaws.

SECTION 6. Bonding. The Council's Chief Executive Officer and those in general charge of the Council's financial matters shall be bonded in an amount of not less than \$500,000.

The Chief Executive Officer may decide to have others bonded in the Council. The cost of such bond shall be paid from funds of the Council.

## ARTICLE IX—COUNCIL SERVICES TO MEMBERS OF THE ARCHITECTURAL PROFESSION

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

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

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

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

- A. a Member Board has revoked (without limitation as to time) the Architect's Registration for a cause other than nonpayment of renewal fees or failure to file information with the Member Board; or

- B. facts are subsequently revealed which show that the Architect was actually ineligible for Council Certification at the time of Council Certification.

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

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

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

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

#### **ARTICLE X—COUNCIL SERVICES TO MEMBER BOARDS**

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

Examinations until such policy of refusing Registration is revoked; but the Board of Directors may, with sufficient cause, waive the denial of the use of the Examinations.

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

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

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

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

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

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

SECTION 1. Dues and Fees.

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

SECTION 2. Operating Fund.

- A. All membership dues and all fees and other revenues received from any of the activities of the Council shall be placed in the operating fund of the Council. The operating fund shall be administered by the Council's chief financial officer.
- B. As soon as feasible following the Annual Business Meeting, the Board of Directors shall adopt a general budget which shall show the anticipated income and expenditures for the current year.

- C. No, Director, Committee, or employee of the Council shall have the right, authority, or power to expend any money of the Council, to incur any liability for and in its behalf, or to make any commitment which will or may be deemed to bind the Council in any expense or financial liability, unless such expenditure, liability, or commitment has been properly incorporated into the budget, and the Board of Directors has made an appropriation to pay the same.
- D. The Fiscal Year of the Council shall be from July 1 of one year to June 30 of the next succeeding year.

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

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

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

- A. information barred from disclosure by an applicable statute;
- B. trade secrets;
- C. information disclosed to the Council in reliance upon its continued non-disclosure;
- D. information that, if released, would give an inappropriate advantage to a competitor or bidder with respect to a request for proposals issued or about to be issued by the Council;
- E. personnel information, the disclosure of which would constitute an unwarranted invasion of personal privacy;
- F. attorney-client communications and attorney work-product materials;
- G. transcripts and personal information respecting Certificate applicants or holders without the permission of such applicant or holder;

- H. contents and results of examinations except to the extent disclosure is provided for in the contract between the Council and the Member Board together with data, methodologies, practices, plans, proposals, records of committee deliberations and other records relating to the content, administration, scoring or security of examinations; and
- I. information arising from investigatory cases.

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

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

**ARTICLE XII—COMMITTEES**

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

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

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

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

- A. act for the Board of Directors between meetings only as directed by the Board of Directors;
- B. prior to the start of the new fiscal year of the Council, review the budget for the next fiscal year for presentation to the Board of Directors; and

- C. periodically review the budget, investments, financial policies, and financial positions of the Council and make recommendations concerning the same to the Board of Directors for appropriate action.

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

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

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

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

SECTION 7. General Procedure of Committees. Every Committee shall perform in accordance with these Bylaws and with the directions of the Board of Directors. The provisions of these Bylaws that govern Board of Directors' meetings, action without meetings, notice and waiver of notice, and quorum and voting requirements of the Board of Directors shall apply to meetings and action of the Committees and their members as well. With the approval of the Board of Directors, every Committee may call and hold meetings and meet with other organizations or their representatives; provided that an Advisory Committee may not take any action to bind the Board of Directors or otherwise exercise any powers or authority of the Board of Directors,

and no Committee may take any actions prohibited under Article XII, Section 1 of these Bylaws.

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

- A. Education Committee: The Education Committee shall assess and recommend updates to the Board of Directors with respect to the Council's education and continuing education policies for use by Member Boards and the Council's relationship with the National Architectural Accrediting Board.
- B. Experience Committee: The Experience Committee shall assess and recommend updates to the Board of Directors with respect to the Architectural Experience Program for use by Member Boards.
- C. Examination Committee: The Examination Committee shall assess and recommend updates to the Board of Directors with respect to the Examination for use by Member Boards.
- D. Policy Advisory Committee: The Policy Advisory Committee shall review proposed resolutions and special publications, as directed by the Board of Directors, for their impact on and consistency with Council policies and programs and make recommendations on such matters to the Board of Directors.
- E. Professional Conduct Committee: The Professional Conduct Committee shall oversee the development, application, assessment, and adjudication of Council policies and practices relating to the professional conduct of Council Record holders and others using Council services.
- F. Member Board Executives Committee: The Member Board Executives Committee shall consider issues of concern to the jurisdictions and Member Board Executives.
- G. Regional Leadership Committee: The Regional Leadership Committee shall discharge its responsibilities as described in Article V, Section 6, and consider issues of concern to the Regions. The membership of the Committee shall be the Regional Chairs of each of the Regions, any person designated by the Region as the chief administrative officer of the Region, and the Vice President who shall serve as Chair of the Committee.

- H. **Credentials Committee:** The Credentials Committee shall be responsible for the nomination and election process for positions on the Board of Directors, verify candidate qualifications for office, examine and verify Voting Delegate credentials, report to the membership regarding quorum at the Annual Business Meeting, and tabulate and report election results to the President. Members of the Credentials Committee shall be sitting Member Board Members and/or Member Board Executives.
- I. **Diversity, Equity, and Inclusion Committee:** The Diversity, Equity, and Inclusion (DEI) Committee explores and recommends strategies to improve the diversity, equity, and inclusive culture of NCARB to ensure that the organization represents the population it serves.
- J. **Other:** Committees, task forces, and work groups may be established from time to time by the President with the approval of the Board of Directors.

