
NCA Executive Committee Meeting
August 4-5, 2023
Washington, DC
Meeting Location: NCA National Office

Presiding: Walid Afifi, President

Zoom Link:

Friday Session: <https://natcom-org.zoom.us/j/86378528608>

Saturday Session: <https://natcom-org.zoom.us/j/89887596074>



1765 N Street NW
Washington, DC 20036
202-464-4622 • www.natcom.org

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Land Acknowledgement

Land Acknowledgement from the National Communication Association

NCA would like to acknowledge the land the National Office in Washington, DC resides on is the ancestral and unceded territory of the Nacotchtank (nah-cahch-tank) and Piscataway People.

NCA acknowledges that it has often gathered upon unceded lands and that those gatherings manifested the exclusions and erasures of many Indigenous peoples. We acknowledge the grave harm that colonialism brought to these lands, in particular the erasure of both indigenous and African identities via slavery, and via racist laws that segregated all peoples into binary classifications of “white” and “black.” This acknowledgement demonstrates our commitment to beginning the process of working to dismantle the ongoing legacies of settler colonialism.

Land Acknowledgment from the District of Columbia Commission on the Arts & Humanities.

Every community owes its existence and vitality to generations from around the world who contributed their hopes, dreams, and energy to making the history that led to this moment. Some were brought here against their will, some were drawn to leave their distant homes in hope of a better life, and some have lived on this land for more generations than can be counted. Truth and acknowledgment are critical to building mutual respect and connection across all barriers of heritage and difference. We begin this effort to acknowledge what has been buried by honoring the truth. We stand on the ancestral lands of the Nacotchtank and the Piscataway People. We pay respects to their elders past and present. Please take a moment to consider the many legacies of violence, displacement, migration, and settlement that bring us together here today. And please join us in uncovering such truths at any and all public events and to use such truths to guide the legacy of this Arts Commission.

The land acknowledgement was created by DC Commission on Arts and Humanities Commissioner Quanice Floyd with resources provided by the U.S. Department of Arts and Culture and was adopted by the Board of Commissioners on May 21, 2020. It is read at the beginning of all public meetings of the Commission.

<https://dcarts.dc.gov/page/land-acknowledgment>

Read more about the Indigenous People in the District of Columbia.

[Indigenous Tribes of Washington, D.C. – American Library Association](#)

[Land Acknowledgement – NAFSA: Association of International Educators](#)

[Washington Post](#) - “A Native American tribe once called D.C. home. It’s had no living members for centuries.”

Read more about the enslaved people in the District of Columbia and surrounding area.

[National Museum of African American History & Culture](#)

[Freedom House Museum](#) in Alexandria, Virginia

[Smithsonian Magazine](#) – “The notorious ‘Yellow House’ that made Washington, D.C. a slavery capital”

Travel & Logistics

The Executive Committee is staying at the St. Gregory hotel in Washington, DC.

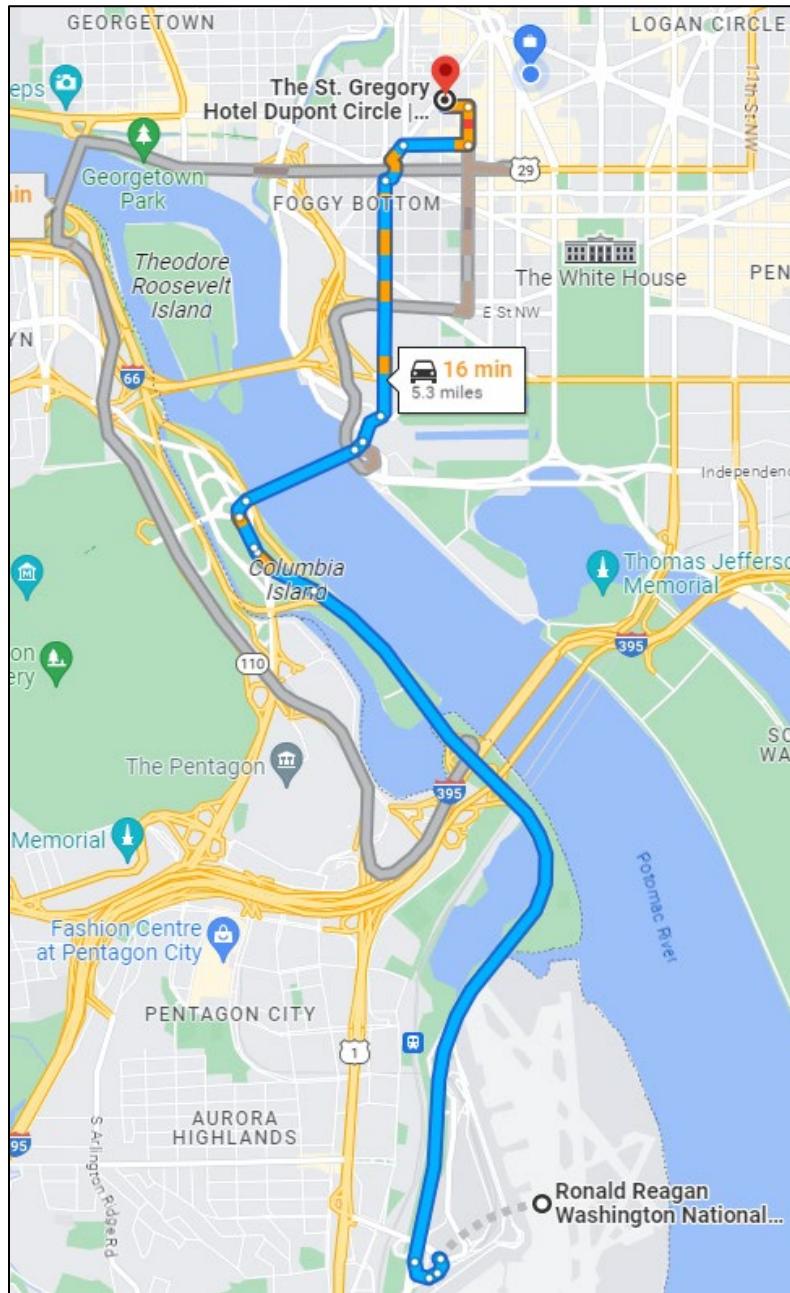
<https://www.stgregoryhotelwdc.com/>



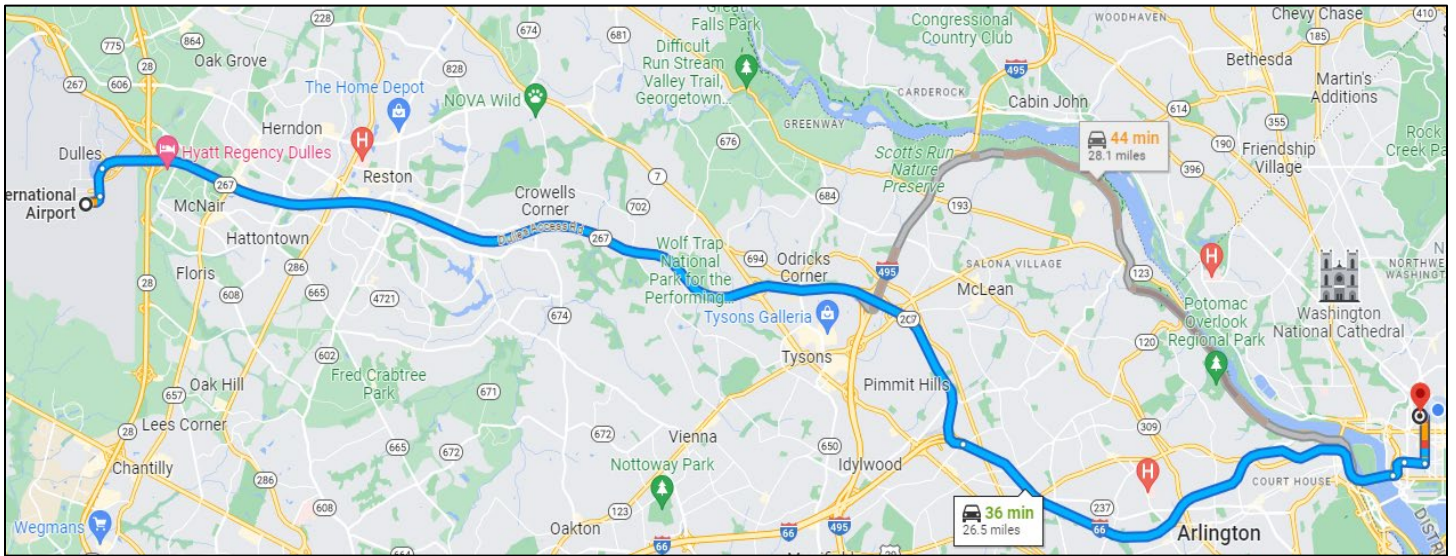
[2033 M Street NW](#)
[Washington, DC 20036](#)

Transportation

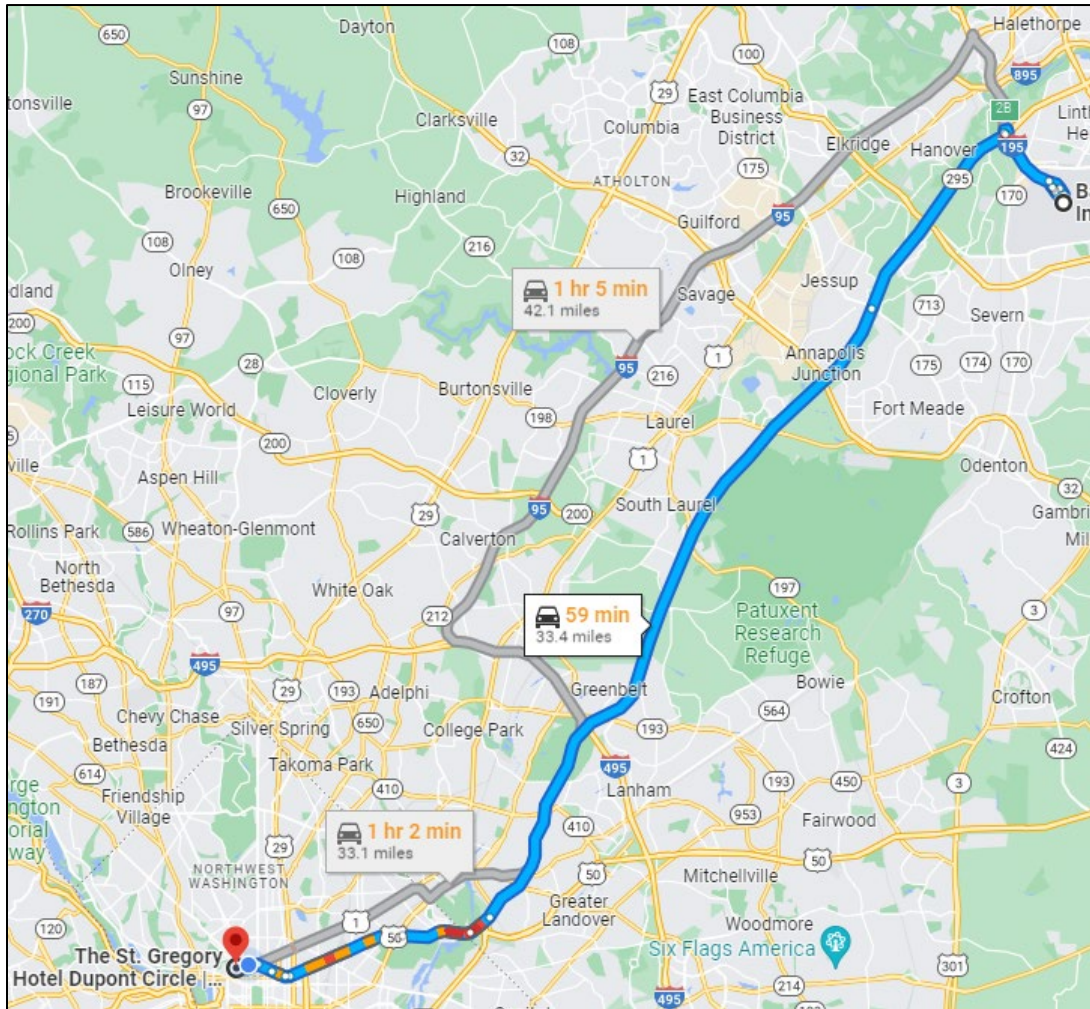
The St. Gregory is roughly 5.3 miles from [Ronald Reagan National Airport](#)



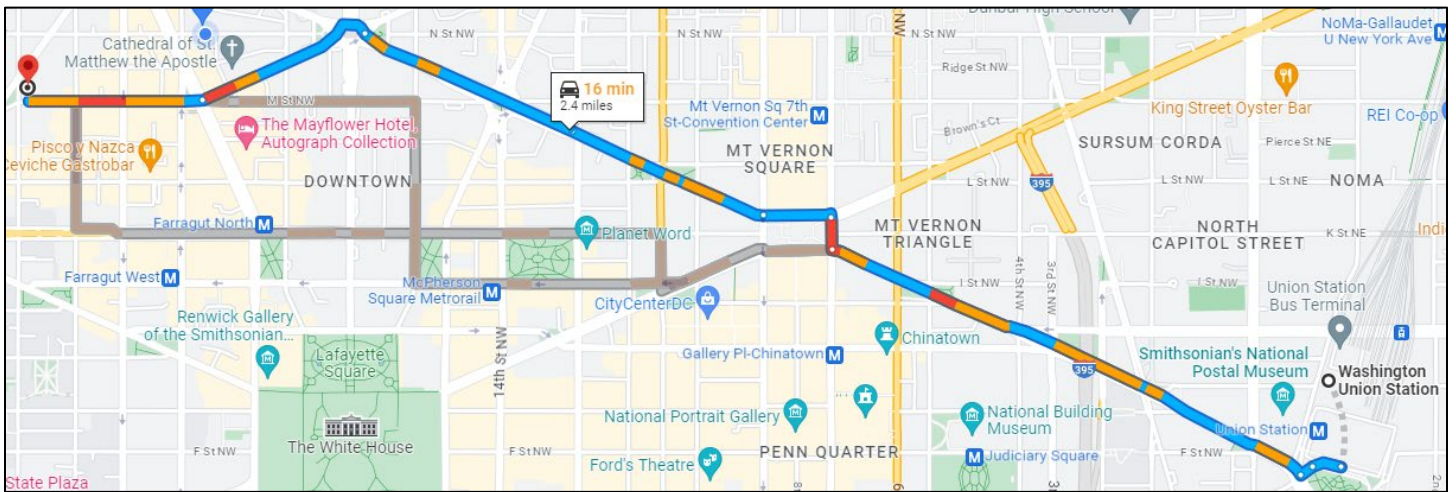
Roughly 27 miles from [Dulles International Airport](#).



Roughly 33 miles from [Baltimore/Washington International Thurgood Marshall Airport](#).

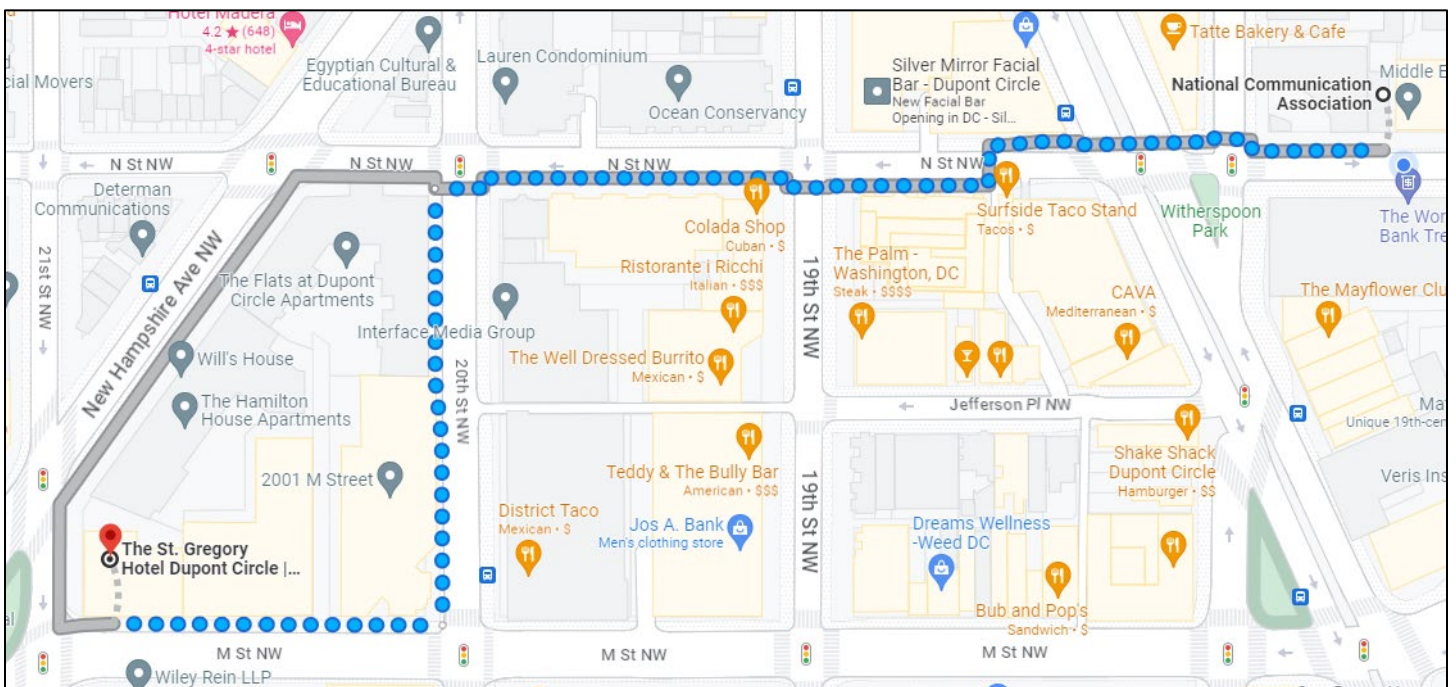


Roughly 2.5 miles from [Washington Union Station](#).



All meetings will take place at the [NCA National Office](#).

The St. Gregory is around an eight-minute walk from the office.



Thursday Dinner – Rumi’s Kitchen

Dinner on Thursday will be at 6:00 PM at [Rumi’s Kitchen](#).

[640 L Street NW](#)
[Washington, DC 20001](#)

Anybody wishing to attend the dinner should meet at the St. Gregory lobby at 5:30 PM so that we can coordinate transportation to the restaurant.

Friday Dinner – Hank’s Oyster Bar

Dinner on Friday will be at 6:00 PM at [Hank’s Oyster Bar](#).

[1624 Q Street NW](#)
[Washington, DC 20009](#)

Anybody wishing to attend the dinner should meet at the St. Gregory lobby at 5:50 PM so that we can coordinate transportation to the restaurant.

Food/Coffee/Interesting places around the St. Gregory

[Birthplace of Duke Ellington – About a block from the St. Gregory Hotel](#)

[DC Improv Comedy Club – 1140 Connecticut Ave NW](#)

[Swingers Crazy Golf – Be transported to a world of verdant, undulating crazy golf courses, 1920s English golf clubhouse, cocktail bars, and gourmet street food vendors – 1330 19th St. NW](#)

[Colada Shop – 1900 N. St. NW](#)
(Get the café con leche, Miami Sweet)

[Call Your Mother – 1143 New Hampshire Ave NW](#)

[Rasika – Polished restaurant & lounge serving contemporary Indian food, wine & cocktails – 1190 New Hampshire NW](#)

[Chang Chang – Sichuan flavors made by DC food icon Peter Chang - 1200 19th St. NW](#)

[St. Arnold’s Mussel Bar – Some of the best mussels in the city with a real pub feel – 1827 Jefferson Place NW](#)

[Surfside – Settle your 2 a.m. taco fix – 1800 N St. NW](#)

[Le Diplomate – Familiar French fare where President Obama was known to dine from time to time – 1601 14th St. NW](#)
(Located about a mile from the St. Gregory Hotel, this restaurant is a favorite of Rich West)

Executive Committee Meeting Schedule

2023 EC Meeting Schedule

Friday, June 9—Virtual Executive Committee Meeting

Monday, June 26 – Virtual EC Discussion Meeting

Monday, July 24 – Virtual EC Discussion Meeting

Proposal Submission Timeline for August EC Meeting

Thursday, August 3 -- Finance Committee Meeting (Washington, DC)

Friday & Saturday, August 4 – 5 – Executive Committee Meeting (Washington, DC)

~~**Monday, August 21 – Virtual EC Discussion Meeting (Cancelled)**~~

September – Virtual Conversation with Officers (All NCA members welcome)

Monday, September 18 – Virtual EC Discussion Meeting

Proposal Submission Timeline for November EC Meeting

- Monday, October 16 -- Drafts of agenda items due to the National Office.
- Monday, October 16 – Monday, October 23 – Councils, EC, and Committees review draft agenda items.
- Monday, October 23 – Virtual EC Discussion Meeting
- Monday, October 23 – National Office collates comments and disseminates to initiating groups.
- Monday, October 23 – Monday, October 30 – Initiators review comments, edit if needed, and resubmit.
- Monday, October 30 – Final agenda items due to National Office.
- **Monday, October 30 – Officer and Chair reports due to National Office.**
- Monday, October 30 – President and Executive Director discuss, prioritize, and finalize agenda.
- Monday, November 6 – Binder sent to EC members for review prior to meeting.
- Monday, November 13–Virtual EC Discussion Meeting

Wednesday, November 15 –Executive Committee Meeting

November 15 and 18 –Legislative Assembly Meeting (109th NCA Convention, National Harbor)

Monday, December 18 – Virtual EC Discussion Meeting (Convention Recap)

2024 EC Meeting Schedule

Thursday and Friday, February 22-23

Leadership Retreat

Friday and Saturday, February 23-24

Executive Committee Meeting

Friday, June 7

Executive Committee Meeting (Virtual)

Thursday August 8

Finance Committee Meeting

Friday, August 9 & Saturday, August 10

Executive Committee Meeting

Wednesday, November 20

Executive Committee Meeting

November 20 and 23

Legislative Assembly Meeting

(110th NCA Annual Convention, New Orleans)

Agenda

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Friday, August 4

8:00 AM – 8:30 AM	Breakfast	30 minutes
8:30 AM – 8:35 AM	<u>ITEM 1: ACTION – Consent Agenda</u> EC Minutes - June 9, 2023 EC Minutes – June 26, 2023	5 minutes
8:35 AM – 8:55 AM	<u>ITEM 2: ACTION -- Proposal to Record vs. Live Steam Online Sessions</u>	20 minutes
8:55 AM – 9:05 AM	<u>ITEM 3: ACTION – Interim Mentorship and Leadership Council Chair</u>	10 minutes
9:05 AM – 9:35 AM	<u>ITEM 4: INFORMATION – Policy Manual Guidelines Regarding Charge of EC, EC, and FC</u>	30 minutes
9:35 AM – 10:45 AM	<u>ITEM 5: DISCUSSION -- Finance Committee Letter with Clarifying Charge</u>	70 minutes
10:45 AM – 11:00 AM	Break	15 minutes
11:00 AM – 11:20 AM	<u>ITEM 6: ACTION – Compensation Benchmarking for NCA ED and Staff</u>	20 minutes
11:20 AM – 11:40 AM	<u>ITEM 7: ACTION – Proposal to Renew the Research Cultivation Grant</u>	20 minutes
11:40 AM – 12:00 PM	Other items: National Office Grant Recommendations	20 minutes
12:00 PM – 1:00 PM	Working Lunch + Second Vice President Budget Discussion Building Discussion	30 minutes 30 minutes
1:00 PM – 1:15 PM	Break	15 minutes
1:15 PM – 1:25 PM	<u>ITEM 8: ACTION -- Financial Audit Report</u>	10 minutes
1:25 PM – 2:45 PM	<u>ITEM 9: ACTION -- Proposed 2024 Budget</u>	80 minutes
2:45 PM – 3:00 PM	Break	15 minutes
3:00 PM – 4:00 PM	EXECUTIVE SESSION -- Executive Director Evaluation with ED	60 minutes
4:00 PM – 4:45 PM	DOUBLE EXECUTIVE SESSION -- Executive Director Evaluation w/o ED	45 minutes

Saturday, August 5

8:00 AM – 8:30 AM	Breakfast	30 minutes
8:30 AM – 9:00 AM	DOUBLE EXECUTIVE SESSION -- Executive Director Evaluation w/o ED	30 minutes
9:00 AM – 9:45 AM	Reports Officers Council Chairs National Office	45 minutes
9:45 AM – 10:05 AM	<u>ITEM 10: DISCUSSION – Policy Manual Review</u>	20 minutes
10:05 AM – 10:25 AM	Membership Survey Discussion (Materials distributed at the meeting)	20 minutes
10:25 AM – 10:40 AM	<u>ITEM 11: INFORMATION – Task Force on Academic Freedom / BDS</u>	15 minutes
10:40 AM – 11:00 AM	Break	20 minutes
11:00 AM – 11:15 AM	<u>ITEM 12: ACTION – Proposal to Establish an NCA Membership Task Force</u>	15 minutes
11:15 AM – 11:30 AM	<u>ITEM 13: ACTION – Interest Group Proposal – Death and Dying Division</u>	15 minutes
11:30 AM – 11:45 AM	<u>ITEM 14: ACTION – Interest Group Proposal – Sub-Saharan African Caucus</u>	15 minutes
11:45 AM – Noon	<u>ITEM 15: ACTION – Bylaws Change / Convention Committee</u>	15 minutes
Noon – 12:15 PM	<u>ITEM 16: ACTION – Bylaws Change / Resolutions Committee</u>	15 minutes
12:15 PM – 1:00 PM	Lunch	45 minutes
1:00 PM – 1:15 PM	Feedback Regarding Item Review Process	15 minutes
1:15 PM – 2:45 PM	Strategic Plan Discussion (Materials distributed at the meeting)	90 minutes

NATIONAL COMMUNICATION ASSOCIATION

STRATEGIC PLAN



2023–2027

CHARTING NCA'S PATH FOR THE FUTURE

Adopted by the NCA Legislative Assembly in November 2022

VISION: Transforming Lives through Communication

MISSION: Advancing Communication scholarship, teaching, and practice to foster a better world

GOAL 1—CREATE CONDITIONS TO SUPPORT AND EMPOWER MEMBERS

Strategic Objective Statements

- 1.1 Support excellence in Communication-related scholarship, pedagogy, and service
- 1.2 Enhance member access, engagement, and sense of ownership in the association
- 1.3 Maintain ethical standards for research, teaching, and service

GOAL 2—PROMOTE COMMUNICATION'S VALUE

Strategic Objective Statements

- 2.1 Enhance public awareness and understanding about the value of the discipline
- 2.2 Promote Communication's significance in challenging existing structures and fostering meaningful change
- 2.3 Advocate for Communication-informed institutional and public policies

GOAL 3—EMBRACE AND ENACT INCLUSION, DIVERSITY, EQUITY, AND ACCESS

Strategic Objective Statements

- 3.1 Provide the tools for members to value and promote inclusivity, diversity, equity, and access within all disciplinary spaces and societal practices
- 3.2 Create and improve structures, programs, practices, and policies within NCA that ensures all members are able to engage in the association and thrive in their professional pursuits
- 3.3 Promote and advocate for inclusivity, diversity, equity, and access in the field of Communication and within NCA

GOAL 4—CULTIVATE A THRIVING AND RESPONSIVE ORGANIZATION

Strategic Objective Statements

- 4.1 Nurture and support a membership, volunteer leadership, and national office staff that are energetic, collaborative, and engaged
- 4.2 Foster reflexive governance and administrative practices and informed decision-making
- 4.3 Collaborate with impacted communities to advocate for Communication-informed policies and structures

WWW.NATCOM.ORG

ARTICLE I: NAME AND PURPOSE

Section 1: Name.

The name of this corporation shall be “National Communication Association” (hereinafter, “NCA” or “the Association”).

Section 2: Purpose.

- A. The National Communication Association advances communication as the discipline that studies all forms, modes, media and consequences of communication through humanistic, social scientific and aesthetic inquiry. NCA serves the scholars, teachers, and practitioners who are its members by enabling and supporting their interests in research, teaching, and practice. Dedicated to fostering and promoting free, inclusive, and ethical communication, NCA promotes the widespread appreciation of the importance of communication in public and private life, the application of competent communication to improve the quality and diversity of human life and relationships, and the use of knowledge about communication to solve human problems.
- B. NCA has the goal of fostering and promoting a diverse and inclusive organization.
- C. NCA is organized exclusively for charitable, educational and scientific purposes within the meaning of the Internal Revenue Code (IRC) Section 501(c)(3), as amended (or corresponding provisions of any subsequent federal tax laws).
- D. No part of the net earnings of NCA shall inure to the benefit of, or be distributable to, its members, Directors, Officers, employees, or other private persons, except that NCA shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of IRC Section 501(c)(3) purposes.

ARTICLE II: MEMBERSHIP

Section 1: Membership Categories.

NCA shall have the following individual membership categories: Retired, Student, Life, and Regular. In addition, NCA shall have the following group membership category: Department/Program.

- A. Retired membership is open to any person interested in the Association’s purpose who has been a member of the Association for at least twenty-five years and is no longer working full-time.
- B. Student membership is open to any person interested in the Association’s purpose who is currently enrolled for higher education credit and does not have a terminal degree.
- C. Life membership is open to any person interested in the Association’s purpose who does not fit into the categories of Retired or Student membership.
- D. Regular membership is open to any person interested in the Association’s purpose who does not fit into the categories of Retired or Student membership.
- E. Department/Program membership is open to any department or program at an institution of higher education with an interest in the Association’s purpose.

Section 2: Admission to Membership.

Any individual or group that meets the qualifications of a membership category specified in Section 1 may be admitted to membership in accordance with policies and procedures established by the Executive Committee of the Legislative Assembly.

Section 3: Rights and Responsibilities.

- A. An individual member shall have the right to vote, and hold elected or appointed office as specifically provided in these Bylaws. All individuals serving in leadership positions including, but not limited to, Officers, Directors,

or members of any committee shall be required to hold membership in the Association.

- B. In order to maintain membership status, an individual or group member shall pay annual dues by the member's renewal date. Dues for each membership category shall
- C. be established by the Legislative Assembly.
- D. Privileges and responsibilities of each membership category shall be established by the Executive Committee of the Legislative Assembly.

ARTICLE III: LEGISLATIVE ASSEMBLY

Section 1: Members.

The Legislative Assembly shall consist of the following representatives, which representatives are sometimes referred to in these Bylaws as "Directors":

- A. President.
- B. First Vice President.
- C. Second Vice President.
- D. Immediate Past President.
- E. Executive Director (non-voting).
- F. Members of the Finance Committee.
- G. Mentorship and Leadership Council Chair
- H. Publications Council Chair.
- I. Research Council Chair.
- J. Teaching and Learning Council Chair.
- K. IDEA Council Chair.
- L. A number of representatives from each Interest Group, determined in accordance with Section 2(G) below.
- M. Nine At-Large Directors.
- N. Six Directors appointed by the Legislative Assembly according to appointment procedures adopted by the Legislative Assembly; selection to recognize emerging interests and critical problems and to achieve a balanced representation of teaching levels, ethnic and minority group interests, sex, age, and academic status.
- O. Three Directors from each of the four regional communication associations (Central States Communication Association, Eastern Communication Association, Southern States Communication Association, and Western States Communication Association).
- P. National States Advisory Council representative.
- Q. Association of Communication Administration Executive Committee representative.

Section 2: Election and Terms.

- A. The President shall, after a one-year term, succeed to the office of Immediate Past President. The Immediate Past President shall serve for a term of one year. The First Vice President shall, after a one-year term, succeed to the office of President.
- B. The Second Vice President shall, after a one-year term, succeed to the office of First Vice President.
- C. The Second Vice President shall be elected by plurality vote of individual members and shall become the Second Vice President when the current Second Vice President succeeds to the office of First Vice President. A quorum shall consist of 1/20th of the individual membership. The ballot for the Second Vice President election shall be developed by the Nominating Committee.
- D. The Finance Directors shall be elected by the Legislative Assembly for a term of three years. Terms of the Finance Directors are staggered, and one Finance Director shall be elected each year. The Leadership Development Committee will provide a slate to the Legislative Assembly for approval after consultation with the Finance Committee. The Finance Committee Chair shall be the Finance Director serving the third year of the three-year term.

- E. The Chairs of the IDEA Council, Publications Council, Research Council, Mentorship and Leadership Council, and Teaching and Learning Council shall each be elected by the Legislative Assembly for a term of three years. The Leadership Development Committee will provide a slate to the Legislative Assembly for approval.
- F. The representatives from each Interest Group, the number of which representatives shall be determined according to clauses (a) through (e) below depending on the size of the Interest Group, shall be appointed to the Legislative Assembly by that Interest Group for terms of one year.
 - a. Divisions and Sections with fewer than 500 members have 2 representatives.
 - b. Divisions and Sections with 500-999 members have 3 representatives.
 - c. Divisions and Sections with 1,000-1,499 members have 4 representatives.
 - d. Divisions and Sections with 1,500 or more members have 5 representatives.
 - e. Each Caucus has one representative.
- G. The At-Large representatives on the Legislative Assembly shall be elected by plurality vote of individual members of the Association for a term of three years. A quorum shall consist of 1/20th of the individual membership. Three (3) of these At- Large representatives shall be elected each year. The ballot for the at-large representatives on the Legislative Assembly election shall be developed by the Nominating Committee. No member shall be eligible to serve two consecutive full terms as an At-Large representative.
- H. The six individual representatives appointed by the Legislative Assembly shall serve staggered terms of three years, such that two of these representatives shall be appointed each year.
- I. The representatives from the four regional associations, the National States Advisory Council representative, and the Association of Communication Administration Executive Committee representative shall each be appointed to the Legislative Assembly by their respective association or council for terms of three years.

Section 3: Duties.

The Legislative Assembly shall exercise fiduciary responsibility over the affairs of NCA and is responsible for the overall strategic direction and policymaking of the Association. Journal Editors of the Association shall each be approved by the Legislative Assembly for a term of three years. The Publications Council will provide a slate to the Executive Committee for endorsement, which is then forwarded to the Legislative Assembly for approval.

Section 4: Meetings.

- A. The Legislative Assembly shall meet at least annually at or around the national convention.
- B. The agenda shall be determined by the President in consultation with the Executive Director. The Legislative Assembly will approve the agenda at the start of the meeting.
- C. The President shall preside at meetings.
- D. A quorum shall consist of a majority of the members of the Legislative Assembly.
- E. The Legislative Assembly may hold meetings using telephone or electronic means that allow participants to actively deliberate with each other. The Legislative Assembly may also take action by written consent of the majority of the Legislative Assembly, including using email.
- F. Legislative Assembly meetings shall be open to all NCA members.

Section 5: Vacancies.

- A. A vacancy in the office of President, First Vice President, Second Vice President, or Second Vice President Elect shall be filled for the balance of the term in which the vacancy occurred by appointment of the Executive Committee of the Legislative Assembly. The person so appointed to fill such vacancy, after the conclusion of that term, shall not automatically succeed to subsequent office as set forth in Section 2(A), (B) and (C), respectively. Rather, such subsequent office shall be filled by member vote, following the same procedures as set forth in Section 2(D) for the Second Vice President election.
- B. A vacancy in the office of Immediate Past President may be filled by appointment of the Officers from the pool of past Presidents of the Association.
- C. Vacancies among the nine at-large and six appointed representative positions (described above in Section

1(A)(n) and (o), respectively) may be filled by appointment of the Executive Committee of the Legislative Assembly. Members selected to fill these vacant positions shall complete the balance of the calendar year in which the position became vacant. The position will then be filled for the remainder of the term, if any, following the process described in Section 2 above usually used to fill the position.

- D. Vacancies among the representatives of Interest Groups, the four regional associations, the National States Advisory Council and the Association of Communication Administration Executive Committee may be filled in the same manner as the original representative was appointed.

Section 6: Committees

- A. **Executive Committee of the Legislative Assembly.** The Executive Committee shall consist of the following members: President, First Vice President, Second Vice President, Immediate Past President, three Finance Committee Members, Mentorship and Leadership Council Chair, Publications Council Chair, Research Council Chair, Teaching and Learning Council Chair, IDEA Council Chair, and Executive Director (non-voting). The Executive Committee shall administer the policies of the Legislative Assembly and shall, between annual meetings of the Assembly, serve as the chief administrative authority of the Association. The Executive Committee shall have authority to set association fees other than membership dues and to establish standing rules and procedures to govern the conduct of elections. The Executive Committee shall meet regularly. The agenda of meetings shall be determined by the President in consultation with the Executive Director. The Executive Committee may hold meetings using telephone or electronic means that allow participants to actively deliberate with each other. The Executive Committee may also take action by written consent of 2/3 of the Executive Committee, including using email.
- B. **Finance Committee.** The Finance Committee shall consist of the Finance Committee Chair and the two other Finance Directors. The Finance Committee is responsible for providing guidance and information to the Legislative Assembly on the financial affairs of the Association and shall have such other responsibilities as are established from time to time by the Legislative Assembly or Executive Committee of the Legislative Assembly. The Finance Committee shall meet regularly. The agenda of meetings shall be determined by the Finance Committee Chair in consultation with the Executive Director. The Finance Committee may hold meetings using telephone or electronic means that allow participants to actively deliberate with each other. The Finance Committee may also take action by written consent of 2/3 of the Finance Committee, including using email.