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

**ARTICLE XIII—INDEMNIFICATION**

In addition to such further indemnification as may be authorized by the Board of Directors from time to time consistent with applicable law, to the fullest extent permitted by law, including without limitation Section 504 of the Iowa Code known as the Revised Iowa Nonprofit Council Act (“RINCA”) and after the Council’s Board of Directors makes the determination that the standards of Section 504.852 of RINCA (or successor provisions) have been met for the specific proceeding at issue, any present or former Director or employee determined by Board of Directors to be an executive employee, or member of a Committee, or the estate or personal representative of any such person, made a party to any action, suit or other proceeding, civil or criminal, by reason of the fact that such person is or was serving the Council as such, or serving at the Council’s request in any other entity or with respect to the Council’s employee benefit plan, shall be indemnified by the Council against the reasonable expenses, including without limitation amounts paid by way of judgment, fine or penalty and reasonable defense costs including attorney’s fees incurred in connection with the defense

of such proceeding whether or not such defense shall be successful in whole or in part, or in connection with any appeal therein, or any settlement of any such proceeding on terms approved by the Board of Directors. Such indemnification shall not be deemed exclusive of any other rights to which such persons may be entitled. Any other present or former employee or agent of the Council may also be indemnified with the approval of the Board of Directors. Expenses incurred of the character described above may, with the approval of the Board of Directors, be advanced to any person entitled to indemnity upon satisfaction of the requirements of Section 504.854 (or successor provisions) of RINCA. The Council shall have the power to purchase and maintain insurance on behalf of any person described above, or any other employee, volunteer or agent of the Council, against liability asserted against or incurred by such person on account of their status as such, whether or not the Council would have the power to indemnify or advance expenses to such persons.

**ARTICLE XIV—AMENDMENTS**

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

**ARTICLE XV—TRANSITION**

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

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

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



- (ii) The office of Vice President, the Second Vice President shall fill such vacancy for the remainder of the term and the following term.
  - (iii) The office of Second Vice President, the Treasurer shall fill such vacancy for the remainder of the term and the following term.
  - (iv) The office of Treasurer, the Secretary shall fill such vacancy for the remainder of the term (without vacating the office of Secretary). Such person shall be considered the Treasurer for purposes of Elected Officer succession for the following term.
  - (v) The office of Secretary, the Board shall appoint an individual to fill such vacancy for the remainder of the term.
  - (vi) The office of Immediate Past President, such office shall remain vacant for the remainder of the term.
- Immediate Past President: That person who served as President during the previous term.
- (iii) The Second Vice President shall, in the absence of the President and Vice President, exercise the duties of and possess all the powers of the President.

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

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

A. Elected Officers.

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

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

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

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

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

A. Elected Officers.

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

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

- Second Vice President: That person who served as Secretary/Treasurer during the previous term, subject to election as set forth in Article VII, Section 5, of these Bylaws.
- Vice President: That person who served as Second Vice President during the previous term, subject to election as set forth in Article VII, Section 5, of these Bylaws.
- President: That person who served as Vice President during the previous term.
- Immediate Past President: That person who served as President during the previous term.

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

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

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

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

A. Elected Officers.

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

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

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

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

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



# STRATEGIC PLAN

The Strategic Plan provides a framework for organizational initiatives over the next several years.



## STRATEGIC PLAN

### OUR MISSION

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

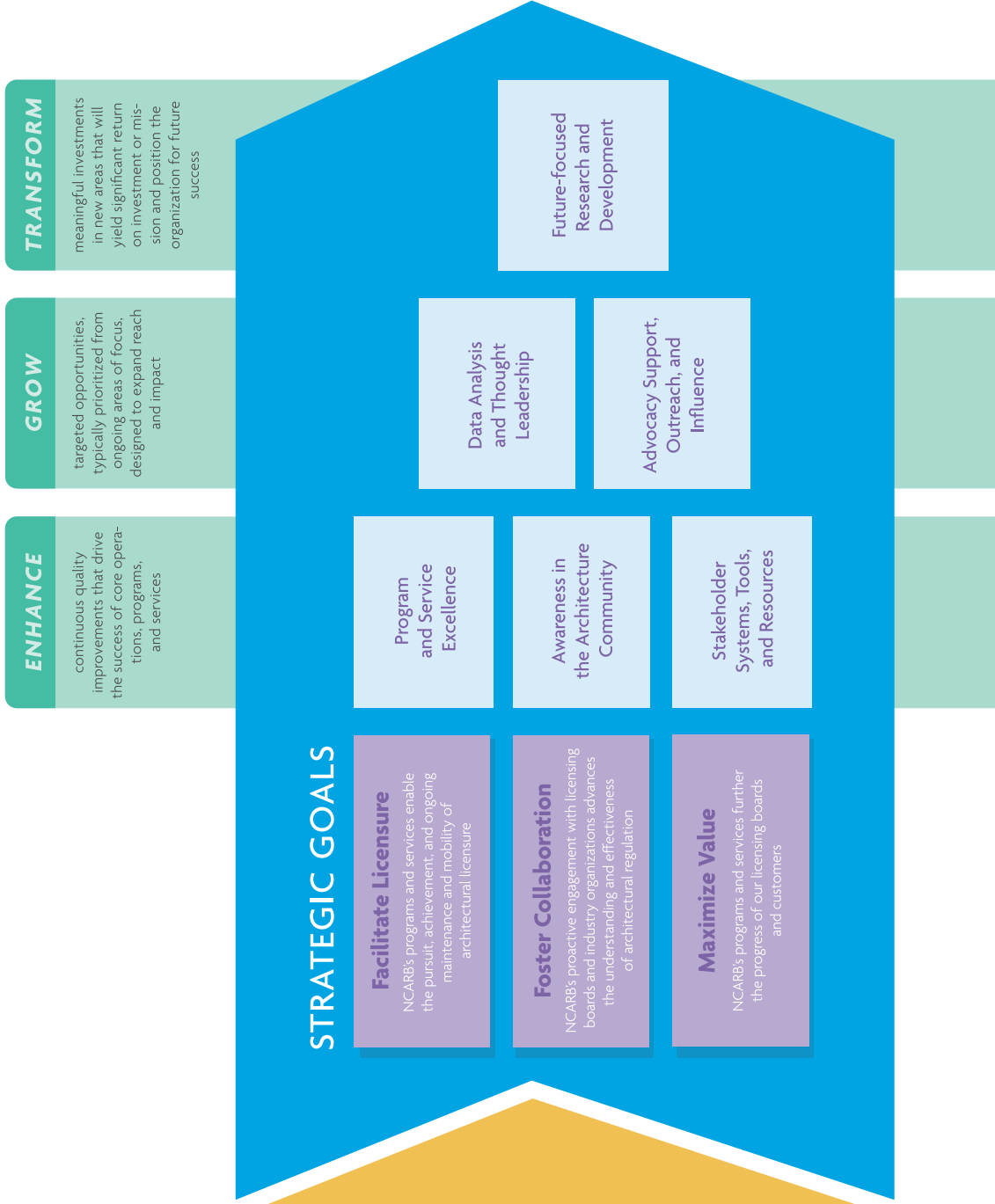
### OUR VISION

Ensuring safe spaces and places for all communities.

### OUR DIVERSITY COMMITMENT

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

# LET'S GO FURTHER





# FINANCIAL STATEMENTS

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

**NATIONAL COUNCIL OF ARCHITECTURAL  
REGISTRATION BOARDS**  
**CONSOLIDATED FINANCIAL STATEMENTS**  
**YEARS ENDED JUNE 30, 2024 AND 2023**



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**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
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## INDEPENDENT AUDITORS' REPORT

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

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

#### **Opinion**

We have audited the accompanying consolidated financial statements of National Council of Architectural Registration Boards and Lineup Management Services, LLC (collectively, the "Council"), which comprise the consolidated statements of financial position as of June 30, 2024 and 2023, and the related consolidated statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Council as of June 30, 2024 and 2023, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

#### **Basis for Opinion**

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

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

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

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

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(1)



Board of Directors  
National Council of Architectural Registration Boards

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

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

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Council's ability to continue as a going concern for a reasonable period of time.

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



**CliftonLarsonAllen LLP**

Arlington, Virginia  
November 6, 2024

(2)

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION  
JUNE 30, 2024 AND 2023**

	2024	2023
<b>ASSETS</b>		
Cash and Cash Equivalents	\$ 3,518,870	\$ 3,655,440
Investments	22,293,120	25,526,290
Accounts Receivable, Net	1,356,272	15,990
Prepaid Expenses and Other Assets	1,000,910	1,021,840
Investments - Deferred Compensation	813,880	688,370
Operating Right of Use Asset, Net	10,588,067	11,413,182
Property, Equipment, and Capitalized Software, Net	6,400,350	6,998,850
Total Assets	\$ 45,971,469	\$ 49,319,962
<b>LIABILITIES AND NET ASSETS</b>		
<b>LIABILITIES</b>		
Accounts Payable and Accrued Expenses	\$ 2,037,032	\$ 2,939,440
Accrued Payroll and Related Liabilities	2,318,550	2,598,020
Deferred Revenue	3,046,920	3,416,160
Lease Liabilities - Operating Leases	15,319,748	16,405,141
Deferred Compensation	813,880	688,370
Total Liabilities	23,536,130	26,047,131
<b>NET ASSETS</b>		
Without Donor Restrictions:		
Undesignated	21,845,613	22,527,817
Regional Conferences' Net Assets	589,726	591,324
Board-Designated - Business Development	-	153,690
Total Net Assets	22,435,339	23,272,831
Total Liabilities and Net Assets	\$ 45,971,469	\$ 49,319,962

See accompanying Notes to Consolidated Financial Statements.

(3)

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
CONSOLIDATED STATEMENTS OF ACTIVITIES  
YEARS ENDED JUNE 30, 2024 AND 2023**

	2024	2023
<b>REVENUE - NCARB AND REGIONAL ACTIVITIES</b>		
Customer Relations Income	\$ 27,125,935	\$ 26,414,664
Examination Income	11,563,165	8,740,270
Member Board Dues	55,000	55,000
Interest and Dividends, Net of Fees	514,790	491,538
Education Income	204,757	154,940
Annual Meetings, Regional Activities, and Other Income	178,071	88,249
Total Revenue, NCARB and Regional Activities	39,641,718	35,944,661
<b>EXPENSES - NCARB AND REGIONAL ACTIVITIES</b>		
Program Services:		
Examination Directorate	8,024,916	7,579,068
Information Systems Directorate	9,668,325	9,224,914
Customer Relations Directorate	5,343,374	5,765,539
Council Relations Directorate	4,222,524	4,095,739
E + E Directorate	3,612,809	2,946,516
Marketing and Communications Directorate	2,176,820	2,250,192
Total Program Services	33,048,768	31,861,968
Supporting Services:		
Executive Office	5,261,979	5,545,633
Administration Directorate	3,179,692	3,250,941
Total Supporting Services	8,441,671	8,796,574
Total Expenses, NCARB and Regional Activities	41,490,439	40,658,542
<b>CHANGE IN NET ASSETS BEFORE LINEUP LLC ACTIVITIES AND REALIZED AND UNREALIZED GAIN ON INVESTMENTS</b>	(1,848,721)	(4,713,881)
<b>LINEUP LLC ACTIVITIES</b>		
Lineup LLC Revenue	469,591	431,182
Lineup LLC Business Development Expenses	(1,343,081)	(1,273,653)
Change In Net Assets - Lineup LLC	(873,490)	(842,471)
<b>REALIZED AND UNREALIZED GAIN ON INVESTMENTS</b>	1,884,719	1,558,151
<b>CHANGE IN NET ASSETS</b>	(837,492)	(3,998,201)
Net Assets - Beginning of Year	23,272,831	27,271,032
<b>NET ASSETS - END OF YEAR</b>	\$ 22,435,339	\$ 23,272,831

See accompanying Notes to Consolidated Financial Statements.