ARTICLE IV: OFFICERS

Section 1: Officers.

The Officers of the Association shall be the President, First Vice President, Second Vice President, Immediate Past President, Treasurer, and Secretary. The President, First Vice President, Second Vice President, and Immediate Past President shall be elected and assume such offices in the manner set forth in Article 3. The office of Treasurer shall be held by the Finance Committee Chair and the office of Secretary shall be held without vote by the Executive Director.

Section 2: Duties.

- A. **President.** The President shall preside at all meetings of the Legislative Assembly and the Executive Committee of the Legislative Assembly and shall perform all duties incident to the office of President and such other duties as may be prescribed by the Legislative Assembly.
- B. **First Vice President.** The First Vice President shall perform the duties of the President during such time as the President is unable or unwilling to perform the same, shall be in charge of the planning of the program for the annual convention, and shall perform such other duties as may be assigned by the President or by the Legislative Assembly.
- C. **Second Vice President.** The Second Vice President shall perform the duties of the First Vice President during such time as the First Vice President is unable or unwilling to perform the same and shall perform such other

duties as may be assigned by the President or by the Legislative Assembly.

- D. **Immediate Past President.** The Immediate Past President shall perform such duties as may be assigned by the President or by the Legislative Assembly.
- E. **Treasurer.** The Treasurer shall perform all duties incident to the office of Treasurer and shall perform such other duties as may be assigned by the President or Legislative Assembly.
- F. **Secretary.** The Secretary shall perform all duties incident to the office of Secretary and shall perform such other duties as may be assigned by the President or Legislative Assembly.

ARTICLE V: STANDING COMMITTEES

Section 1: Leadership Development Committee.

- A. **Members.** The Leadership Development Committee shall consist of the following members: Immediate Past President, President, First Vice President, Second Vice President, four At- Large representatives appointed by the Legislative Assembly from among the current members of the Legislative Assembly, four At-Large members elected by vote of the individual membership of NCA, and Executive Director (non- voting). The At-Large representatives appointed by the Legislative Assembly and the At-Large representatives elected by the individual NCA membership shall serve staggered two-year terms, with two representatives appointed by the Legislative Assembly and two representatives elected by the individual membership of NCA each year. The Immediate Past President shall serve as Chair of the Committee.
- B. **Duties.** The Leadership Development Committee shall develop a slate of candidates for the following positions, such slate subject to election by the Legislative Assembly: Finance Committee member; Chairs and members of the Mentorship and Leadership Council, Publications Council, Research Council, Teaching and Learning Council, Resolutions Committee, and Convention Committee; Chair of the IDEA Council; Nominating Committee at- large member and Nominating Committee Chair; and members of award selection committees unless otherwise specifically provided in applicable award agreements. In addition, the Leadership Development Committee shall develop a slate of candidates for four Nominating Committee at-large members, such candidates subject to election by the NCA membership.

Section 2: Nominating Committee.

- A. **Members.** The Nominating Committee shall consist of the following members, each of whom shall serve one-year terms:
 - a. The Chair of the Nominating Committee, who shall be elected by the Legislative Assembly from the candidates selected by the Leadership Development Committee, as set forth in Section 1(B) above.
 - b. One representative chosen by each Interest Group.
 - c. The IDEA Council Chair.
 - d. One representative from each of the four regional associations represented on the Legislative Assembly, chosen by each regional association.
 - e. Four at-large members elected by the full voting NCA membership from the slate of candidates developed by the Leadership Development Committee, as set forth in Section 1(B) above.
 - f. One at-large member elected by the Legislative Assembly from the candidates selected by the Leadership Development Committee, as set forth in Section 1(B) above.
- B. **Duties.** Each year, the Nominating Committee shall prepare a ballot for the election of the Second Vice President, three at-large members of the Legislative Assembly, and two at- large members of the Leadership Development Committee to be elected by the full voting NCA membership.

Section 3: Mentorship and Leadership Council

- A. **Members.** The Mentorship and Leadership Council shall consist of a Chair and six members elected by the Legislative Assembly from a slate of candidates developed by the Leadership Development Committee.

The Leadership Development Committee will consult with the Mentorship and Leadership Council during the selection process. The Mentorship and Leadership Chair and Council members shall serve for a term of three years. Terms of the members of the Mentorship and Leadership Council shall be staggered, such that terms of two members shall expire each year.

- B. Duties. The Mentorship and Leadership Council shall coordinate, centralize, and organize mentorship and leadership resources, activities, and opportunities for NCA.

Section 4: Publications Council.

- A. Members. The Publications Council shall consist of a Chair and six members elect Leadership Development Committee Leadership Development Committee ed by the Legislative Assembly from a slate of candidates developed by the Leadership Development Committee. The Leadership Development Committee will consult with the Publications Council during the selection process. The Publications Council Chair and Council members shall serve for a term of three years. Terms of the members of the Publications Council shall be staggered, such that terms of two members shall expire each year.
- B. Duties. The Publications Council shall be responsible for supporting the Association’s publishing program, including recommending editors to the Legislative Assembly for the Association’s Journals and filling Journal editor vacancies as necessary.

Section 5: Research Council.

- A. Members. The Research Council shall consist of a Chair and six members elected by the Legislative Assembly from a slate of candidates developed by the Leadership Development Committee. The Leadership Development Committee will consult with the Research Council during the selection process. The Research Council Chair and Council members shall serve for a term of three years. Terms of the members of the Research Council shall be staggered, such that terms of two members shall expire each year.
- B. Duties. The Research Council shall be responsible for supporting the creation and dissemination of knowledge about communication.

Section 6: Teaching and Learning Council.

- A. Members. The Teaching and Learning Council shall consist of a Chair and six members elected by the Legislative Assembly from a slate of candidates developed by the Leadership Development Committee. The Leadership Development Committee will consult with the Teaching and Learning Council during the selection process. The Teaching and Learning Council Chair and Council members shall serve for a term of three years. Terms of the members of the Teaching and Learning Council shall be staggered, such that terms of two members shall expire each year.
- B. Duties. The Teaching and Learning Council shall be responsible for supporting disciplinary pedagogy.

Section 7: IDEA Council.

- A. Members. The IDEA Council shall consist of a Chair and one representative from each of the Association’s Caucuses. The Chair of the IDEA Council shall be elected by the Legislative Assembly from a slate provided by the Leadership Development Committee for a term of three years. The Leadership Development Committee will consult with the IDEA Council during the selection process. Each of the Association’s caucuses shall elect one of its members to serve on the IDEA Council for a term of three years. Terms of the IDEA Council members shall be staggered.
- B. Duties. The IDEA Council is responsible for monitoring and making recommendations to enhance the diversity of the Association.

Section 8: Resolutions Committee.

- A. Members. The Resolutions Committee shall consist of a Chair and five members elected by the Legislative Assembly from a slate of candidates developed by the Leadership Development Committee. The Chair shall be selected from among the first- and second-year members of the Resolutions Committee to serve a term of one year. Resolutions Committee members shall have staggered three-year terms.
- B. Duties. The Resolutions Committee shall be responsible for reviewing proposed public statements and providing related recommendations to the Legislative Assembly.

Section 9: Convention Committee.

- A. Members. The Convention Committee shall consist of a Chair and five members elected by the Legislative Assembly from a slate of candidates developed by the Leadership Development Committee. The Chair shall be selected from among the first- and second-year members of the Convention Committee to serve a term of one year. Convention Committee members shall have staggered three-year terms.
- B. Duties. The Convention Committee shall be responsible for providing recommendations on issues related to convention locations.

Section 10: Meetings.

- A. Meetings of any Standing Committee may be called by the chair of the committee or by any two members of the committee. The date, location, and agenda of the meetings shall be determined by the committee chair.
- B. A quorum shall consist of a majority of the standing committee members.
- C. Standing committees may hold meetings using telephone or electronic means that allow participants to actively deliberate with each other. Committees can also take action by written consent of 2/3 of the Committee, including using email.

Section 11: Vacancies.

- A. Standing committee vacancies may be filled by the Executive Committee of the Legislative Assembly. Members selected to fill vacant positions shall complete the balance of the term which became vacant.

ARTICLE VI: EXECUTIVE DIRECTOR

Authority for the day-to-day management of the Association shall be vested in an Executive Director whose employment and termination shall be the responsibility of the Executive Committee of the Legislative Assembly. The Executive Director shall have such authority and duties as are determined by the Executive Committee of the Legislative Assembly. The Executive Director shall be responsible for hiring and termination of staff and paid contractors.

ARTICLE VII: INTEREST GROUPS

Section 1: Divisions.

Interest groups for members with shared focus on particular topics of substantive study shall be known as Divisions.

Section 2: Sections.

Interest groups for members sharing common professional settings shall be known as Sections.

Section 3: Caucuses.

Consistent with the Association's commitment to equal opportunity, interest groups representing historically underrepresented demographic groups in terms of gender, race, ethnicity, sexuality, and ability shall be known as Caucuses.

Section 4: Creation.

Divisions and Sections may be created by the Legislative Assembly upon receipt of petitions signed by at least 200 members of the Association. Caucuses may be created by the Legislative Assembly in response to petitions signed by at least 50 members of the Association.

Section 5: Dissolution.

Any Division or Section failing for two consecutive years to maintain at least 100 members shall be dissolved. The Legislative Assembly shall have authority to dissolve Caucuses.

Section 6: Convention.

Each Interest Group will have a role in planning the program for the annual convention.

ARTICLE VIII: PARLIAMENTARY AUTHORITY

The rules contained in the current edition of Robert’s Rules of Order Newly Revised shall govern NCA in all cases to which they are applicable and in which they are not inconsistent with these Bylaws and any special rules of order NCA may adopt.

ARTICLE IX: MISCELLANEOUS

Section 1: Conflict of Interest.

The Association shall maintain a conflict-of-interest policy and annual disclosure process that shall apply to all Chairs and Officers and any other individuals specified by the Executive Committee of the Legislative Assembly.

Section 2: Indemnification.

NCA will indemnify employees, Officers, Directors, and volunteers as determined by the Executive Committee of the Legislative Assembly and based on facts and circumstances.

Section 3: Dissolution.

Upon the dissolution of NCA, all its assets and property of every nature and description remaining after the payment of all liabilities and obligations of NCA shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, as amended (or corresponding provisions of any subsequent federal tax laws), consistent with the purposes of NCA, as determined by the Legislative Assembly.

ARTICLE X: AMENDMENTS

Section 1: Proposed Amendments.

Proposed amendments to these Bylaws shall be submitted for a vote of the Legislative Assembly upon:

- A. A petition signed by at least twenty percent (20%) of individual members submitted to the President at least 90 days prior to a meeting of the Legislative Assembly, or
- B. A petition signed by at least twenty percent (20%) of the members of the Legislative Assembly submitted to the President at least 90 days prior to a meeting of the Legislative Assembly, or
- C. A majority vote of the Executive Committee of the Legislative Assembly.

Section 2: Adoption.

A two-thirds vote of the Legislative Assembly shall be required for adoption of an amendment to these Bylaws.

ARTICLE XI: ADOPTED AMENDMENTS

Adopted November 2016; Amended November 2018; Amended November 2019; Amended November 2020. Amended November 2021.

1. NCA Journal Editors will no longer serve on the Legislative Assembly. Motion passed – November 2018.
2. Standing Committee name changed from Committee on Committees to the Leadership Development Committee. Motion passed – November 2018.
3. Member of the Resolutions Committee need not be among the current Legislative Assembly. Motion passed – November 2018.
4. Removal of Second Vice President-Elect from the LA roster. Motion passed – November 2019.
5. Standing Committee name changed from Diversity Council to IDEA (Inclusion, Diversity, Equity, and Access) Council. Motion passed – November 2020.
6. Standing Committee approved by Legislative Assembly – The Mentorship and Leadership Council. – November 2021.

NCA Executive Committee

[NCA Leadership](#)

The Executive Committee of the Legislative Assembly (EC) consists of the NCA officers — president, first vice president, second vice president, immediate past president, treasurer, (finance committee chair), and secretary (executive director without vote). The EC also includes two finance committee directors and five council chairs. The members of the presidential quartet are elected by and from the general NCA membership. The NCA Leadership Development Committee selects, and the Legislative Assembly appoints the finance committee members and the council chairs. The Executive Director is hired and evaluated by the EC.



Walid Afifi, Ph.D., University of California, Santa Barbara

President

Term: 2021-2024

w-afifi@ucsb.edu

Walid Afifi (PhD, University of Arizona, 1995) is a Professor in the Department of Communication at the University of California-Santa Barbara (UCSB), where he is also currently a member of the Campus Climate Council and Director of the Center for Middle East Studies. Prior to his return to UCSB, he served as department Chair at the University of Iowa (2012-2015), where he was also a member of the Human Rights Commission. He is an author on over 80 journal articles, chapters, or books, and was recently inducted as a Fellow of the

International Communication Association (ICA). His service to NCA has been vast and long-lasting, including Chair of the Interpersonal Communication division (2004), and a member of the Units Task Force (2009-2011), the NCA Bylaws Task Force (2011-2012), and the Task Force on Inclusivity in the Discipline (2014-2017). Most recently, he was Chair of the Task force on the NCA Center for Community, Collaboration and Change (2017-2019). He is an editorial board member on several leading journals and served as Associate Editor of the Journal of Social and Personal Relationships, Personal Relationships, and Human Communication Research. He is also currently serving the discipline as a member of the ICA Inclusivity, Diversity, Equity, and Access committee.



Marnel Niles Goins, Ph.D., Marymount University

First Vice President

Term: 2022-2025

mngoins@marymount.edu

Marnel Niles Goins is Dean of the College of Sciences and Humanities and Professor of Communication at Marymount University. She earned her Ph.D. from Howard University in Washington, DC. Prior to her transition to Marymount, she served as Professor and Graduate Coordinator in the Department of Communication at California State University, Fresno, where she worked for 12 years. She taught courses in Small Group Communication and Organizational Communication and has a special interest in gender and racial dynamics in organizational settings. Marnel has numerous publications,

including serving as first editor of the recently published, *The Routledge Handbook of Gender and Communication*. Marnel is 2nd Vice President of the Western States Communication Association, Immediate Past President of the Western States Communication Association, and a Past President of the Organization for Research on Women and Communication. She also served NCA as a member of the Inclusion, Diversity, Equity, and Access Task Force, chair and member of the Finance Committee, and chair of the Black Caucus.



Jeanetta D. Sims, Ph.D., University of Central Oklahoma
Second Vice President

Term: 2023-2026

jsims7@uco.edu

Dr. Jeanetta Sims is known as a highly collaborative, respectful leader who believes in listening, honoring people, and scaling through Mt. Fuji moments. She is a tenured professor and former dean of the University of Central Oklahoma's (UCO) Graduate College and University College as well as the co-creator with students of the Broncho Education and Learning Lab (BELL). She championed UCO's HLC Quality Initiative which culminated in a new first year experience called Broncho Blueprint. Dr. Sims is a 30+ award-winning scholar, educator,

poet, and founder of Diverse Student Scholars. Along with numerous academic publications, she is the author of poetry and prose in the Moments in Soul-journ series and We Are Here series. In 2022, she was named a DaVinci Institute Fellow, Women Who Inspire Award recipient, a Marketing Management Association Fellow, and the inaugural recipient of NCA AACCD's Dorothy Pennington Award.



Roseann M. Mandziuk, Ph.D., Texas State University
Immediate Past President

Term 2020-2023

rm07@txstate.edu

Roseann M. Mandziuk is a University Distinguished Professor in the Department of Communication Studies. She earned her Ph.D. in Rhetorical Studies from the University of Iowa, her M.S. in Communication from Illinois State University, and her B.A. in Speech and in English from Wayne State University. She has been a member of the faculty at Texas State University since 1987. Roseann's research focuses upon images of women, the rhetorical uses of history, and the construction of public memory in museums and monuments. She has co-authored a scholarly book about the rhetoric of Sojourner Truth, published

numerous articles and book chapters examining historical and contemporary rhetoric, and served as Editor of *Women's Studies in Communication (WSC)*. She has received two Fulbright Scholar Awards, in India and in Poland, and has presented numerous international research lectures. She also was selected as an American Council on Education Fellow.

Roseann's extensive professional service contributions include President of the Southern States Communication Association, two terms as Finance Board Chair and twelve years as a member of the Affirmative Action/Intercaucus Committee for the National Communication Association, and fifteen years as Chair of the Presidential Work Life Advisory Council on her campus. She has served on numerous editorial boards including *Quarterly Journal of Speech and Women's Studies in Communication*, as well as regional and national association publication, nomination, and award committees. Her contributions have been recognized with national and regional professional association awards for teaching, mentoring, and research, including the 2014 Michael M. Osborn Teacher-Scholar Award from SSCA and the 2017 Francine Merritt Award for Contributions to Women in Communication from the NCA Women's Caucus.

Finance Committee



Rich West, Ph.D., Emerson College

Finance Committee Chair

Term: 2021-2023

richard_west@emerson.edu

Rich West received his Ph.D. in Interpersonal Communication from Ohio University and his M.A. in Communication Education from Illinois State University. He is currently Professor of Communication Studies at Emerson College, where he has served as a Dean, Director, and Department Chair. West is a former President of both the National Communication Association and the Eastern Communication Association. West is the co-author/editor of 10 books that have been published in nearly 10 languages. Two of his anthologies have received NCA's Outstanding Book Award in a) Family Communication ("The Family Communication Sourcebook") and in b) Applied Communication

("Routledge Handbook of Communication and Bullying"). Dr. West has received a number of academic accolades over the years. He was awarded Emerson's prestigious Norman and Irma Mann Stearns distinction and recognized as Distinguished Faculty. In addition, Illinois State University and Ohio University named him "Outstanding Alum in Communication"; ISU also recognized him for "Distinction in Forensics" and "Outstanding Graduate in Teacher Education."