(4)

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES  
YEAR ENDED JUNE 30, 2024**

	Program Expenses					
	Examination Directorate	Information Systems Directorate	Customer Relations Directorate	Council Relations Directorate	E + E Directorate	Marketing and Communications Directorate
Employment/Human Resources	\$ 1,655,053	\$ 5,389,490	\$ 4,053,836	\$ 1,178,160	\$ 1,584,254	\$ 1,624,574
Operating Expenses	590,574	4,145,112	1,200,193	222,692	643,852	319,357
Consulting	5,053,861	107,560	55,848	274,780	292,919	219,738
Travel and Meeting Expenses	724,358	25,930	32,957	2,119,752	1,090,995	13,151
Contributions	1,070	233	540	327,647	789	-
Other Board of Directors/Office Expenses	-	-	-	99,493	-	-
Total	<u>\$ 8,024,916</u>	<u>\$ 9,668,325</u>	<u>\$ 5,343,374</u>	<u>\$ 4,222,524</u>	<u>\$ 3,612,809</u>	<u>\$ 2,176,820</u>

	Program Expenses		Supporting Expenses			Total
	Business Development	Total Program Expenses	Executive Office	Administration Directorate	Total Supporting Expenses	
Employment/Human Resources	\$ 789,935	\$ 16,275,302	\$ 2,414,756	\$ 2,427,872	\$ 4,842,628	\$ 21,117,930
Operating Expenses	277,480	7,399,260	651,045	487,035	1,138,080	8,537,340
Consulting	152,643	6,157,349	413,140	230,347	643,487	6,800,836
Travel and Meeting Expenses	121,980	4,129,123	1,520,341	15,224	1,535,565	5,664,688
Contributions	1,043	331,322	191,630	19,214	210,844	542,166
Other Board of Directors/Office Expenses	-	99,493	71,067	-	71,067	170,560
Total	<u>\$ 1,343,081</u>	<u>\$ 34,391,849</u>	<u>\$ 5,261,979</u>	<u>\$ 3,179,692</u>	<u>\$ 8,441,671</u>	<u>\$ 42,833,520</u>

See accompanying Notes to Consolidated Financial Statements.

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

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

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

See accompanying Notes to Consolidated Financial Statements.

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**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
CONSOLIDATED STATEMENTS OF CASH FLOWS  
YEARS ENDED JUNE 30, 2024 AND 2023**

	<u>2024</u>	<u>2023</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in Net Assets	\$ (837,492)	\$ (3,998,201)
Adjustments to Reconcile Change in Net Assets to Net Cash		
Net Cash Used by Operating Activities:		
Depreciation	2,588,623	2,422,486
Realized and Unrealized Gain on Investments	(1,884,719)	(1,558,151)
Impact of Lease Standard Implementation	-	(222,226)
Effects of Changes in Operating Assets and Liabilities:		
Accounts Receivable	(1,340,282)	(3,120)
Prepaid Expenses and Other Assets	20,930	(160,436)
Accounts Payable and Accrued Expenses	(902,408)	778,421
Accrued Payroll and Related Liabilities	(279,470)	184,332
Lease Liability	(260,278)	
Deferred Revenue	(369,240)	559,641
Net Cash Used by Operating Activities	<u>(3,264,336)</u>	<u>(1,997,254)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Acquisitions of Investments	(3,232,228)	(866,188)
Sales of Investments	8,350,117	5,243,387
Purchases of Fixed Assets	(1,990,123)	(2,351,684)
Net Cash Provided by Investing Activities	<u>3,127,766</u>	<u>2,025,515</u>
<b>NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS</b>	(136,570)	28,261
Cash and Cash Equivalents - Beginning of Year	<u>3,655,440</u>	<u>3,627,179</u>
<b>CASH AND CASH EQUIVALENTS - END OF YEAR</b>	<u>\$ 3,518,870</u>	<u>\$ 3,655,440</u>

See accompanying Notes to Consolidated Financial Statements.

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**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
JUNE 30, 2024 AND 2023**

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

**Nature of Operations**

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

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

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

A summary of NCARB's significant accounting policies follows:

**Principles of Consolidation**

The consolidated financial statements include the accounts of National Council of Architectural Registration Boards, inclusive of council regions one, two, four, five and six (see Note 10), and Lineup Management Services, LLC, collectively, referred to as the "Council". Significant intercompany accounts and transactions have been eliminated in consolidation.

**Basis of Presentation**

The consolidated financial statement presentation follows the Financial Accounting Standards Board (FASB) *Accounting Standards Codification* (ASC). As required by the *Not-for-Profit Entities* Topic of the FASB ASC, the Council is required to report information regarding its financial position and activities according to two classes of net assets: without donor restrictions and with donor restrictions. As of and for the years ended June 30, 2024 and 2023, there were no net assets with donor restrictions.

*Net Assets Without Donor Restrictions, Undesignated* – Net assets held by the Council and its regional conferences whose use is not restricted by donors or internally designated for other uses.

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
JUNE 30, 2024 AND 2023**

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

**Basis of Presentation (Continued)**

*Net Assets Without Donor Restrictions, Designated* – Net assets consisting of funds designated by the board of directors (the Board) to be used for specific purposes. The Business Development Fund was created to support the development and sale of proprietary software products to third parties. Since the inception of the Business Development Fund, a cumulative amount of \$4,000,000 and \$3,838,149 has been expended for this purpose through June 30, 2024 and 2023, respectively.

**Income Tax Status**

NCARB is exempt from income taxes on its exempt activities under the provisions of Section 501(c)(6) of the Internal Revenue Code. However, NCARB is subject to income taxes on any unrelated business income. For the years ended June 30, 2024 and 2023, NCARB had unrelated business income from Lineup software sales of \$447,458 and \$431,182, respectively. As a single member limited liability company, Lineup does not file a separate income tax return and its activities are included in NCARB's tax returns. Thus, Lineup is treated as a disregarded entity for income tax purposes.

**Use of Estimates**

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

**Cash and Cash Equivalents**

For consolidated financial statement purposes, the Council considers all checking accounts, overnight repurchase agreements, money market funds, and highly liquid investments with original maturities of 90 days or less to be cash and cash equivalents except for money market funds held in the investment portfolio. At times, certain balances held within these accounts may not be fully guaranteed or insured by the U.S. federal government. The Council has not experienced any such losses in the past and does not believe it is exposed to any significant financial risk on these cash balances.

Overnight repurchase agreements involve investment risks, including the possible loss of principal. The mortgage-backed securities bought and sold daily are collateralized by one or more pools of residential mortgage loans that conform to the standards of the Federal National Mortgage Association or the Federal Home Loan Mortgage Corporation at the time of securitization. The Council had \$1,814,724 and \$2,668,072 in its overnight repurchase agreements account at June 30, 2024 and 2023, respectively.



**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
JUNE 30, 2024 AND 2023**

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

**Investments**

Investments with readily determinable fair values are reflected at fair value. To adjust the carrying value of these investments, the change in fair value is recorded to investment return net of related fees on the consolidated statements of activities. The Council invests funds in a professionally managed portfolio that contains various securities. Such investments are exposed to market and credit risks. Thus, the Council's investments may be subject to significant fluctuations in fair value. As a result, the investment balances reported in these consolidated financial statements may not be reflective of the portfolio's value during subsequent periods.

**Investment Income**

Interest and dividends are reported as operating activities, while the current year changes in fair value of investments (realized and unrealized gains and losses) are reported as nonoperating activities. Investment fees are netted with interest and dividends income in the consolidated statements of activities.

**Accounts Receivable**

Accounts receivable consist primarily of registration fees for the Council's annual meeting. Accounts receivable are presented at the net amount due to the Council. The Council's management periodically reviews the status of all accounts receivable balances for collectibility. Each receivable balance is assessed based on management's knowledge of the customer, the Council's relationship with the customer, and the age of the receivable balance. Based on management's assessment, there are no uncollectible receivables as of June 30, 2024 and 2023, respectively.

**Property, Equipment, and Capitalized Software**

Acquisitions of property, equipment, and capitalized software greater than \$5,000 are recorded at cost and depreciated using the straight-line method over their respective useful lives, ranging from 3 to 10 years. Leasehold improvements are amortized on a straight-line method over the shorter of the lease term or estimated useful life of the asset. Capitalized Architect Registration Examination (ARE) development costs are amortized on a straight-line method over an estimated useful life of five years.

**Impairment Policy**

Long-lived assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of long-lived assets is measured by a comparison of the carrying amount of the asset to future undiscounted net cash flows expected to be generated by the asset. If such assets are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the estimated fair value of the assets. Assets to be disposed of are reportable at the lower of the carrying amount or fair value, less costs to sell. During the years ended June 30, 2024 and 2023, management did not consider the value of any property or equipment or intangible assets to be impaired.

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
JUNE 30, 2024 AND 2023**

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

**Leases**

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

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

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

**Revenue Recognition**

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

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

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
JUNE 30, 2024 AND 2023**

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

**Revenue Recognition (Continued)**

**Customer Relations Income**

Revenue from the Council's customer relations income includes services performed by the Council related to the creation, maintenance and transmittal of records for registered architects and architect licensure candidates. Fees paid by the customer are nonrefundable and paid in advance for each transaction. Income related to the creation of records is recognized at the point in time when the customer has access to their record. Income related to annual renewals of records is recognized at the point in time when the previous customer record has expired. Income related to transmittals is recognized at the point in time when the record has been transmitted to the designated architectural authority.

**Examination Income**

Revenue associated with the ARE is recognized at the point in time when registrants take the divisions of the examination (including no-shows) or when the allowable exam scheduling period has lapsed. Revenue and the related third-party exam administration fees are reported at gross based on a contractual agreement, which requires the Council to withhold and pay fees from the amounts collected from the candidates.

**Member Board Dues**

Member board dues are billed annually in advance of the membership period which coincides with the Council's fiscal year (July 1 to June 30). Dues revenue is recognized during the fiscal year of the membership. Member benefits are not available individually outside of membership. Member benefits include the development and delivery of the ARE for the member jurisdiction's licensure candidates; administration of the Architectural Experience Program (AXP); administration of the architect/licensure candidate record development, credential verification and electronic transmittal process, which facilitates the licensure process; access to a database of disciplinary actions taken against architects around the country; development of and access to regulatory tools and advocacy resources to help navigate the current licensing environment and funding for authorized member board staff to attend certain meetings held by the Council. All member benefits are considered one performance obligation, given that benefits are accessible to the member throughout the term of membership.