Jimmie Manning, Ph.D., University of Nevada, Reno

Finance Committee Director

Term: 2022-2024

jimmiem@unr.edu

Jimmie Manning is Professor and Chair of Communication Studies in the School of Social Research and Justice Studies at the University of Nevada. He earned bachelor's degrees in Speech/Communication, Dramatic Arts, and English from Emporia State University and an M.A. and Ph.D. in Communication Studies from the University of Kansas. Dr. Manning's research focuses on relational and family communication. This work spans multiple contexts to understand how individuals, couples, families, organizations, and cultural institutions attempt to define, support, control, limit, encourage, or otherwise negotiate relationships.

This work has resulted in over 100 publications in outlets including Communication Monographs, Journal of Social and Personal Relationships, and Journal of Computer-Mediated Communication, among others. Dr. Manning has received several research, teaching, and service awards including the NCA Kibler and Ecroyd awards.



Candice Thomas-Maddox, Ph.D.
Finance Committee Director
Term: 2023-2025
thomas@ohio.edu

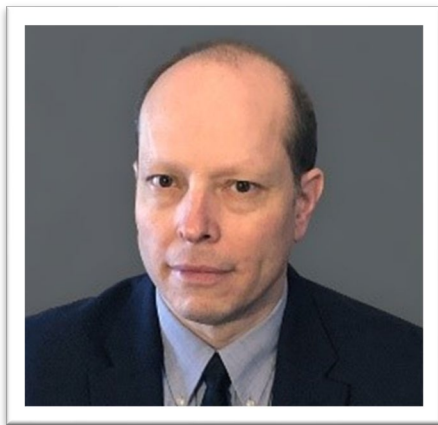
Candice Thomas-Maddox (Ed.D., West Virginia University) is a professor in the School of Communication Studies at Ohio University-Lancaster. Dr. Thomas-Maddox has taught courses in public speaking, communication theory, interpersonal communication, persuasion, intercultural communication, risk communication, organizational communication, and empirical research methods. Dr. Thomas-Maddox is the former Executive Director and previous President for the Eastern Communication Association and the Speech Communication Association of Ohio. In 2001, Dr. Thomas-Maddox was named the Outstanding

Communication Educator by the Speech Communication Association of Ohio.

Dr. Thomas-Maddox has published numerous books and book chapters as well as research articles that have appeared in Communication Research Reports, Communication Quarterly, The AURCO Journal, and many more.

Dr. Thomas-Maddox is also one of the coauthors of the Kendall-Hunt text *Interpersonal Communication: Building Rewarding Relationships* and the forthcoming *Family Communication: Relationship Foundations*.

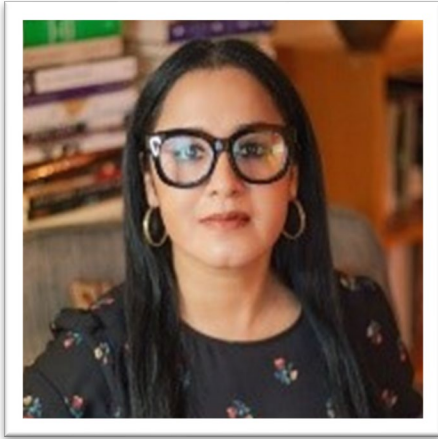
Councils



James (Jim) L. Cherney, Ph.D., University of Nevada, Reno
IDEA Council Chair
Term on EC: 2023-2024
jcherney@unr.edu

James L. “Jim” Cherney (Ph.D. Indiana University, 2003) is Associate Professor and Director of the Communication Core in the Department of Communication Studies at the University of Nevada, Reno. He reaches ableist rhetoric, particularly as it operates around access, sport, visibility, law, and popular culture. He has published articles in outlets including *Western Journal of Communication*, *Disability Studies Quarterly*, *Communication & Sport*, and *Argumentation and Advocacy*. His book *Ableist Rhetoric: How We Know, Value, and See Disability*, was published by Penn State University Press in 2019. He has received the Jim Ferris Award for Outstanding Achievement in Disability and Communication from the Disability Issues Caucus, which he has served in various officer positions for over 16 years. He currently represents the caucus on the NCA’s IDEA Council.

Mentorship and Leadership Council Chair
TBD



**Devika Chawla, Ph.D., Ohio University
Publications Council Chair**

Term: 2022-2024

chawla@ohio.edu

Devika Chawla is Professor in the School of Communication Studies at Ohio University and Affiliated faculty with Interdisciplinary Arts, Women's and Gender Studies, Communication and Development, International Development Studies, and Southeast Asian Studies. Dr. Chawla's research focuses on communicative, performative, and narrative approaches to studying family, home, and its relationship to social identity. Specifically, she is interested in understanding how human beings transform themselves in the relationships that surround them, and the resources – social, political, economic – that are

available to them. Most of her field research has taken place in the context of marriage and family life in contemporary urban north India. Dr. Chawla is the author of *Home, Uprooted: Oral Histories of India's Partition* (Fordham University Press), which won the 2015 Outstanding Book Award from the Ethnography Division and the International and Intercultural Division of the National Communication Association. She is Senior Associate Editor (south Asia and southeast Asia) for the Oxford University Press Encyclopedia of Race, Ethnicity, and Communication. From 2019 to 2021, she served as editor-in-chief of *Departures in Critical Qualitative Research*, a journal published by the University of California Press.



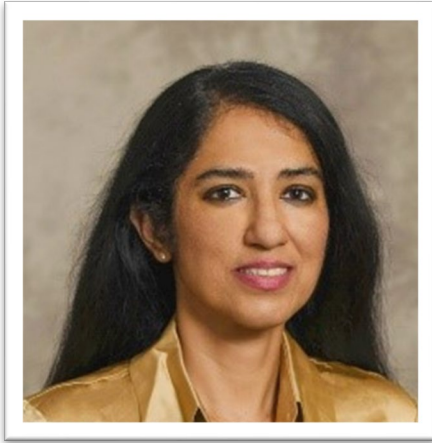
**Shaunak Sastry, Ph.D., University of Cincinnati
Research Council Chair**

Term: 2023-2025

sastrysk@ucmail.uc.edu

Dr. Shaunak Sastry, Ph.D. is Associate Professor of Communication at the University of Cincinnati and Director of The Cincinnati Project, a center for community-engaged research. His research and teaching interests are in the areas of health and culture, globalization and health, and the cultural politics of infectious diseases. His work combines ethnographic and field-based methods with critical analysis of public discourses of health. His work has been published in leading international peer-reviewed journals like *Health Communication*, *Communication Theory*, *Journal of Health Communication*, *Culture, Health & Sexuality*, *Frontiers in Communication*, and *Journal of*

International and Intercultural Communication, in addition to several book chapters and more than 40 paper presentations at national and international conferences. He is a senior editor of the journal *Health Communication* and sits on the editorial boards of several other academic journals. He is the Chair-elect of the National Communication Association's (NCA) Research Council and is immediate past-chair of the Asian and Pacific American Caucus at NCA.



Vinita Agarwal, Ph.D., Salisbury University
Teaching and Learning Council Chair
Term: 2021 – 2023
vxagarwal@salisbury.edu

Vinita Agarwal is full professor of communication in the Department of Communication at Salisbury University, Maryland. Her research theorizes the relations between ecological elements and the self-reflexive, and intersubjective relations of whole-person care in health and healing as explicated in her monograph, *Medical Humanism, Chronic Illness, and the Body in Pain: An Ecology of Wholeness* (2020, Lexington Press) and further explored in its intersections with social justice in an upcoming textbook: *Health*

Communication as Social Justice: A Whole Person Activist Approach (in press, Routledge). Grounded in principles of global health ethics, her research takes an experiential, relational, and dialogic approach, drawing upon her training as Health and Wellbeing Coach, trained from Duke Health; in Vipassana meditation from Vipassana International Academy, Dhamma Giri, India; in Ayurvedic Wellness Education, Advanced Course in Ayurvedic Diet and Nutrition, and Ayurveda for Health Practitioners from India and Maharishi International University, USA. Her work has been published in *Frontiers in Integrative Neuroscience, Health Communication, Journal of Patient Experience, Qualitative Health Research* and *Journal of Advanced Nursing*. She has authored encyclopedia entries on yoga and Ayurveda and several book chapters including on the semi-structured interviewing method for SAGE Handbook of Medicine and Health. Her work has been presented in top paper panels at the National Communication Association (NCA), Eastern Communication Association, and Central States Communication Associations. She has over 60 solo-authored, competitively selected presentations in national and international conferences including the *International Congress for Integrative Medicine and Health* and the *International Association of Yoga Therapy* and is the recipient of the Fulton Award for Excellence in Scholarship and the University System of Maryland Women's Health Foundation Award. She teaches courses in strategic communication including Health Communication, Health Engagement & Advocacy, International Public Relations, and Digital Public Relations. Her service includes leadership positions at NCA, serving as chair of the Teaching and Learning Council and the Feminist and Gender Studies Division, as Executive Committee member, and as a member of the Health Humanities Faculty Learning Committee at her institution.



National Office Representative
Shari Miles-Cohen, Ph.D., National Communication Association
Executive Director
Non-voting Member
(she, her, hers)
Smiles-cohen@natcom.org

Shari Miles-Cohen, Ph.D., joined NCA as Executive Director in January 2022. Before joining NCA, Shari served as the American Psychological Association's (APA) primary expert on domestic human rights and issues affecting marginalized populations in the US, overseeing APA's Ethnic Minority Affairs, Sexual Orientation and Gender Diversity, and Women's Portfolios. She co-created and led APA's flagship leadership development program and the

innovative "I am Psyched! Initiative," now a digitized exhibit in the Smithsonian Learning Lab.

Previously, she led the Society for the Psychological Study of Social Issues, the African American Women's Institute at Howard University, and the Women's Research & Education Institute. Shari was a Congressional Fellow and a District of Columbia Commission for Women member. She has traveled extensively domestically and internationally to promote the interface between research and policy and has convened six international interdisciplinary conferences.

Shari is a member of the Palo Alto University Board of Trustees, an APA Fellow, and a member of professional societies focused on gender, ethnicity and culture, social issues, disability, leadership, science, and philanthropy.

Shari earned her Ph.D. in personality psychology from Howard University and has published scholarly works throughout her career. Most recently, she co-authored an article on women's leadership development and co-edited a book on eliminating health inequities for women with disabilities.

NCA National Office Staff

[Full Staff List](#)

Executive Office



Penelope Durham, B.S.
Executive Assistant
(she, her, hers)

pdurham@natcom.org

PH: 202-464-4522

For more than three decades, Penelope (Pene) Durham, has worked as an administrative support professional for C-Suite executives and those at the business operations level. Prior to joining the National Communication Association, Pene worked in the same capacity for a large telecommunications corporation and for a minority, woman-owned CPA firm. Pene earned her bachelor's degree in health education from the University of Maryland.

Governance Department



Justin Danowski, M.A.
Director of Governance
(he, him, his)

jdanski@natcom.org

Cell: 217-836-9409

Justin has been at NCA since 2012 where he provides strategic leadership to staff, elected officers, councils, committees, interest groups, and award selection committees to ensure overall accountability and that strategic planning goals are established and met.

Justin started as the Academic and Professional Affairs Associate overseeing NCA's student organizations. He transitioned to the membership department from 2013-2017 where he oversaw the membership database and responded to member questions and concerns.

Justin moved to the Governance Department in 2017 as the Governance Manager. He was promoted to Director in 2021 and is currently the National Office staff representative for the Legislative Assembly, Executive Committee of the Legislative Assembly, all Interest Groups, the Nominating Committee, the Resolutions Committee, the Leadership Development Committee, and all National Award selection committees.

Justin holds an M. A. in Communication Studies with a focus on Media Theory from Eastern Illinois University where he also taught Introduction to Speech Communication for three semesters. He also earned a B. A. from the University of Illinois in Communication.

Membership Department



Arnyae Neal, M.S., MBA
Director of Membership and Member Services
(sher, her, hers)

aneal@natcom.org

Arnyae Neal has more than a decade of association experience with expertise in marketing, membership, member development, and member engagement. She enjoys the complexities of membership and creating innovative strategies to recruit, retain, and engage members. But most of all, she enjoys engaging with members by phone or in person. Arnyae believes opportunities to make a personal connection is not only essential to her work, but critical to the decisions people make about whether to join an organization or renew their membership.

Before coming to the National Communication Association, Arnyae was the Director of Marketing and Membership Development for the Independent Beauty Association. Her previous positions include Director of Membership and Marketing for the American Bar Association's Tax Section, Senior Membership Manager for the American Pharmacists Association, Membership Marketing Manager for the American Public Health Association, and Marketing and Communications Associate for the American Registry of Diagnostic Medical Sonography. She is an active member of the American Society of Association Executives and is working toward her Certified Association Executive certification.

Arnyae holds a bachelor's in brand management and marketing from North Carolina State University and earned both a master's and MBA from the University of Maryland. Also, she is pursuing a doctorate in business administration with a concentration in marketing from Walden University.



Jennifer Fletcher
Membersip Associate
(she, her, hers)

jfletcher@natcom.org

Jennifer has previously worked in the non-profit and higher education sectors and brings experience in communications, student services, and recruitment to her position. Immediately prior to joining the NCA, Jennifer served as Recruitment Specialist at the Universities at Shady Grove. She holds a B.A. in Communication with a focus in Digital Media from the University of Maryland.

Convention and Meetings Department



LaShawn Duckett, CMP, CAE
Director of Convention and Events
(she, her, hers)

Lduckett@natcom.org

LaShawn Duckett is a strategic and creative Director of Convention and Meetings with a passion for creating high-quality, surplus-generating conferences and programs. During her career, which spans more than a decade, she has partnered with senior executives to develop planning, logistical, and budgetary strategies to ensure conferences, meetings, and programs achieve organizational goals and objectives.

Before coming to the National Communication Association, LaShawn was the Director of Meetings at the National Science Teaching Association, where she exceeded revenue and attendance goals. Previously, she was the Director of Education, Meetings, and Special Interest Groups at the Association of Schools and Colleges of Optometry, where she was known for improving operational efficiencies and creating high-value experiences for attendees.

Committed to enhancing her knowledge in the field, LaShawn earned the Certified Meeting Planner (CMP) and Certified Association Executive (CAE) designations. She served on numerous industry professional committees and groups with the American Society of Association Executives (ASAE), Association of Women in Events, Professional Convention Management Association, and Meeting Professionals International (MPI); and served as a facilitator to MPI's CMP boot camp.

LaShawn has received several industry honors, including the American Optometric Association's President's Award, the digitalNow Leaders of Distinction Award, and Connect Association's 40 Under 40. She is an ASAE Diversity Executive Leadership Program Scholar.

Duckett earned an associate degree in business administration from Strayer University where she is also now completing a bachelor's degree in business administration.

In her free time, Duckett enjoys reading, traveling, and spending time with family and friends.

Communications Department



Jennifer McNally
Interim Senior Director, Strategic Communications
(she, her, hers)

jmcnally@natcom.org

Jennifer McNally has been at the forefront of integrating content through digital marketing throughout her nearly 25-year career. She got her start in print newspapers, building a strong foundation for writing and editing as a member of the copy desk. She then moved to Washington, DC, where she began working at SmartBrief, the association industry's first digital newsletter service.

As the head of content for SmartBrief, McNally led a global team that gathered content from hundreds of sources and integrated that information into hard-hitting daily and weekly digital briefs. After mastering that arena, she led SmartBrief into the then-nascent arena of digital content marketing.

After more than a dozen years at SmartBrief, she joined a healthcare consulting company as VP of marketing. There she gained valuable experience in the more traditional side of full-stack marketing.

In 2014, McNally transitioned out of that role and began working with the Todd Mann Management Group to support trade associations and nonprofits in their communications efforts.

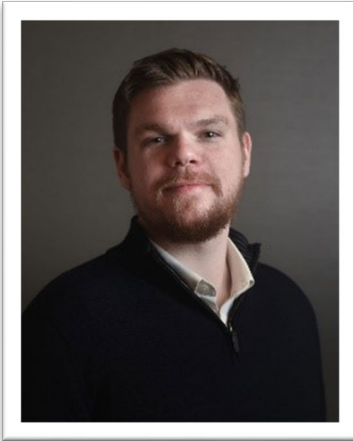


Patrick West
Web & Digital Media Associate
(he, him, his)

pwest@natcom.org

Patrick is primarily responsible for maintaining the NCA website and digital marketing efforts and supporting content creation and dissemination via social media platforms. Prior to joining NCA, he worked for the MilesWest Group, managing their website, and creating marketing materials, business presentations, white papers, blogs, and other creative endeavors. Prior to working for The MilesWest Group, Patrick worked for Xerox/Conduent Relocation as a consultant, marketing assistant, and proposal writer.

Finance & Administration Department



Joseph Ritchie
Chief Financial Officer
(he, him, his)

jritchie@natcom.org

Joseph Ritchie is a Senior Accountant with Raffa's managed accounting services department. He has over six years of public accounting experience and has served primarily the not-for-profit industry. Joe received his Master of Business Administration from the University of Maryland and earned a Bachelor of Science in Accounting from Marist College in Accounting. He obtained the Not-for-Profit Certificate in Core Concepts from the American Institute of CPAs.



Bianca Bush, B.S.
Office Manager
(she, her, hers)

bbush@natcom.org

Whether she has served as a building concierge, a receptionist for an esteemed organization of civil rights attorneys, or as an office assistant for a busy electric contracting company, Bianca Bush has thrived as an administrative professional. She brings more than a decade of experience, mostly as an office manager, to her work at the National Communication Association (NCA).

Before joining NCA, Bianca worked for A Wider Circle, a social service organization in Washington, D.C. where she managed the office and supported programs and clients. Bianca earned both a bachelor's degree in political science and an associate degree in paralegal studies from the University of the District of Columbia.

Department of Research, Publications, and Professional Advancement



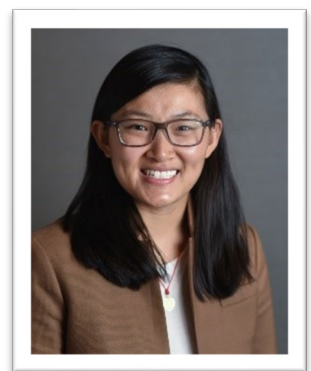
Dane Claussen, Ph.D., MBA
Director of Research, Publications, and Professional Advancement
(he, him, his)

dclaussen@natcom.org

Dr. Dane S. Claussen joined NCA in February 2023. He previously was a journalism/media or strategic communications professor at (in reverse chronological order) Semester at Sea/Institute for Shipboard Education, University of Idaho, Thiel College, Shanghai International Studies University, Point Park University and Missouri State University. Dane most often taught social science research methods, media law, media ethics, media management/economics, media history, and journalistic reporting/writing, but he also taught social media management, presentational literacy, media and society, media literacy, integrated marketing communications, public opinion, mass communication theory, writing the nonfiction book, and other courses.