**Deferred Revenue**

Deferred revenue consists primarily of cash received for record renewals and examination registrations, which have been received in advance of the record expiration date and examination date, respectively.

**Contract Balances**

The timing of revenue recognition may not align with the right to invoice the customer. The Council records accounts receivable when it has the unconditional right to issue an invoice and receive payment, regardless of whether revenue has been recognized. If revenue has not yet been recognized, a contract liability (deferred revenue) is also recorded. If revenue is recognized in advance of the right to invoice, a contract asset (unbilled receivable) is recorded. Opening contract balances as of July 1, 2022, consisted of \$12,870 of accounts receivable and \$2,856,519 of deferred revenue.

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**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
JUNE 30, 2024 AND 2023**

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

**Functional Allocation of Expenses**

The costs of providing various programs and other activities of the Council have been summarized on a functional basis in the consolidated statements of activities and consolidated statements of functional expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Salaries and benefits are allocated based on estimates of the percentage of the employee time spent on relevant activities as determined by the annual budget. Rent and other overhead costs are allocated based on individual department headcounts.

**Recently Adopted New Accounting Standard**

In 2024, the Council adopted ASU 2016-13, Financial Instruments – Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments, as amended, which modifies the measurement of expected credit losses. The Council adopted this new guidance utilizing the modified retrospective transition method. The adoption of this standard did not have a material impact on the Council's consolidated financial statements but did change how the allowance for credit losses is determined.

**Reclassifications**

Certain reclassifications were made to the 2023 consolidated financial statements in order to conform to the 2024 presentation. These reclassifications had no effect on previously reported net asset amounts.

**Subsequent Events**

The Council has evaluated subsequent events through November 6, 2024, the date the consolidated financial statements were available to be issued.

**NOTE 2 LIQUIDITY**

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

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

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**JUNE 30, 2024 AND 2023**

**NOTE 2 LIQUIDITY (CONTINUED)**

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

	<u>2024</u>	<u>2023</u>
Financial Assets:		
Cash and Cash Equivalents	\$ 3,518,870	\$ 3,655,440
Investments	22,293,120	25,526,290
Accounts Receivable	1,356,272	15,990
Investments - Deferred Compensation	<u>813,880</u>	<u>688,370</u>
Total Financial Assets	27,982,142	29,886,090
Less Amounts Not Available for General Expenditure:		
Investments - Deferred Compensation	(813,880)	(688,370)
Board-Designated Net Assets - Business Development	<u>-</u>	<u>(153,690)</u>
Financial Assets Available to Meet Cash Expenditures Within One Year	<u>\$ 27,168,262</u>	<u>\$ 29,044,030</u>

**NOTE 3 INVESTMENTS**

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

	<u>2024</u>	<u>2023</u>
Fixed-Income Securities:		
Exchange-Traded Funds	\$ 5,535,321	\$ 7,413,430
Equity Securities:		
Exchange-Traded Funds	11,690,160	14,155,650
Mutual Funds	1,784,567	440,956
U.S. Treasury Notes	1,217,223	354,787
Alternative Investments	1,891,039	2,898,036
Certificates of Deposit	105,832	72,855
Cash and Money Market Funds	<u>68,978</u>	<u>190,576</u>
Total Investments Other than Deferred Compensation Holdings	<u>\$ 22,293,120</u>	<u>\$ 25,526,290</u>

Deferred compensation holdings consist of the following at June 30:

	<u>2024</u>	<u>2023</u>
Equity Mutual Funds	\$ 420,777	\$ 449,619
Money Market Funds	393,103	238,751
Total Deferred Compensation Holdings	<u>\$ 813,880</u>	<u>\$ 688,370</u>

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
JUNE 30, 2024 AND 2023**

**NOTE 3 INVESTMENTS (CONTINUED)**

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

	<u>2024</u>	<u>2023</u>
Short-Term Reserve	\$ 2,118,861	\$ 3,509,099
Business Development Fund	-	153,690
Strategic Reserve	13,131,707	15,566,368
Growth Fund	<u>7,042,552</u>	<u>6,297,133</u>
Total Council's Investments	<u>\$ 22,293,120</u>	<u>\$ 25,526,290</u>

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

	<u>2024</u>	<u>2023</u>
Interest and Dividends	\$ 593,608	\$ 575,909
Realized and Unrealized Gain on Investments	1,884,719	1,558,151
Investment Fees	<u>(78,818)</u>	<u>(84,371)</u>
Total Investment Income	<u>\$ 2,399,509</u>	<u>\$ 2,049,689</u>

**NOTE 4 FAIR VALUE MEASUREMENTS**

The Fair Value Measurement Topic of the ASC defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date and sets out a fair value hierarchy. The fair value hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3). Inputs are broadly defined under this topic as assumptions market participants would use in pricing an asset or liability.

*Level 1* – Unadjusted quoted prices in active markets for identical assets or liabilities that the reporting entity has the ability to access at the measurement date. As required by the Fair Value Measurement Topic, the Council does not adjust the quoted prices for these investments even in situations where the Council holds a large position, and a sale could reasonably impact the quoted price.

*Level 2* – Inputs other than quoted prices within Level 1 that are observable for the asset or liability, either directly or indirectly, and fair value is determined through the use of models or other valuation methodologies. A significant adjustment to a Level 2 input could result in the Level 2 measurement becoming a Level 3 measurement.

*Level 3* – Inputs that are unobservable for the asset or liability and include situations where there is little, if any, market activity for the asset or liability. The inputs into the determination of fair value are based upon the best information in the circumstances and may require significant management judgment or estimation. There were no Level 3 inputs for any assets or liabilities held by the Council at June 30, 2024 and 2023.