At Thiel College, where he was the James Pedas (full) Professor of Media, Communication, and Public Relations and department chair, Dane was course director of Presentational Literacy (an institution-wide required course) and redesigned the Communication Studies major/minor. At Point Park, where he also was full professor, Dane was the institution's Faculty Development Coordinator and Graduate Council chair and directed a large M.A. program for nine years. In NCA, he has been involved in the Mass Communication Division and LGBTQ division and caucus, and is a former editorial board member for Communication Education.

Dane is the former editor of Newspaper Research Journal (2017-21) and Journalism & Mass Communication Educator (2006-12), author or editor of four scholarly books, and author of more than 100 academic articles, book chapters, essays, book reviews and editorials. In the Association for Education in Journalism & Mass Communication (AEJMC), he has headed five divisions and an interest group and served on the Publications Committee, Teaching Committee, and Diversity Task Force. Dane holds a B.S. in journalism (Oregon), an M.S. (Kansas State) and a Ph.D. (Georgia) in mass communication, and an MBA (Chicago Booth). Before entering higher education full-time, he was editor and/or publisher of daily, weekly, biweekly and monthly newspapers and magazines in Wisconsin, Washington state and Oregon; managed a newspaper management consultants network; and was a broker/appraiser for print media companies for sale. Dane also has been Executive Director of the American Civil Liberties Union of Nevada and a marketer for a study abroad company. He has visited (or lived in) all 50 US states (48 of them more than once) and, since 2006, visited almost 50 other countries for work and/or tourism.

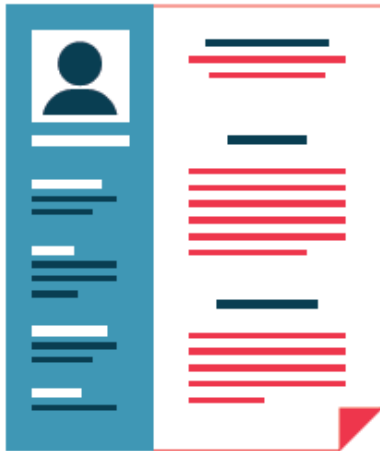


Hannah Y. Hayes, M.A.
Research Assistant
(she, her, hers)

hhayes@natcom.org

Prior to joining NCA, Hannah Hayes served as a research assistant to Professor Sarah Marsh at American University. She also worked as a research intern at Asian Americans/Pacific Islanders in Philanthropy and the Antarctic and Southern Ocean Coalition.

She earned a master's in Eighteenth Century Studies, an interdisciplinary program consisting of English and History, from King's College London. Prior to living and studying in London, Hayes received her bachelor's from American University with a double major in International Studies and History as well as a minor in Literary Studies.



NCA Executive Committee

JOB DESCRIPTION

EXPECTATIONS OF THE BOARD AS A WHOLE

The mission of NCA is to advance Communication scholarship, teaching, and practice to foster a better world.

As the highest leadership body of the organization and to satisfy its fiduciary duties, the board is responsible for

- determining the mission and purposes of the organization
- selecting and evaluating the performance of the CEO/ executive director
- strategic and organizational planning
- ensuring strong fiduciary oversight and financial management
- fundraising and resource development
- approving and monitoring NCA's programs and services
- enhancing NCA's public image
- assessing its own performance as the governing body of NCA

EXPECTATIONS OF INDIVIDUAL BOARD MEMBERS

Each individual board member is expected to

- know the organization's mission, policies, programs, and needs
- faithfully read and understand the organization's financial statements
- serve as active advocates and ambassadors for the organization and fully engage in identifying and securing the financial resources and partnerships necessary for NCA to advance its mission
- leverage connections, networks, and resources to develop collective action to fully achieve NCA's mission
- give a meaningful personal financial donation
- help identify personal connections that can benefit the organization's fundraising and reputational standing, and can influence public policy
- prepare for, attend, and conscientiously participate in board meetings
- participate fully in one or more committees

BOARD MEMBERS ARE ALSO EXPECTED TO

- follow the organization's bylaws, policies, and board resolutions
- sign an annual conflict-of-interest disclosure and update it during the year if necessary, as well as disclose potential conflicts before meetings and actual conflicts during meetings
- maintain confidentiality about all internal matters of NCA

Consent Agenda

[\(Back to agenda\)](#)

ITEM 1: ACTION – Consent Agenda

The EC is asked to approve the consent agenda. A motion must be made, seconded, and a vote taken. Before a motion is made, any EC member may pull an item from the consent agenda for further discussion.

Note: All Executive Committee meetings, excluding Executive Sessions, are recorded to ensure accurate minutes are taken. Recordings are deleted prior to the following meeting.

Motion:

To approve the consent agenda.

Items to be approved:

1. June 9 Executive Committee Virtual Meeting Minutes
 2. June 26 Executive Committee Virtual Meeting Minutes
-

DRAFT

Minutes
National Communication Association
Executive Committee of the Legislative Assembly
Virtual Meeting
June 9, 2023

Participating in the meeting:

Executive Committee Members: Walid Afifi, President; Marnel Niles Goins, First Vice President; Jeanetta Sims, Second Vice President; Roseann Mandziuk, Immediate Past President; Rich West, Finance Committee Chair/Treasurer; Jimmie Manning, Finance Committee Director; Candice Thomas-Maddox, Finance Committee Director; James Cherney, Interim IDEA Council Chair; Devika Chawla, Publications Council Chair; Shaunak Sastry, Research Council Chair; Vinita Agarwal, Teaching and Learning Council Chair; Shari Miles-Cohen, NCA Executive Director/Secretary (non-voting).

Not Present: Kimberly Osborne, Mentorship and Leadership Council Chair.

NCA Staff: Bianca Bush, Office Manager; Dane Claussen, Director of Research, Publications, Professional Advancement; Justin Danowski, Director of Governance; LaShawn Duckett, Director of Convention and Events; Penelope Durham, Executive Assistant; Jennifer Fletcher, Membership Associate; B. Denise Hawkins, Director of Communications and Public Engagement; Arnyae Neal, Director of Membership and Member Services; Joseph Ritchie, Chief Financial Officer; Patrick West, Web & Digital Media Associate.

Not Present: Hannah Hayes, Research Assistant.

Executive Committee Guest: Susan Decker, Senior Governance Consultant, Board Source

1. Call to Order

President Afifi called the meeting to order at 11:05 AM Eastern.

2. Building a Governance Legacy Workshop

- a. Decker led a discussion with the EC about strategic planning and how to build a highly effective board.

Break at 2:00 PM. Resumed at 2:30 PM.

3. Introductions

- a. The EC and National Office staff introduced themselves.

4. Reports/Announcements

- a. The elected officers, National Office staff, and council chairs provided updates in ongoing work since the February meeting.
- b. Mandziuk provided an update on the policy manual revision.

5. Discussion Items

- a. Convention Enhancement
 - i. Sims provided an update on possible convention enhancement, innovation, and virtual learning opportunities.
- b. Strategic Plan Dashboard
 - i. Miles-Cohen provided an update on the construction of the Strategic Plan dashboard.

6. Action Items

- a. Item to be added to the agenda.
 - i. *A motion was made by Afifi to add an agenda item to the agenda. Seconded.*
 - 1. *IDEA Council Chair Vacancy*
 - ii. *Motion carried 11-0*
- b. Approving the amended agenda
 - i. *A motion was made to approve the amended agenda. Seconded. Motion carried 11-0.*
- c. Consent agenda
 - i. *A motion was made to approve the consent agenda. Seconded.*
 - 1. *February 2023 EC Minutes.*
 - 2. *May 2023 EC Minutes.*
 - ii. *Motion carried 11-0.*
- d. Proposed Task Force on Academic Freedom in Tenure in Higher Education in the U.S.
 - i. Afifi provided a rationale for the creation of the proposed Task Force. Discussion ensued.
 - 1. A motion was made to approve the Task Force on Academic Freedom in Tenure in Higher Education in the U.S. Seconded. Motion carried 11-0.

Due to a conflict of interest, Cherney and Manning recused themselves and left the virtual meeting space.

- e. IDEA Council Chair Vacancy
 - i. Afifi provided an update on the status of IDEA Council Chair representative. Discussion ensued.
 - 1. *A motion was made to approve Cherney as the Chair of the IDEA Council pending written notice by current Chair on sabbatical, Cerise Glenn, of resignation. Cherney will fill the remainder of the term December 31, 2024. Seconded. Motion carried 9-0.*

Break at 4:40 PM. Resumed at 4:40 PM.

- 7. Discussion Items Continued
 - a. Miles-Cohen provided an update on the National Office building and possible renovations.
- 8. Executive Session
 - a. The EC moved into Double Executive Session.

With no further business, the meeting adjourned at 5:30 PM.

Respectfully submitted,
Dr. Shari Miles-Cohen
Executive Director

[\(Back to agenda\)](#)

DRAFT

Minutes

National Communication Association
Executive Committee of the Legislative Assembly
Virtual Meeting
June 26, 2023

Participating in the meeting:

Executive Committee Members: Walid Afifi, President; Marnel Niles Goins, First Vice President; Jeanetta Sims, Second Vice President; Roseann Mandziuk, Immediate Past President; Rich West, Finance Committee Chair/Treasurer; Jimmie Manning, Finance Committee Director; Candice Thomas-Maddox, Finance Committee Director; James Cherney, IDEA Council Chair; Shaunak Sastry, Research Council Chair; Shari Miles-Cohen, Executive Director/Secretary (non-voting).

Not-Present: Vinita Agarwal, Teaching and Learning Council Chair; Devika Chawla, Publications Council Chair; and Kimberly Osborne, Mentorship and Leadership Council Chair.

1. Call to Order

President Afifi called the meeting to order at 1:05 PM Eastern.

2. Action Items

a. National Office Staff Exit Interviews

- i. President Afifi provided an overview of the proposal regarding exit interviews. Discussion ensued.
- ii. *A motion was made to amend the policy statement. Seconded.*

1. Amended language

- a. *The HR firm with which NCA contracts shall share a summary of the results of staff exit interviews with a subcommittee of the EC consisting of the President, the 1st VP, and the IDEA Council Chair within seven days of delivering exit interview results to the ED. Shortly after receipt, the subcommittee will meet to discuss the summary, including whether there is information that meets the criteria for sharing with the EC (see below for criteria). A meeting between the President and the ED to discuss the content of the exit interview **within 14 days of the subcommittee meeting.***
- b. *The President will only share information from exit interviews **and the subcommittee's deliberations** with the EC if the majority of the subcommittee determines that (a) it includes reference to a violation of law, (b) they believe that the information has clear and immediate material consequences for the association, **and/or** (c) it includes information that, when combined with prior exit interviews, reflects a pattern that impacts the effective management of the organization. The ED must be informed in advance (as part of the meeting with the President) of information that will be shared with the EC and **the ED may write a response for consideration by the EC. All deliberations will remain confidential.***

c. *Information shared with the EC may be used as part of the ED's annual evaluation or in other ways to assess the ED's performance, as relevant.*

iii. *Motion Carried.*

iv. *A motion was made to adopt the revised policy statement. Seconded. Motion Carried.*

3. Discussion Items

a. National Office Staff Exit Interviews (Next Steps)

i. West suggested President Afifi consult other policies for models with specific examples.

b. Finalizing dates and topics for Conversation with NCA Officers

i. Afifi recommended schedule for Conversations be finalized early in the next calendar year.

c. EC Role and Responsibilities

i. West inquired about EC member participation.

4. Double Executive Session

a. How far back in seeking summaries of past exit interviews?

With no further business, the meeting adjourned.

Respectfully submitted,

Dr. Shari Miles-Cohen

Executive Director

ACTION, INFORMATION, & DISCUSSION ITEMS

[\(Back to agenda\)](#)

ITEM 2: ACTION – Proposal to Record vs. Live Steam Online Sessions

The Executive Committee is asked to review the following proposal. A motion must be made, seconded, and a vote taken.

Motion

For NCA to record all 109th Annual Convention general sessions and make them accessible to members and non-members free of charge after the convention.

Contents

1. Proposal
-

Proposal to record versus live stream online sessions

Submitted by: LaShawn Duckett, Director of Convention and Meetings & Marnel Niles Goins, NCA First Vice President

Summary

This proposal outlines the need to only record online session content at the NCA 109th Annual Convention. It also discusses potential fees and financial implications for offering live-streamed content.

This year, we propose the following session recordings (which encompass our general sessions):

- Opening Session
- Carroll C. Arnold Distinguished Lecture
- Artificial Intelligence, Trust, and Democracy
- Presidential Address and Awards Presentation

Given that there will not be any additional online sessions, we propose using previous similar convention fees as a benchmark and not requiring a fee to access these recordings on NCA's website.

As the association considers the future of conventions related to hybrid and virtual sessions, it is vital to continue the precedent of implementing registration fees for convention-related content. Should the association prefer to offer the above sessions in a hybrid format, we propose using the 2022 fees as a benchmark with a 10% fee increase to match the increase to the in-person rates while also considering the fee per session. These considerations result in the following fee structure:

- Student Members: \$18
- Regular Members: \$25
- Non-members: \$50
- Life & Retired Members: \$0 (this fee is consistent with the in-person convention registration fee)
- Any pre-conferences held online would have the same additional fee as in-person preconferences:
- Student Members: \$10
- All Other Attendees: \$20 for all other attendees

Strategic Priorities

Goal 1: Create Conditions to Support and Empower Members

1.2 Enhance member access, engagement, and sense of ownership in the association.

Goal 3: Embrace and Enact Inclusion, Diversity, Equity, and Access

3.2 Create and improve structures, programs, practices, and policies within NCA that ensures all members can engage in the association and thrive in their professional pursuits.

Financial Implications

Recording

Revenue:

Registration Fees	\$ -	consistent with previous conventions
Total Revenue	\$ -	

Expenses:

Event Production	\$ 40,670	Recording equipment and labor charges Note: this does not include audio-visual equipment rental (which is already budgeted)
Total Expenses	\$ 40,670	

Live Streaming & Recording

Revenue:

There would be revenue earned by requiring a registration fee, and in 2022 there were 120 virtual registrants with a total revenue of \$4,120 (31 at the student rate, 71 at the regular rate, 21 life & retired members).

Registration Fees	\$ 2,433	Assumes 125 registrants as follows: Student Members: \$15 (31) Regular Members: \$25 (71) Life & Retired Members: \$0 (21) Non-members: \$50 (2)
Total Revenue	\$ 2,433	

Expenses:

In 2022, approximately \$36,000 was spent on recording and webcasting equipment, labor, and hardline internet.

Registration	\$ -	Use existing AMS to manage registration
Credit Card Processing Fees	\$ 100	Assumes 3.5% is charged per registration
Zoom Platform	\$ -	An existing NCA platform (used in 2022)
Virtual Event Platform	\$ -	Convention Central (Attendee Interactive) – an existing NCA platform (used in 2022)
Virtual Event Production	\$ 92,000	Webcasting and recording equipment and labor charges
Total Expenses	\$ 92,100	

Implementation:

Recording

Following the convention, the recordings would be added to the NCA website, visible to members and non-members, as has been the case in past years.

Live Streaming & Recording

Virtual registrants would register via the NCA website. We would create a separate event in the AMS to keep online and in-person registrants separate (therefore, anyone who registered for the lower-cost virtual registration would have no way to print a badge should they show up on-site). Zoom would be utilized to host hybrid sessions and shared in NCA Convention Central (Attendee Interactive), visible to registrants only, as has been the case in past years.

Recommendation: We recommend that NCA records all 109th Annual Convention General Sessions and makes them accessible online after the convention free of charge. We also recommend avoiding offering live-streamed sessions due to the cost, lack of potential attendance, and non-dues revenue generation.

Main Motion

For NCA to record all 109th Annual Convention general sessions and make them accessible to members and non-members after the convention and free of charge.

Background/History:

Since 2008, the general sessions have been recorded and accessible to members and non-members on NCA's website free of charge. In 2020, the all-virtual convention was free for NCA members. In 2021, the nine live-streamed sessions were free to all members, while online business meetings required attendees to pay the same rate as the in-person convention fees. In 2022, the online and hybrid sessions were \$45 for regular members, \$35 for students, and \$0 for life and retired members. Approximately \$36,000 was spent on recording and webcasting equipment, labor, and hardline internet.

Exhibits

None.

[\(Back to agenda\)](#)

ITEM 3: ACTION – Interim Mentorship and Leadership Council Chair

The Executive Committee is asked to approve the appointment of an Interim Chair for the Mentorship and Leadership Council. A motion must be made, seconded, and a vote taken.

Motion

To approve Raquel Moreira as Interim Chair of the Mentorship and Leadership Council through December 31, 2023.

Contents

2. Proposal
 3. Exhibits
-

Proposal

Submitted by the National Office

Proposal: To approve an Interim Mentorship and Leadership Council Chair

Summary

- June 28 – President Afifi informed the Executive Committee and National Office that Kimberly Osborne has resigned as chair of the Mentorship and Leadership Council.
- July 7 – Through an online ballot, the EC voted to appoint a current member of the MLC through December 31, 2023. The Leadership Development Committee was approved to solicit applications for a chair as part of the general application process. The term will be two years starting January 1, 2024.
- July 24 – Bala Musa, MLC member, informed Afifi the council has nominated Raquel Moreira as their unanimous choice to serve as interim chair.

Strategic Priorities Relevant to the Proposal

Goal 1 – Create conditions to support and empower members

Objective 1.1: Support excellence in Communication-related scholarship, pedagogy, and service.

Financial Implications

None

Motion

To approve Raquel Moreira as Interim Chair of the Mentorship and Leadership Council through December 31, 2023.

Background

Dr. Raquel Moreira of Southwestern University is currently serving a two-year term as a member of the MLC and was chosen unanimously by the council to serve as Interim Chair. If approved by the EC, Dr. Moreira will serve as Interim Chair through December 31, 2023, and return to her council position as a member of the MLC in January 2024.

Exhibits

- Statement from Raquel Moreira
- Curriculum Vitae

Exhibit 1

Statement from Raquel Moreira

Despite my current title of Assistant Professor, I have been in the professorship for nine years. In my past and current institutions, I have maintained a strong record of leadership and mentorship. I helped develop and/or maintain strong and successful undergraduate communication programs; I collaborated with colleagues across disciplines in the planning of myriad campus events dedicated to diversity, equity, and justice; I was the chair of the undergraduate conference planning committee at Graceland University (GU), and my years in charge saw the largest increase in participation of students of color; I helped raise that institution's academic profile as well as the racial and ethnic diversity of faculty by hiring three new colleagues; I have successfully identified and nominated colleagues for service and scholarship awards within and beyond the institutions for which I have worked; finally, I was the co-developer of GU's diversity, equity, and inclusion statement and subsequent charges that addressed the needs of their growing Pell Grant-eligible, first-generation, and Black and brown student body. I was happy to join the new NCA Leadership and Mentorship Council in January 2023, and since the leadership retreat, the Council has been doing exciting work to fulfill the association's strategic plan. Even before the official resignation from the former chair, I had already contacted Council members to organize our next meeting, as the work had stalled for a few months. Since then, I have been acting as de facto chair by organizing ideas and goals and facilitating the transformative work our members have been having since February 2023. I am honored to lead us in an interim capacity.

Raquel Moreira, PhD (she/her/ela/dela)
Assistant Professor of Communication
Department of Communication Studies
Southwestern University

Exhibit 2
Curriculum Vitae

Raquel Moreira, Ph.D.
Assistant Professor
Department of Communication Studies
Southwestern University
moreirar@southwestern.edu

Education

Ph.D.	University of Denver Communication Studies Emphasis: Communication and Culture	2014
M.A.	Federal Fluminense University, Brazil Media Studies Emphasis: Cultural Studies and Gender	2010
B.A.	Estácio de Sá University, Brazil Journalism	2006

Academic Appointments

2021 – Present	Assistant Professor of Communication Studies Department of Communication Studies, Southwestern University
2019 – 2021	Associate Professor of Communication Humanities Division, Graceland University
2014 – 2019	Assistant Professor of Communication Humanities Division, Graceland University
2011 – 2013	Graduate Teaching Instructor Department of Communication Studies, University of Denver
2008 – 2010	CAPES Research Fellow Communication and Media Studies Graduate Program, Federal Fluminense University

Publications

Scholarly Book

Moreira, R. (2021). *Bitches Unleashed: Performance and Embodied Politics in Favela Funk*. Peter Lang. ***Bonnie Ritter Feminist Book Award**
***IICD Distinguished Scholarship Award**
* **Innovator Book Award**

Peer Reviewed Journal Articles

Raquel Moreira (2023) “Didn’t She Used to Sell That WAP?”: Cardi B, Clashing Femininities, and Citizenship. *Women’s Studies in Communication*, 46(3), 269-288.

Moreira, R. (2020). “To Be a Slut Is to Be Free”: Women in Favela Funk, Racialised Femininity, and Celebrity Media. *Celebrity Studies*. DOI: [10.1080/19392397.2020.1847673](https://doi.org/10.1080/19392397.2020.1847673).

Moreira, R. (2019). *Bicha Travesti* Worldmaking: Linn da Quebrada’s Disidentificatory Performances of Intersectional Queerness. *Queer Studies in Media & Popular Culture*, 4(3), 303-318. ***Monograph of the Year Award**

Moreira, R. (2017). “Now that I’m a Whore, Nobody Is Holding Me Back!”: Women in Favela Funk and Embodied Politics. *Women’s Studies in Communication*, 40(2), 172-189.
* **Feminist Scholar of the Year Award**

Peer Reviewed Book Chapters

Moreira, R. (In Press). Dragging White Femininity: Performances of Race and Gender Inauthenticity on Instagram. In Bernadette M. Calafell and Shinsuke Eguchi (Eds.). *The Routledge Handbook of Ethnicity and Race in Communication*.

Moreira, R. (2020). De-Whitening Intersectionality through *Transfeminismo*. In Shinsuke Eguchi, Bernadette M. Calafell, and Shadee Abdi (Eds.), *De-Whitening Intersectionality: Race, Intercultural Communication, and Politics*, Rowman & Littlefield.
***Anita Taylor Book Chapter Award**

Moreira, R. (2020). Funk Isn’t a Trend; It’s a Necessity: Favela Funk’s Vernacular Discourse and the Struggle for Cultural Legitimation. In Ahmet Atay, Yea-Wen Chen, and Alberto Gonzalez, *Memory and Intercultural Communication*, Peter Lang.

Chrifi Alaoui, F., **Moreira, R.**, Pattisapu, K., Shukri, S., & Calafell, B.M. (2014). I am Not Maria/Samira: On the Interchangeability of “Brownness” in U.S. Pedagogical Contexts. In Sonja M. Brown Givens and Keisha Edwards Tassie (Eds.), *Claiming a Seat at the Table: Feminism, Underserved Women Of Color, Voice, and Resistance*. Lexington Books.

Peer Reviewed Articles under Review

Moreira, R. Mestiçagem and Racial Spatiality in Anitta’s “Girl from Rio.” Revise and resubmit received from the *Quarterly Journal of Speech*.

Moreira, R. Object Victims: Monstrous White Femininity in *Twin Peaks*. Under review in *Critical Studies in Media Communication*.

Essay in Preparation

Alvarado, R., Flores, C., and **Moreira, R.** Working for the Miracle: A Critical Visual Analysis of Disney’s *Encanto*. Intended for submission to *Critical Studies in Media Communication*.

Academic Conference Participation

Competitively Selected Papers

- Moreira, R. (2022, November). Mestiçagem and Racial Spatiality in Anitta's "Girl from Rio." Paper presented to the Critical and Cultural Communication Studies Division at the National Communication Association Conference, New Orleans, LA.
- Moreira, R. (2021, November). "Didn't She Used to Sell that WAP?": Cardi B, Clashing Femininities, and Political Discourse on Twitter. Paper presented to the Feminist and Gender Studies Division at the National Communication Association Conference, Seattle, WA.
- Moreira, R. (2021, November). Leaving the Precarious Liberal Arts. Paper presented to the Economics, Communication, and Society Division at the National Communication Association Conference, Seattle, WA.
- Moreira, R. (2018, November). Abject Victims: *Twin Peaks: The Return* and Monstrous (White) Femininity. Paper presented to the Critical and Cultural Studies Division at the National Communication Association Conference, Salt Lake City, UT.
- Moreira, R. (2017, November). "Incorformado com o Fim do Relacionamento:" Narratives about Femicide in Brazil in Online Feminist Counterpublics. Paper presented to the Latina/o Studies Communication Division at the National Communication Association Conference, Dallas, TX.
- Moreira, R. (2016, November). The Invisibility of Women's Voices in Media Discourse about the Zika Virus and Abortion in Brazil. Paper presented to the Feminist and Women Studies Division at the National Communication Association Conference, Philadelphia, PA.
- Moreira, R. (2015, May). "I Don't Need Men for Shit": Gender and Labor in Rio de Janeiro's Funk Movement. Paper presented to the Organizational Communication Division at the International Communication Association Conference, San Juan, Puerto Rico.
- Moreira, R. (2015, November). Staging Femininity: Performances of Women in Rio de Janeiro's Funk Movement and Feminist Opportunities. Paper presented to the Feminist and Women Studies Division at the National Communication Association Conference, Las Vegas, NV.
- Moreira, R. (2014, February). Women in Rio's Funk Movement and the Possibility of Transgression Through Performance. Paper presented to the Performance Studies Division at the Western States Communication Association, Anaheim, CA.
- Moreira, R. (2013, November). "I Dumped My Husband": Valesca Popozuda's Challenging of Traditional Femininity. Paper presented to the La Raza Caucus at the National Communication Association Conference, Washington, D.C.
- Moreira, R. (2013, November). Born in the Favelas: Rio's Funk Movement, Neoliberalism, and Resistance. International and Intercultural Communication Division at the National Communication Association, Washington, D.C.
- Moreira, R. (2013, October). The Sound of the Favelas: Rio's *Batidão*, Affective Circulation, and Embodied Performances. Paper presented at the In Bodies We Trust: Performance, Affect, and Political Economy Graduate Student Conference, Northwestern University, Chicago, IL.
- Moreira, R. (2012, November). Casos de uma Latina sem Casa: Thoughts on Diaspora, Home, and Immigration. Paper presented to the La Raza Caucus at the National Communication Association, Orlando, FL.

Panel Presentations

- Presenter** (2022, November). Communication Needs Transfeminismo: How a Brazilian Political and Epistemological Movement Can Help Decolonize Our Discipline. Presented in Portuguese for a multilingual panel about structural violence sponsored by NCA's First Vice President.
- Panelist** (2022, November). Publishing Race Scholarship in Communication Studies: Challenges Faced by Scholars of Color and/or International Scholars in the Field," sponsored by NCA's First Vice President.
- Co-Chair** (2022, November). The Future of the La Raza Caucus: An Open Forum. Panel sponsored by the La Raza Caucus.
- Panelist and Co-Planner** (2021, November). Pandemic Parenthood: On Academia, Latina Motherhood, Exhaustion, and the Future. Presentation co-sponsored by the La Raza and Women's Caucuses at the National Communication Association Conference, Seattle, WA.
- Panelist and Co-Planner** (2019, November). Whose Survival? Limitations and Possibilities of Queer Imaginaries. Presentation sponsored by the Caucus on Gay, Lesbian, Bisexual, Transgender, and Queer Concerns at the National Communication Association Conference, Baltimore, MD (presentation via Zoom).
- Panelist and Co-Planner** (2018, November). Performing Academic Labor Precarity: Working Class to Class and Paycheck to Paycheck. Presentation sponsored by Collaboratories at the National Communication Association Conference, Salt Lake City, UT.
- Panelist** (2018, November). Music, Play, and Vernacular Force. Presentation sponsored by Critical and Cultural Studies Division at the National Communication Association Conference, Salt Lake City, UT.
- Panelist** (2018, November). Glass Ceilings at Play: International Faculty Theorizing Connections among Globalization, Competition, and Meritocracy in the U.S. Academy. Presentation sponsored by Rhetorical and Communication Theory Division at the National Communication Association Conference, Salt Lake City, UT.
- Panelist** (2018, November). Vamos a Jugar: Mentorship and Social Bonding for the Latina/o/x Studies Division and La Raza Caucus. Presentation sponsored by La Raza Caucus at the National Communication Association Conference, Salt Lake City, UT.
- Panelist and Planner** (2017, November). The Legacy of Intersectional Feminism in The Classroom: Teaching Gender and Communication in Trump's America. Presentation sponsored by the Feminist and Women Studies Division at the National Communication Association Conference, Dallas, TX.
- Panelist** (2016, November) Communication, Civic Calling, and Bridging Academia and Personal Life: Women of Color and the Constant Negotiation of Work and Life Outside the Academy. Presentation sponsored by La Raza Caucus at the National Communication Association Conference, Philadelphia, PA.

Invited Lectures

- Moreira, R. (2023, January). "Mestiçagem, Authenticity, and Racial Spatiality in Anitta's 'Girl from Rio.'" Latinx Digital Media, Northwestern University.
- Moreira, R. (2021, November). "Racial Politics and Favela Funk." Lecture presented to Dr. Lamiyah Bahrainwala's Communication, Race, and Ethnicity at Southwestern University.
- Moreira, R. (2021, October). "Bitches Unleashed." Book discussion facilitated to Dr. Rebecca Mercado Jones's Advanced Feminist Theory graduate seminar at Oakland University.
- Moreira, R. (2016-2020). "Brazil: Racial Paradise?" Recurring lecture presented once a semester to Dr. Steve Glazer's History of the African Diaspora class at Graceland University, starting in October 2016.

Moreira, R. (2018, September). "Women in Favela Funk and Intersectional Feminism." Lecture presented to Dr. Leslie Rossman's Gender and Communication class at Humboldt State University.

Moreira, R. (2018, March). A discussion of "Women in Favela Funk and Embodied Politics." Lecture presented to Dr. Shadee Abdi's Gender and Communication class at University of New Mexico.

Moreira, R. (2017, November). "Gender and Sexuality in the 1990s." Lecture presented to Dr. Daniel Platt's Honors Humanities at Graceland University.

Moreira, R. (2014, January). "Mídia Ninja and the Power of Activist Social Media in Brazil." Lecture presented to Dr. Adrienne Russell's "Activist Media" class at University of Denver.

Public Scholarship

Expert Source (2022, June). "Brazil's Anitta is already a global phenom and LGBTQ icon. Now she's set to conquer America," *LA Times*.

Non-Competitive Scholarly Participation

Presenter (2022, October). "Latina Experiences at Southwestern," Southwestern University.

Presenter (2020, September). "Gender and Sexuality in Latin America," Graceland University.

Co-Organizer and Panelist (2017, October). "Between Columbus and the Confederacy," Graceland University.

Guest Speaker and Discussion Facilitator (2017, February). "Town Hall Meeting on Immigration," Graceland University.

Co-Organizer and Lead Facilitator (2015, October). "A Conversation about Gender Identity with the Cast of *I Am Cait*," Graceland University.

Co-Organizer and Discussion Facilitator (2015, April). "*The Mask You Live In*: A Conversation about Toxic Masculinity in America," Graceland University.

Panelist (2014, February). "The Latina/o Experience in Graduate School". First Annual Educational Pipelines Project hosted by the Latino Graduate Association, University of Denver.

Co-Facilitator (2011, November). "Invitational Speaking: A Feminist Approach to Rhetoric". Graduate Teaching Instructors' Meeting, Department of Communication Studies, University of Denver.

Panelist (2009, October). "Sexismo e Direitos Sobre Nossos Corpos" [Sexism and Rights over Body Autonomy]. Guest speaker at the Niterói LGBT Pride Diversity Week, Brazil.

Academic Administrative Experience

2016-2021 **Communication Department Coordinator**, Graceland University
2019 **University Representative**, Council of Independent Colleges Diversity Institute
2015-2019 **Chair**, Scholars' Showcase Undergraduate Student Conference Committee
2015-2016 **Co-Developer**, Graceland University Study Abroad Experience: UK

Undergraduate Teaching Experience

Southwestern University

COM75-304 Latina/o/x Communication Studies (Contributes to Race and Ethnicity Studies and Latin American and Border Studies)

COM75-604 Media and Culture

COM75-304 Intercultural Communication (Contributes to Race and Ethnicity Studies)

COM 75-134 Critical/Cultural Communication Studies

COM 75-154 Public Speaking

Graceland University

HONR 3950B: Feminist and Queer Studies Honors Colloquium

COMM 4150: Senior Research Seminar

COMM 3900: Monsters in Popular Culture (Contributed to Women's, Gender, and Sexuality Minor)

COMM 3600 Examining American Identity Abroad (taught as a travel experience course in the UK)

COMM 3500: Emerging and Social Media

COMM 3330: Dialogue: Theory and Practice

COMM 3220: Gender and Communication (Contributed to Women's, Gender, and Sexuality Minor)

COMM 3100: Intercultural Communication (Contributed to Critical Race Studies Minor)

COMM 2500: Introduction to Mass Media

COMM 2300: Introduction to Media Technologies

COMM 1250: Introduction to Communication Theory

COMM 1200: Speech Communication

ENGL2100: Discourse II (argumentative writing and speaking)

ENGL 2120: Honors Discourse II (argumentative writing and persuasive speaking for honors students)

University of Denver

COMN1700: Intercultural Communication

COMN 1600: Communication and Popular Culture

COMN 1015/ GWST 1015: Voice & Gender

COMN 4702: Monsters in Popular Culture (Teacher's Assistant to Dr. Bernadette M. Calafell)

Federal Fluminense University, Brazil

Special Topics: Gender and Media

Professional Service

Disciplinary Service

Editorial Board Reviewer

2023-Present *Communication Monographs*

2022-Present *Quarterly Journal of Speech*

2020-2022 *Journal of International and Intercultural Communication*

Ad Hoc Journal Manuscript Reviewer

2023 *International Journal of Communication*

2021 *Celebrity Studies*
2021 *Review of Communication*
2019 *Queer Media and Popular Culture*, Special Issue, Transnational Queer Media
2017-2018 *Journal of Popular Culture Studies*, Special Issue, Monsters and Monstrosity

National Communication Association

2023-Present **Committee Member**, NCA's Mentorship and Leadership Council
2021-2022 **Committee Member**, La Raza Caucus Futures Committee
2019-2021 **Parliamentarian**, Latina/o Communication Studies Division and La Raza Caucus
2021 **Reviewer**, Critical and Cultural Studies Division
2012-Present **Reviewer**, Latina/o Communication Studies Division and La Raza Caucus
2013-Present **Reviewer**, Feminist and Women Studies Division
2019-2020 **Reviewer**, International and Intercultural Communication Studies Division
2020 **Reviewer**, GLBTQ Communication Studies Division
2014 **Reviewer**, Rhetorical and Communication Theory Division
2012 **Reviewer**, Ethnography Division

Western States Communication Association Division

2018-2020 **Reviewer**, Intercultural Communication Division
2018 **Reviewer**, Organization for Research on Women and Communication
2018 **Nominating Committee**, Intercultural Communication Division

University Service

Southwestern University

2022-Present **Member**, Undergraduate Research Committee
2021-2022 **Member**, Sexual Misconduct Hearing Board

Graceland University

University Governance

2019-2021 **Member**, Standing Committee on Evaluation of Promotion and Tenure
2019-2020 **Member**, Statement of Equity, Inclusion, and Diversity Working Group
2015-2019 **Chair**, Scholars' Showcase Undergraduate Student Conference Committee
2015-2019 **Member**, Honors Program Committee
2016-2018 **Member**, Equal Opportunity Committee

Curriculum and Assessment

2019 **Co-Developer** of Social Change Major Curriculum and Learning Outcomes
2019 **Co-Developer** of Women's, Gender, and Sexuality Studies Minor Curriculum
2014-2016 **Co-Developer** of Curriculum, Learning Outcomes, and Assessment of Communication Major

DEI and Service to Students

2020-2021 **Member**, University-Wide Unconscious Bias Training Workgroup
2020-2021 **Faculty Mentor**, Women's Basketball Team
2019 **University Representative**, Council of Independent Colleges Diversity Institute
2018 **Co-Chair**, Campus Climate Series: Race and Racism Ad Hoc Committee
2018 **Chair**, Campus Climate Series: Sexual Harassment and Assault Ad Hoc Committee

- 2017 **Speaker**, Defend DACA Event
- 2016 **Facilitator**, A Campus Conversation about Privilege Event
- 2015 **Host**, Campus Conversation about Gender Identity with the Cast of *I Am Cait*
- 2015 **Co-Chair**, Toxic Masculinity in America Campus Conversation Ad Hoc Committee
- 2015 **Facilitator**, Freshmen Classroom Experience Session

School of Liberal Arts Service

- 2017-2021 **Department Coordinator**, Communication Department
- 2014-2021 **Academic Advisor**, Communication Department
- 2020 **Member**, Hispanic Studies Faculty Search Committee
- 2017 **Member**, Communication Faculty Search Committee
- 2017 **Member**, Spanish Faculty Search Committee
- 2016 **Member**, Graphic Design Faculty Search Committee

University of Denver

- 2012-2013 **Graduate Student Liaison**, Department of Communication Studies
- 2013 **Head of Logistics**, First Annual Educational Pipelines Project, Latino Graduate Association

Honors and Awards

- 2023 Innovator Award for Most Outstanding Book from the Sexual Orientation and Gender Identity Caucus, Central States Communication Association, *Bitches Unleashed*.
- 2022 International and Intercultural Communication Division Distinguished Scholarship Award for the Best Book, National Communication Association, *Bitches Unleashed*.
- 2021 Bonnie Ritter Feminist Book Award, Feminist and Gender Studies Division, National Communication Association, *Bitches Unleashed*.
- 2021 Anita Taylor Outstanding Published Article or Chapter in an Anthology Award, Organization for the Study of Communication, Language, and Gender, “De-Whitening Intersectionality.”
- 2020 GLBTQ Communication Studies Division Monograph of the Year Award, National Communication Association, “*Bicha Travesti* Worldmaking.”
- 2018 Recognition for Excellence in Scholarly Achievement, Graceland University.
- 2018 Feminist Scholar of the Year, Organization for Research on Women and Communication, “Women in Favela Funk.”
- 2012 Top student paper: Latino/a Communication Studies Division/La Raza Caucus, National Communication Association.