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**JUNE 30, 2024 AND 2023**

**NOTE 4 FAIR VALUE MEASUREMENTS (CONTINUED)**

As a practical expedient, the Council is permitted to estimate fair value of an investment using the reported net asset value (NAV) without further adjustment unless the Council expects to sell the investment at a value other than NAV or if the NAV is not calculated in accordance with U.S. GAAP. Management monitors the reports provided by fund managers and believes their estimates of value to be fair approximations of the exit price for these investments.

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

	2024			Total
	Level 1	Level 2	Level 3	
Investments:				
Investments at Fair Value:				
Fixed-Income Exchange-Traded Funds	\$ 5,535,321	\$ -	\$ -	\$ 5,535,321
Equity Exchange-Traded Funds	11,690,160	-	-	11,690,160
Equity Mutual Funds	1,784,567	-	-	1,784,567
U.S. Treasury Notes	1,217,223	-	-	1,217,223
Total Investments at Fair Value	<u>\$ 20,227,271</u>	<u>\$ -</u>	<u>\$ -</u>	20,227,271
Alternative Investments Valued at Net Asset Value				1,891,039
Cash and Certificates of Deposit, at Cost				174,810
Total Investments				<u>\$ 22,293,120</u>
Deferred-Compensation Assets:				
Equity Mutual Funds	\$ 420,777	\$ -	\$ -	\$ 420,777
Money Market Funds	393,103	-	-	393,103
Total Deferred Compensation Assets	<u>\$ 813,880</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 813,880</u>
Deferred Compensation Liability	<u>\$ -</u>	<u>\$ 813,880</u>	<u>\$ -</u>	<u>\$ 813,880</u>
	2023			
	Level 1	Level 2	Level 3	Total
Investments:				
Investments at Fair Value:				
Fixed-Income Exchange-Traded Funds	\$ 7,413,430	\$ -	\$ -	\$ 7,413,430
Equity Exchange-Traded Funds	14,155,650	-	-	14,155,650
Equity Mutual Funds	440,956	-	-	440,956
US Treasury Notes	354,787	-	-	354,787
Total Investments at Fair Value	<u>\$ 22,010,036</u>	<u>\$ -</u>	<u>\$ -</u>	22,364,823
Alternative Investments Valued at Net Asset Value				2,898,036
Cash and Certificates of Deposit, at Cost				263,431
Total Investments				<u>\$ 25,526,290</u>
Deferred-Compensation Assets:				
Equity Mutual Funds	\$ 449,619	\$ -	\$ -	\$ 449,619
Money Market Funds	238,751	-	-	238,751
Total Deferred Compensation Assets	<u>\$ 688,370</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 688,370</u>
Deferred Compensation Liability	<u>\$ -</u>	<u>\$ 688,370</u>	<u>\$ -</u>	<u>\$ 688,370</u>

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**JUNE 30, 2024 AND 2023**

**NOTE 4 FAIR VALUE MEASUREMENTS (CONTINUED)**

Certain cash and cash equivalents and certificates of deposit included in the investment portfolio (see Note 3 for totals) are not subject to the provisions of fair value measurements as they are recorded at cost.

Investments classified in Level 2 were valued by pricing vendors using outside data. In determining the fair value of the investments, the pricing vendors use a market approach to obtain pricing spreads based on the credit risk of the issuer, maturity, current yield and other terms and conditions of each security. Management believes the estimated fair values of assets classified in Level 2 to be a reasonable approximation of the exit price for these investments. The deferred compensation liabilities are based on the fair value of the deferred compensation assets, which are observable inputs; however, the liabilities are not publicly traded and are, therefore, considered Level 2 items.

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

	2024 Fair Value	2023 Fair Value	Unfunded Commitments
Alternative Investments:			
Alkeon Growth Offshore Fund, Ltd. <sup>1</sup>	\$ 1,023,383	\$ 747,393	\$ -
Hudson Bay International Fund Ltd. <sup>2</sup>	-	1,222,994	-
Starwood Real Estate Income Trust - Class D <sup>3</sup>	867,656	927,649	-
Total Alternative Investments	<u>\$ 1,891,039</u>	<u>\$ 2,898,036</u>	<u>\$ -</u>

- 1) Alkeon Growth Offshore Fund Ltd.'s investment objective is to achieve maximum capital appreciation. The fund pursues this objective by investing its assets primarily in equity securities of U.S. and foreign companies that the investment manager believes are well positioned to benefit from demand for their products or services, including companies that can innovate or grow rapidly relative to their peers in their markets. Redemptions are permitted quarterly with 20 calendar days' notice.
- 2) Hudson Bay International Fund Ltd.'s investment objective is to target traditional and nontraditional sources of alpha by employing a diverse set of catalyst-driven absolute return strategies that are intended to be uncorrelated to each other and to the major indices. In deploying its trading and investing strategies, the fund expects to hold both long and short positions in a broad range of debt and equity securities, derivatives, and other financial instruments on a global basis. Generally, upon at least 65 days' prior written notice to the fund's administrator, a shareholder may redeem up to 25%, 33.33%, 50% and 100%, respectively, of its redemption date value as of any four successive calendar quarter-ends (such as 25%, 33.33%, 50% and 100% amounts, the applicable percentage for a particular redemption date).



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**NOTE 4 FAIR VALUE MEASUREMENTS (CONTINUED)**

- 3) Starwood Real Estate Income Trust's investment objective is to invest primarily in stabilized, income-oriented commercial real estate. The trust's portfolio is principally comprised of properties located in the United States but may be diversified on a global basis through the acquisition of properties outside the United States, with a focus on Europe. Redemptions can be submitted daily and are processed monthly, though there are monthly limits. The request must be received in good order on the second to last business day of the applicable month. There is no daily liquidity option available.