Fellowships, Grants, and Professional Development

- 2023-2024 \$1,387 **Research Assistant Award**
Dean’s Office, Southwestern University

2023	\$945	Sam Taylor Fellowship General Board of Higher Education and Ministry
2021-2023	\$5,900	Competitive Professional Development Funds Dean's Office, Southwestern University
2015-2020	\$5,540	Competitive Professional Development Stipend Vice Presidency for Academic Affairs, Graceland University
2014	\$2,500	Graduate Studies Dissertation Fellowship Office of Graduate Studies, University of Denver
2014	\$1,000	Interdisciplinary Research Incubator for the Study of (In)Equality Office of the Provost, University of Denver
2012-2013	\$500	Caucus Student Travel Grant Affirmative Action and Intercaucus Committee, NCA
2013	\$1,250	Research Travel Grant Arts, Humanities and Social Sciences, University of Denver
2012	\$175	Research and Creative Work Grant Latino Center for Community Engagement and Scholarship, University of Denver
2011-2012	\$4,000	Graduate Studies Doctoral Fellowship for Inclusive Engagement Office of Graduate Studies, University of Denver
2011-2014	\$1,094	Graduate Student Professional Development Grant Office of the Associate Provost, University of Denver
2008-2010	\$15,000	Coordination of Personal Improvement in Higher Education Department of Education and Culture, Brazilian Federal Government

Professional Memberships

National Communication Association (NCA)
Rhetoric Society of America (RSA)

Language Skills

Brazilian Portuguese: Native Speaker
English: Fluent
Spanish: Fluent in reading and listening; intermediate speaking skills

Other Professional Experience

2012 **Intercultural Mediator**, US-Brazil Connect Exchange Program, Bahia, Brazil.
2009 **Contract Culture and Entertainment Reporter**, *O Globo* Newspaper.
2007-2008 **Web writer**, *Wesbow* Variety Website.
2005-2006 **Archive Production Assistant**, Rede Record TV Network

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ITEM 4: INFORMATION – Policy Manual Guidelines Regarding Charge of EC, ED, and FC

Information to be provided at the meeting.

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ITEM 5: DISCUSSION – Finance Committee Letter with Clarifying Charge

Email from Finance Committee members requesting item be added to the agenda.

From: [Rich](#)
To: [Richard West](#)
Cc: [Jimmie Manning](#); [Thomas-Maddox, Candice](#)
Subject: Finance Committee Letter to EC
Date: Wednesday, June 14, 2023 5:56:27 AM
Attachments: [FC Letter to EC Member--June 2023.docx](#)

Greetings EC Colleagues!

Conversations over the last several months have prompted the Finance Committee to undergo a great deal of reflection and to anticipate future events, needs, and conversations about NCA financial oversight. To this end, we have decided to respond to our experiences with this letter to each of you.

Our Committee welcomes your comments at our August EC meeting.

Therefore, Walid:

Please consider this a formal request to put "Finance Committee Protocol Changes" on the agenda. As with other agenda items, we will address relevant concerns prior to the meeting. But, given the nuanced nature of financial discussions, we will not be prepared to address all matters in written detail. We are embarking upon what we believe is a new approach to finances. We understand that while some EC members may find our sentiments timely, others may see them as necessitating dialogue.

Thanks for reading this and reflecting upon it before our August gathering. Like nearly everything taking place with NCA, the FC must respond to the times we are living in and consequently, the FC believes that many changes are necessary and required.

Warm regards,
Rich, Jimmie, and Candice

Letter from the NCA Finance Committee

TO: Executive Committee Members, NCA
FROM: Finance Committee Members, NCA
RE: Changes to Financial Protocols and Decision Making
DATE: June 14, 2023

Last week, the Finance Committee (FC) met to assess our attempt to complete necessary tasks and to discuss what we anticipate for the remainder of this year--as well as for the foreseeable future. We are writing to inform EC members about issues that arose from our Zoom conversation that we believe are paramount. After Friday's meeting, we are even more convinced of the importance of this letter.

As was evidenced by both Susan Decker and EC members during Friday's meeting, the FC members (and CFO Ritchie and ED Miles-Cohen to a large extent) have primary fiduciary oversight of NCA's 501(c)3 non-profit status. NCA's annual operating budget is approximately \$3.8 million with over \$9 million in assets. It is important to note that this budget is only possible because of NCA's membership. That is: without members, we have no **journals, convention, investments, nor income/dues**. In sum, the FC sees NCA having a "four-legged stool of income" that would obviously crumble without our membership.

Therefore, in a spirit of financial advocacy and financial ethics, we have concluded that the FC must retool to ensure that we are, indeed, overseeing members' monies with diligence, details, and overt engagement. Regrettably, we believe, this sort of oversight has typically been absent in the past by previous Finance Committee members.

To begin, we wish to point out our admiration for Joe Ritchie. We've encountered nothing but openness and a willingness to provide us with any information that we have requested. Further, we recognize that some of the following comments transcend his responsibilities; in fact, some of what we are discerning clearly falls outside of his wheelhouse.

Although we are volunteers, we (like the rest of the EC) take our responsibilities seriously. We must judiciously and ethically ensure that we are aware of, and when appropriate, involved in financial decisions and discussions related to various activities and events related to NCA. We have been complicit in not interrogating budgetary items or how money is spent in hiring and consulting. The budget and the audit have rarely, if ever, articulated a *specific* breakdown of financials, perhaps in part because it was assumed that a collated figure in say, Salaries and Benefits or Professional Services did not elicit overt concern. Yet, in 2022, these two areas alone accounted for nearly \$2 million, or more than 50% of the entire budget. As we poured through the past several years of annual budgets, we realized that more questions and appropriate concerns should have been raised. **Consequently, going forward, we now believe that the FC must have more details related to the how, who, and why. To this end, we wish to be more intimately involved in the particulars of how membership monies are spent vis-a-vis a number of both budgetary and non-budgetary Association matters.**

We, of course, understand that *past practice* has dictated the behaviors of both the FC and the EC as (we) members simply moved along budgetary matters with minimal concern, seemingly ignoring or accepting the specifics related to either operating revenue or operating expenses. And yet, the FC members are simultaneously aware of: a) the acute financial accountability movement underway in the academy, b) the vast collegial networks of NCA members who have expressed concern for how money is governed, and c) what we see as unintended opaqueness in some of the financial

decisions related to both National Office needs and those needs of the Association overall (three issues articulated by various EC members at our June virtual retreat). Securing more specifics and greater involvement will ensure that recommendations and decisions are made with details and data points and not conjecture. The FC members will also be prepared to respond to queries or concerns about how money is being spent. We certainly find it problematic to rely on any one person's assessment of what is appropriate insofar as we are representatives of the membership. Therefore, we must research decision making to ensure that it's representative and justified.

To be sure, we are not seeking, nor do we desire to serve as liaisons to the National Office staff, the membership, or the ED. We, do, however, feel obligated to respond to NCA members' financial commitments by being informed and prepared financial citizens. Since NCA's bylaws are clear in noting that the FC is "responsible for providing guidance and information to the Legislative Assembly on the financial affairs of the Association" (see 6B, Governance Document), we believe that our charge must include much more engagement in the financial decision-making taking place.

Why are we communicating this to EC members? Foremost, as you all know, in most cases, we are an advisory team to the EC and you should be made aware of challenges related to that charge. This year, in particular, the FC has been caught in a most unenviable position as we try to make decisions without data nor historical trends. The lack of data and information is an initial motivator for our desire to be more engaged in the "financial affairs" of NCA. With "transparency" as a theme this year and one that resonates with the membership, the FC is seeking more opportunity to unpack more financial transparency into what is being spent, why spending is necessary or unnecessary, and whether or not spending is aligned with the Strategic Plan and mission of NCA. With this new level of involvement by NCA's FC members, the Association will be more aligned with several other Financial Committees affiliated with the ACLS.

To conclude, we realize that members can already access a great deal of staff financial information via 990 forms. Indeed, we've already heard from members who have expressed, well, "concern" about some salaries and benefits. Our members will likely be better informed, however, if more granular details of this information are provided. We have relegated decision making related to the ED in the past and currently, the ED has sole discretion. We, believe that the FC better serves its members when this information is shared. We have also considered the following:

1. The FC should be consulted regarding any expenditures that exceed budgetary allocations. Although this is currently assumed, we believe it has not always been carried out efficiently. We also understand that this year, we are currently "under budget" because of hiring new NO staff, however, that is likely a "one-off."
2. Given what we determine to be an inordinate expense line, the FC should be consulted on Professional Services and the financial protocols and criteria employed *prior* to securing these services.
3. We will require quarterly expenditure reports to better ascertain the day-to-day operations of the Association and the National Office.
4. We believe the FC should be consulted *prior* to employee hiring in the National Office. Currently, the practice is for the ED to provide their decisions to the EC and yet, these hires are directly related to, and impacted by, the budget. Again, we don't wish to micro-manage the NO, but as Finance overseers, we should, at the least, be made aware of pay ranges and commensurate hiring.

5. We will be requesting additional clarifying information as future budgets are discussed, including information that provides the total amount of the budget used as expenditures occur. We realize that information will be readily available once a request is made.

Although this letter is intended to be informative, we welcome a conversation, if necessary, at our August gathering to further clarify our position, values, concerns, and this "new" direction. This conversation, however, should not be a "side bar" dialogue, but one in which the FC receives EC member input and recommendations for making our tasks more informed. But, please note: We are not interested in moving backwards nor maintaining the status quo with respect to an "accept and reject" model. We are not only unanimous in the contents of this letter, but also in our need to spend membership monies wisely and with a much more informed foundation than what we have now. In the end, as financial stewards of NCA, we require detailed knowledge of the breadth and depth of how money is generated and how it is spent.

Rich West, Treasurer, NCA
Jimmie Manning, Director, Finance Committee
Candice Thomas-Maddox, Director, Finance Committee

Dear Executive Committee Members:

Thanks for this opportunity to respond to the Finance Committee's "Changes to Financial Protocols and Decision Making" memo dated June 14, 2023. While my comments below focus on the five points highlighted in the FC memo, I am eager to discuss, clarify, and provide context for any questions or concerns EC members may have.

1. The FC should be consulted regarding any expenditures that exceed budgetary allocations. Although this is currently assumed, we believe it has not always been carried out efficiently. We also understand that this year, we are currently "under budget" because of hiring new NO staff, however, that is likely a "one-off."

We are currently under budget for the 2023 fiscal year, and my goal is to end the year at or under budget while meeting our strategic goals and objectives. Last year, I informed our CFO that I planned to engage the senior staff in a more inclusive and strategic budget development process. Now that we are in budget season, Joe and I have met with each director and discussed the new plan, which will further develop their understanding of and accountability for their departmental budget, including monthly projections and tracking, and alignment with our strategic plan. In addition, as we work toward full staff engagement in fiscal responsibility and decision-making, I have added a budget session to our all-staff cross-training workshop series. I am eager to share our forecasts for the rest of the 2023 Fiscal Year and to present the draft 2024 budget to the Finance Committee in August. I welcome an open and transparent dialogue about Finance Committee concerns.

2. Given what we determine to be an inordinate expense line, the FC should be consulted on Professional Services and the financial protocols and criteria employed *prior* to securing these services.

Per the NCA Policy Manual Finance and Administration Policies, Finance Section, 4. Budget: "The ED has authority to make equal and offsetting line item budget transfers between general ledger accounts during the fiscal year in order to react to operating changes experienced by NCA." We are currently under budget for the 2023 fiscal year. Please provide the Finance Committee's rationale to determine that "Professional Services and the professional and financial protocols and criteria employed" are an inordinate expense line.

3. We will require quarterly expenditure reports to better ascertain the day-to-day operations of the Association and the National Office.

Day-to-day operations and the execution and implementation of the policies, programs, and budget endorsed by the EC and adopted by the LA is Executive Director's role. I have suggested regular meetings with the Finance Committee. I contend that the Finance Committee's role as an advisor to the EC would have more constructive value by being aided with a more balanced and complete understanding of NCA's financial picture. This type of understanding can occur with quarterly meetings with the ED to review our fiscal position rather than interrogating line-item expenditures without understanding their full context.

During these meetings, FC, ED, and CFO would also discuss projections for the rest of the fiscal year and provide forecasting for the following year. I've also recommended that FC minutes are taken and, where appropriate, the historical documents are made available to the EC and the membership. As I have suggested, regular meetings to discuss our fiscal health and access to historical records will be immensely helpful. Meanwhile, please raise specific concerns

about the day-to-day operations of the National Office with me so I can gather the information that will facilitate a productive meeting in August.

4. We believe the FC should be consulted *prior* to employee hiring in the National Office. Currently, the practice is for the ED to provide their decisions to the EC and yet, these hires are directly related to, and impacted by, the budget. Again, we don't wish to micro-manage the NO, but as Finance overseers, we should, at the least, be made aware of pay ranges and commensurate hiring.

Per Article VI of the NCA Bylaws, authority for the day-to-day management of NCA is vested with the executive director. While the EC is responsible for hiring and terminating the ED, the executive director “shall be responsible for hiring and termination of staff and paid contractors.”

I have worked steadily to bring more structure and transparency to our financial picture. When I joined NCA in January 2022, I learned that individual staff members’ job descriptions were outdated or non-existent, performance reviews had not been conducted in several years, there were no standardized cross-departmental responsibilities or qualifications for job categories, and no pay bands existed. Exempt and non-exempt staff didn’t know what performance warranted a promotion or a raise. Hence, duties and skills for staff at the same category level differed by department. And although staff performance reviews were not conducted, staff received regular significant salary increases.

When I began to move the organization to a standard of best practice for high-performing organizations, it caused considerable staff dissatisfaction. Still, implementing a transparent comp and responsibility structure has been a priority of mine. I have drafted job levels and salary bands. I am working with our HR consultant to hone the eight job levels' responsibilities, duties, qualifications, and skills. We will use the salary bands for the 2024 proposed budget and continue to refine the job levels and salary bands based on market trends.

5. We will be requesting additional clarifying information as future budgets are discussed, including information that provides the total amount of the budget used as expenditures occur. We realize that information will be readily available once a request is made.

I welcome the opportunity to ensure that NCA’s financial stewardship is transparent. We will provide preliminary quarterly financials during the FC meeting prior to the EC meeting and be prepared to respond to questions during the meeting. Please share the FC's questions as soon as possible so I can prepare for our meeting in August. I will support the FC’s financial report to the full EC.

Shari E. Miles-Cohen, Ph.D.
Executive Director
National Communication Association

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ITEM 6: ACTION – Compensation Benchmarking for NCA Executive Director and Staff

The EC is asked to review the following proposal. A motion must be made, seconded, and a vote taken.

Motion:

#1: To hire Smith Pilot to complete the work outlined in the proposal for both the ED and staff, including both compensation benchmarking and typical annual salary range adjustments, divided by merit and cost-of-living.

#2: Pending satisfaction with the product, to continue an ongoing consultative relationship with Smith Pilot on matters related to staff and ED compensation packages and annual adjustments.

Contents

- Proposal
 - Questions/Comments and Responses
-

Proposal

Proposal for Compensation Benchmarking for NCA Executive Director and Staff

Submitted by President Walid Afifi

Summary

This follows up on the proposal presented during the February 2023 EC meeting to hire a firm to complete compensation benchmarking for the NCA staff. The EC asked that two bids be presented, and also that cost estimates be gathered for both the ED salary benchmarking and staff salary benchmarking. This proposal now includes these requests.

NCA, to my knowledge, has never completed a thorough salary benchmarking process, conducted by a professional firm. We feel confident that we are offering competitive salaries and compensation packages, based on research or informal consultations that we have done across the years, but there has been no evidence that we have ever sought a professional organization to do a thorough benchmarking and assessment of NCA ED and staff salaries and packages. It is well past time that we do so if our goal is to professionalize this organization.

However, not only will this process provide salary and compensation package benchmarking (and I urge you to read the proposals to learn the full extent of what that entails), this process will also provide NCA with guidance on typical merit raises and cost-of-living adjustments for an academic association of our size, our budget, and our location. As someone who served on the subcommittee that determined that adjustment last year, and as much as I appreciated Roseann's efforts to gather publicly-available salary data and range data, I found the process to be exceedingly frustrating. There is no professional guidance on what these types of adjustments look like for associations like us, and certainly none that are based on the specifics of our conditions. I would argue that EC members, whose experiences with raises is often limited to the public college model of exceedingly small raises, asked to appropriately judge the competitive landscape for yearly adjustment for an academic association professional ED, in a high-cost city like Washington DC., are in a very poor position to do so without guidance from a professional organization whose job is to know these things.

Strategic Priorities Relevant to the Proposal

Goal 4: Cultivate a thriving and responsive organization; especially the following two strategic objective statements

Objective 4.1: Nurture and support a membership, volunteer leadership, national office staff that are energetic, collaborative, and engaged.

Objective 4.2: Foster reflexive governance and administrative practices, and informed decision making.

Financial Implications

- See quotes in Exhibit 1.
- Smith Pilot quotes fees of \$7500 for the ED only to \$13,000 for ED and staff.
- Quatt's quote is nearly double: \$12,000 for the ED only to \$27,000 for ED and staff.

Note: I have reached out to both companies to ask whether providing a range for yearly salary adjustments is part of the proposal or would cost additional. I will have that information in time for the EC meeting.