**NOTE 5 PROPERTY, EQUIPMENT, AND CAPITALIZED SOFTWARE**

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

	2024	2023
Furniture and Equipment	\$ 854,499	\$ 965,807
Leasehold Improvements	2,946,683	2,946,683
Computer Software	9,291,351	8,464,577
Examination Services System	986,853	986,853
Total Property, Equipment, and Capitalized Software	14,079,386	13,363,920
Less: Accumulated Depreciation and Amortization	(7,679,036)	(6,365,070)
Net Property, Equipment, and Capitalized Software	<u>\$ 6,400,350</u>	<u>\$ 6,998,850</u>

**NOTE 6 LINE OF CREDIT**

The Council has access to a revolving line of credit collateralized with its assets that are held at the financial institution. The line of credit allows maximum borrowings up to \$5,000,000 and bears interest at a variable rate based upon the outstanding balance and estimated repayment period. During the years ended June 30, 2024 and 2023, no amounts were drawn on the line of credit and no amounts were outstanding under the line of credit as of June 30, 2024 and 2023.

**NOTE 7 RETIREMENT PLANS**

The Council has a 457(b) salary deferral plan for key executives. As part of the plan, the Council reports assets and liabilities of equal amounts attributable to the amount deferred and the related investment earnings. Information regarding the Council's invested assets of deferred compensation is disclosed in Note 3 and the fair value of the deferred compensation assets and liability is disclosed in Note 4. The balance in the deferred compensation plan is \$813,880 and \$688,370 at June 30, 2024 and 2023, respectively.

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**NOTE 7 RETIREMENT PLANS (CONTINUED)**

The Council maintains a defined contribution 401(k) retirement plan (the Plan) for employees. Employees are immediately eligible to contribute a percentage of their compensation to the Plan. The Plan provides qualified non-elective contributions of 3% of employee compensation. The Plan also provides for self-directed investments by employees. The Council may make annual discretionary contributions to the Plan. In order to be eligible for this discretionary contribution, an employee must complete six months of service before a plan entry date (January 1 or July 1), must complete 500 hours of service during the plan year, and must be actively employed on the last day of the plan year (December 31). Employees begin vesting in the discretionary contribution at the end of their second year of service, fully vesting at the end of six years of service. The Council made qualified nonelective contributions of \$825,392 and \$762,479, respectively, and discretionary contributions of \$0 and \$145,000, respectively, for the years ended June 30, 2024 and 2023.

**NOTE 8 OPERATING LEASES**

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

In March 2019, the Council entered into an office lease at 1401 H Street NW, Washington, DC. The lease extends through February 2034. The new lease contains various incentives such as 24 months of abated rent and a tenant improvement allowance.

The Council incurred rental expense of \$1,339,672 and \$1,315,895 for the years ended June 30, 2024 and 2023, respectively.

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

Future minimum lease payments, exclusive of the Council's pro rata share of additional operating expenses, under noncancelable office space leases at June 30, 2024, are as follows:

<u>Year Ending June 30,</u>	<u>Amount</u>
2025	\$ 1,732,470
2026	1,713,361
2027	1,698,043
2028	1,720,462
2029	1,763,509
Thereafter	8,993,244
Less: Imputed Interest	<u>(2,301,341)</u>
Total	<u>\$ 15,319,748</u>

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**NOTE 8 OPERATING LEASES (CONTINUED)**

The ROU assets reported in the accompanying consolidated statements of financial position as ROU asset - operating totaled \$10,588,067 and \$11,413,182 on June 30, 2024 and 2023, respectively.

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

	2024	2023
Operating Lease Costs	\$ 1,442,088	\$ 1,434,851
Cash Paid for Amounts Included in the Measurement of Lease Liability:		
Operating Cash Flows from Operating Leases	\$ 1,702,366	\$ 1,657,076
Weighted-Average Remaining Lease Term - Operating Lease	116 Months	128 Months
Weighted-Average Discount Rate - Operating Lease	2.88%	2.88%

**NOTE 9 COMMITMENTS AND CONTINGENCIES**

**Hotel Space**

The Council has several contracts with hotels for future meetings and conferences. All of the contracts contain a clause whereby the Council is liable for a portion of the costs of hotel rooms and food and beverage in the event of a cancellation.

**Employment Contract**

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

**Legal Matters**

From time to time, the Council may be subject to various legal proceedings, which are incidental to the ordinary course of business. In the opinion of management, there are no material legal proceedings to which the Council is a party.

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS  
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**NOTE 10 REGIONAL CONFERENCES**

Included in the Council's consolidated financial statements are the regional conferences' assets, liabilities, net assets, and change in net assets, which are as follows as of and for the years ended June 30:

	2024	2023
Assets:		
Cash and Cash Equivalents	\$ 488,570	\$ 493,965
Investments	<u>105,832</u>	<u>103,728</u>
Total Assets	<u>\$ 594,402</u>	<u>\$ 597,693</u>
Liabilities and Net Assets:		
Accounts Payable	\$ 4,676	\$ 6,369
Net Assets:		
Balance - Beginning of Year	591,324	599,321
Change in Net Assets	<u>(1,598)</u>	<u>(7,997)</u>
Balance - End of Year	<u>589,726</u>	<u>591,324</u>
Total Liabilities and Net Assets	<u>\$ 594,402</u>	<u>\$ 597,693</u>



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# ACRONYMS

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

**A**

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

**B**

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

**C**

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

**D**

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

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

**F**

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

**H**

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

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

**M**

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

**N**

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

**P**

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

**R**

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

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

**U**

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