Recommendation

We need to professionalize our association, and having the right salaries and compensation packages for our type of association, and the geographical location in which we are based is an essential part of that professionalization. As academics, we are not in a position to judge these markets. We need a professional firm to set the correct base for these

matters, then maintain an ongoing consultative relationship with that firm to ensure updating and ongoing market competitiveness.

Pending the response to queries about the cost of establishing salary ranges and of developing an ongoing consultative relationship, I recommend that we hire Smith Pilot for this work. I also recommend that we delay any decision about salary range adjustments for the ED until the report is complete, at which time we also consider base salary adjustments, accordingly, if needed.

Motion

#1: To hire Smith Pilot to complete the work outlined in the proposal for both the ED and staff, including both compensation benchmarking and typical annual salary range adjustments, divided by merit and cost-of-living.

#2: Pending satisfaction with the product, to continue an ongoing consultative relationship with Smith Pilot on matters related to staff and ED compensation packages and annual adjustments.

Background/History

None

Exhibits/Supporting Materials

- Exhibit 1: SmithPilot Proposal
- Exhibit 2: Quatt Associates
- Exhibit 3: EC Questions/Answers
 - Correspondence with SmithPilot



P.O. Box 39101
Washington, DC 20016
202.680.2677
jenn@smithpilot.com

June 26, 2023

Dr. Walid Afifi
President, National Communication Association
1765 N Street, NW
Washington, DC 20036

Dear Walid,

Thank you for the opportunity to submit an updated proposal to conduct an Executive Director and staff compensation study at National Communication Association (NCA). We are very interested in this project and look forward to the opportunity to work with you, NCA's Board, and Dr. Miles-Cohen.

Our understanding is that NCA is a 501(c)3 not-for-profit organization based in Washington, DC. NCA's mission is to advance Communication as a discipline. The association serves the scholars, teachers, and practitioners who are its members by enabling and supporting their professional interests in research and teaching. NCA's annual operating budget is approximately \$4.2M and you currently have 12 staff, including the Executive Director. Dr. Shari Miles-Cohen has served as NCA's Executive Director since January 2022. The Board of Directors has not conducted a comprehensive market study of executive compensation and there is a sense that Dr. Miles-Cohen's compensation may not be in line with market for a not-for-profit administrator in similarly situated organizations in the DC area. The Board would also like to conduct market benchmarking for NCA's staff positions. Therefore, you would like a review of total compensation for the Executive Director and staff to ensure that compensation is externally competitive as well as reasonable in light of your mission and funding sources.

In projects of this nature, our process is designed to make sure that we fully understand all concerns regarding compensation, benefits, and total rewards; that we have a clear understanding of your organization's mission and structure, as well as the scope and responsibilities of each position we are analyzing; and that any compensation recommendations are made within the context of a clear and agreed-upon compensation strategy and equity strategies. Our process, outlined below, is intended to achieve these objectives:

- 1) Plan project and gather information. Request and review current pay, benefits, and total rewards programs; position descriptions; any employee contracts; organization strategy and finances; organization structure; and other pertinent data.
- 2) Conduct interviews with you, potentially a subcommittee of the NCA Executive Committee (to be determined), and Dr. Miles-Cohen, to get a full understanding of your perspectives regarding compensation; to discuss any issues involving current compensation and benefits; and to understand the organization's thinking on general compensation strategy.
- 3) Develop peer group and determine published surveys for market comparison. With input from you, the subcommittee, and Dr. Miles-Cohen, develop a group of peer organizations to be used for market comparisons for the Executive Director and potentially senior staff positions based on IRS Form 990 filings. Supplement the peer group data with published survey data for all positions from

COMPENSATION SOLUTIONS FOR NONPROFITS

sources such as GuideStar's Nonprofit Compensation Survey; ASAE Association Compensation & Benefits Report; PRM's Management Compensation Report for Not-for-Profit Organizations; Total Compensation Solutions Not-for-Profit Compensation Survey; DC SHRM National Capital Area (NCA) Compensation Survey and Benefits Reports; and Economic Research Institute's Salary Assessor (ERI).

- 4) Conduct market compensation research. Using the sources described above, determine market ranges for the Executive Director and approximately 11 NCA staff positions. Where appropriate, age the market data to make it current and adjust for regional salary differentials. Prepare a detailed summary showing the specific survey data used and our assessment of the range of market value (such as 25th percentile, median, 75th percentile).
- 5) Review benefits. Review and assess the Executive Director and employee benefits packages, comparing your overall benefits, including retirement income, in both form and value against similar organizations to determine whether they are competitive.
- 6) Prepare reports. Prepare two draft reports for review, one addressed to you regarding Executive Director compensation and the second addressed to Dr. Miles-Cohen regarding staff compensation, summarizing our findings and recommendations, including any proposed changes to current compensation. Review the reports with you and the subcommittee and Dr. Miles-Cohen and make revisions as needed for final reports.

Materials Needed for Project

- Most recent IRS Form 990
- Confirm Annual Revenue, Total Expenses, and number of employees
- A current organizational chart
- Executive Director employment agreement and/or position description
- Position descriptions for all staff positions
- Employee roster with job title, department, date of hire, time in position (if different from date of hire), current salary (annual preferred), any bonuses paid or other compensation, full-time/part-time status; include # of hours if part time (we can provide a template spreadsheet)
- Information on Dr. Miles-Cohen's total compensation since her date of hire in January 2022, including annual base salary, date and amount of any salary increases, information on any bonuses paid, and detailed data on the organization's cost of employee benefits provided to her (typically retirement benefits and health insurances) (we can provide a template spreadsheet)
- Summary of your organization's benefits programs (those generally provided to full time employees), including insurances and retirement benefits and how much the organization contributes to such benefits
- A description of any extra benefits or perquisites available to the Executive Director (e.g., cars, club memberships, supplemental deferred compensation, etc.)
- Any compensation policies or administration guidelines currently in place (if they exist)
- Suggestions for peer organizations
- Any salary survey information that you may have specific to your industry or location

Dr. Walid Afifi
President, National Communication Association
June 26, 2023
Page 3 of 5

Timing, Staffing, and Fees

Projects of this nature typically require about eight to ten weeks to complete. We are available to commence this project in July 2023, pending project approval by NCA's Executive Committee.

I will manage this project and be directly involved in all phases, working closely with our President & CEO, Rebecca Pilot, and one of our Research Associates, as appropriate. Brief summaries of our backgrounds are attached.

We estimate that professional fees for the Executive Director and staff compensation studies will range from \$11,000 to \$12,500. Other than a one-time survey access fee of \$500, there will be no other expenses for this project. We will not exceed the \$13,000 maximum without your approval. If you choose to conduct the Executive Director study only, we estimate that our professional fees will range from \$6,000 to \$7,000, for a maximum of \$7,500 including the survey access fee.

We bill our clients monthly, on a progress basis, and we ask no contract: your obligation to us depends on your continued satisfaction with our work.

Why hire SmithPilot for this project?

Our organization focuses on complex compensation and benefit issues in nonprofit organizations.

Our partners are directly involved in every project. The same people who propose the work do the work, and we do not use subcontractors, so you can be assured of results of the highest quality.

We have deep knowledge of the full range of nonprofit remuneration issues, including salary, incentives, race/gender equity, deferred compensation, benefits, and employment contract provisions.

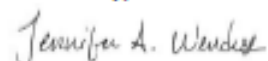
Our fees are guaranteed. We expect clients to pay our invoices only when they believe that the value of our work equals or exceeds the fees charged.

Our client base is strong and highly satisfied, with the majority of our work coming from continuing clients. We would be pleased to provide references on request.

Please let me know if you have any questions on our proposal. We are very interested in this project and believe that our expertise and experience strongly match your needs.

We hope that you agree, and look forward to the opportunity to work with you.

Sincerely,



Jenn Wendus
Senior Consultant

Dr. Walid Afifi
President, National Communication Association
June 26, 2023
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Rebecca Pilot
President & CEO

A human resource professional with over twenty years of experience in consulting to private and nonprofit organizations, Rebecca Pilot, the President and Chief Executive Officer of SmithPilot, is one of the country's top experts in nonprofit compensation and benefits. In addition to leading the firm, she directs a variety of client engagements involving nonprofit compensation and benefits issues.

Prior to joining SmithPilot, Ms. Pilot served as human resources director for a variety of nonprofit organizations, leading the human resources function for these nonprofits as well as designing and implementing new programs as necessary.

Ms. Pilot's experience also includes 14 years of service as a consultant in Accenture's human resources department, where she advised executives on a wide variety of issues including staffing, leadership development, compensation planning, performance management, succession planning, and diversity.

Prior to her tenure with Accenture, Ms. Pilot managed the graduate student programs for the School of Foreign Service at Georgetown University, overseeing student services for graduate and alumni programs.

Ms. Pilot is a graduate of Georgetown University (Master of Arts in Communication, Culture, and Technology) and Lafayette College (Bachelor of Arts in International Affairs and German). Active in school and community affairs, she, and her husband and their three children live in the Washington DC area.

Jenn Wendus
Senior Consultant

Jenn is an experienced human resources consulting professional with more than fifteen years of experience in compensation and performance management. She has a proven track record in project management, leading compensation analyses and systems development, and developing organizational total rewards strategy.

Jenn has worked with clients in a variety of industries including not-for-profit, professional and trade associations, technology, energy, transportation, local banking, education (elementary, secondary and higher education), government contracting, and professional services. Her specialties include developing organizational total rewards strategy, nonprofit executive compensation, staff compensation, market pay studies, salary structure design, incentive compensation plan design, custom compensation surveys, career pathing, and performance management.

Before joining SmithPilot, Jenn served as lead consultant and managing director of Keating Advisors, a strategic human resources consulting firm that specialized in compensation, performance management, and organizational development consulting. Jenn is a member of Society for Human Resource Management (SHRM), WorldatWork Total Rewards Association, Northeast Human Resources Association (NEHRA), and Rhode Island SHRM. She holds a BA in Philosophy from American University in Washington, DC and a Master's degree in Organizational Sciences with a concentration in Organizational

Dr. Walid Afifi
President, National Communication Association
June 26, 2023
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Management from The George Washington University in Washington, DC. Jenn is based in Providence, RI.

Charlene Lindsay
Consultant

Charlene has over 15 years of human resources experience, including 10 years specializing in compensation. She served as a Director of Compensation at BHG Financial where she implemented job architecture, designed salary structures, supported the organization in achieving Fair Pay Workplace certification and educated leaders on strategic succession planning to retain talent. She holds a Bachelor of Science in Family & Child Sciences from Florida State University, A Master of Science Degree in Counseling from Nova Southeastern University and an MBA from Kaplan University.

Eileen Prohett
Senior Research Associate

Eileen Prohett has worked as a researcher for SmithPilot since 2016. She has significant experience with compensation and benefits analysis; specifically in assessing titling, promotion/career paths and leveling within organizations, as well preparing comprehensive benefit reviews. Prior to joining SmithPilot, Eileen had over ten years of experience working in strategic marketing and brand management in the private sector. In addition, Eileen was selected by Compass in Washington D.C. to provide pro bono strategic marketing consulting to local non-profits. Eileen has her Master of Business Administration from The Fuqua School of Business at Duke University and her Bachelor of Business Administration from The College of William & Mary. She was a founding member of Amy's Army; a local non-profit created to provide financial assistance to those in the community battling cancer.

Beth Rollison
Research Associate

Beth Rollison has deep experience with executive and staff compensation analysis, research and data analysis as well as custom survey creation, execution and analysis. She has been with SmithPilot since 2017. A graduate of the Georgia Institute of Technology (Master of Science in Health Systems and Bachelor of Industrial Engineering), Beth's work experience includes extensive professional experience in management consulting, IT implementation and support, process improvement, and data analysis.

Toni Dewees
Research Associate

A graduate of Saint Martin's University (Master of Arts in Counseling Psychology) and Lewis & Clark College (Bachelor of Arts in Psychology), Toni's lifelong love of research and data paired with her passion for service has informed her career path. She has worked in community mental health, both direct service and administration; has over a decade of experience as a professor of psychology; has supported parents and families in various capacities including consultation and support for families experiencing through transition/trauma and as a specialized, intensive parent coach; and has advocated for and trained on cultural competency, equity, and accessibility within higher education.



CONFIDENTIAL

July 7, 2023

Mr. Walid Afifi
Board President
National Communication Association
1765 N. Street, NW
Washington, DC 20036

Dear Mr. Afifi,

Quatt Associates is pleased to present this proposal to assist the National Communication Association (“NCA” or the “Association”) by conducting a market compensation review for NCA’s Executive Director and staff. We understand that NCA has a current staff of 11 employees including the Executive Director.

The scope of the project would include the following items:

- A marketplace assessment of the Association’s staff positions below the Executive Director, in which we will compare base salary and total cash compensation (base plus annual incentives) levels in the marketplace to NCA
- A detailed market assessment of the Association’s Executive Director, in which we compare base salary, total cash compensation, and total remuneration (cash compensation plus all benefits) to comparable organizations
- Observations and recommendations related to salary administration and compensation structure for staff going forward (informed by best practices among organizations similar to NCA)

We propose the following process to conduct this study:

Step 1: Data Collection

In preparation for our interviews with the Executive Director and Board President we would receive the following:

- Organizational chart
- Job descriptions
- Current salaries for staff and most recent incentive/bonus awards (if applicable)
- Detailed compensation breakdown for the Executive Director, including the annual cost of each benefit (Quatt will provide the detailed template to be completed)
- Employment Agreement, if applicable, for the Executive Director

Step 2: Position & Market Discussions

We will then interview the Executive Director to discuss each position to understand the skills and responsibilities required of each role along with the competitive markets for each (who the Association competes with to hire and retain the incumbents). We will also speak separately with the Board President and two to three additional Board members to discuss the Executive Director role, any questions regarding executive compensation that the Board would like us to review, and their perspective on comparable organizations.

Step 3: Market Pricing and Draft Report

With the understanding that comes from a review of the job descriptions and our discussions with the Executive Director, you, and possibly other Board representatives, we will then compare each position to the appropriate marketplace and produce an initial market pricing analysis.

Our market analysis for the Association's Executive Director will likely be based on a specific group of peer organizations that will be supplemented by published and/or proprietary survey data and will be informed by our extensive experience working with organizations like NCA. Quatt has an extensive database of nonprofit compensation practices, including our own proprietary surveys. In addition, we have a comprehensive library of published surveys specific to the Washington, D.C. metropolitan area. We will also acquire additional surveys or other data sources as necessary. We will document the sources of all compensation data used in our market pricing.

We will present data by quartiles (25th, 50th, and 75th percentiles), along with the number of data points reported for each survey match.

We will also produce a draft report providing our overall findings related to salaries, incentives, and compensation structure/salary administration (and potentially updated salary ranges). We will review the draft findings and pricing with you and make any needed revisions.

Step 4: Final Report

After receiving feedback from you and the Executive Director, we will finalize the report. The report will include:

- Our approach to market pricing the positions, including the comparator organizations (or surveys) we have used as data sources;
- Detailed market results for each position, including base salary and total cash compensation;
- An analysis of how NCA's compensation compares to the market; and

- An analysis of the current system with recommendations, as appropriate, for improvements to the system based on best practices and your needs.

Timeline

We believe a period of approximately seven to eight weeks (ending before Labor Day), with a start date in mid-July would be reasonable for completion of the study.

Staffing and Fees

The project will be led by James Wynn and supported by Anna Collins. Our fees are based on our 2023 nonprofit hourly rates for consulting staff.

We estimate total fees for the project will be \$12,000 for the Executive Director and an additional \$15,000 for all other NCA staff. The firm will bill NCA monthly for work performed in the previous month. Payment is expected within 30 days. Fees are billed by the hour, and we provide a monthly summary for each consultant of the hours spent on a task, a description of the task, and the hourly as well as total fees.

We charge at cost for expenses related to travel. We will make every effort to minimize travel costs.

The above estimate is subject to change should the firm undertake additional work at NCA's request, or should you decide to complete some of the deliverables on your own. We will be happy to discuss any changes with you throughout the course of this project, and will inform you if we become aware that our original estimate no longer appears to be accurate.

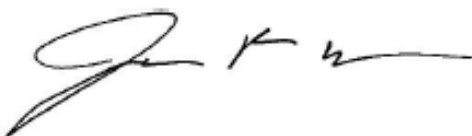
We are looking forward to the opportunity of working with you on this analysis. Please sign below to indicate your approval to the project.

With best regards,

James F. Wynn II
Principal

Quatt Associates, Inc.

National Communications Association



James F. Wynn II
Senior Principal

Walid Afifi
Board President

About Quatt Associates

Quatt Associates is a management consulting firm dedicated to serving the nonprofit sector. Our practice includes:

Executive Compensation Systems.

We develop executive compensation systems, including performance-based award plans and deferred compensation plans. We also conduct intermediate sanctions reviews, including analysis of compensation and benefits practices. We have a book in publication on executive compensation for nonprofit organizations.

Executive Performance Systems.

We develop executive performance systems. We assist organizations in establishing institutional and executive performance objectives and measures, including development of leadership assessment processes and tools. We also develop guidelines and processes for boards of directors to assess and manage executive performance.

Compensation.

We develop job classification, salary administration, and compensation systems, including career pathing systems, customized reward systems, and performance-based compensation systems. We conduct annual compensation surveys of nonprofit organizations.

Performance Management Programs.

We assist organizations in establishing staff performance objectives measures and systems. We provide training on performance management and coaching to ensure effective program implementation.

Organizational Research.

We conduct focus groups, employee opinion surveys, and organization needs analyses to support organizational change.

Strategic Planning and Board Effectiveness.

We conduct strategic and business process planning, and work with boards on effective board management and development.

Organization Development and Succession Planning.

We work with both individual executives and leadership teams to improve their effectiveness in managing the organization. We develop succession planning programs to support effective institutional development and management succession.

Biographies

James F. Wynn II

James Wynn is a Principal with Quatt Associates. James specializes in compensation and employee benefit plans. James works with a number of foundations, media organizations, advocacy groups, professional societies, and educational institutions in the areas of executive compensation, deferred compensation arrangements, staff compensation systems and structures, and employee benefit plan design.

Prior to joining Quatt Associates, James was an Associate in the employee benefits and executive compensation practice group of Morgan, Lewis & Bockius LLP. As a lawyer with the firm, James assisted numerous for-profit and nonprofit clients in finding and implementing creative solutions to their compensation and employee-benefit-related business problems. James's experience ranges from qualified retirement plans and deferred compensation arrangements to employment agreements and severance pay agreements.

James is a graduate of the University of Virginia School of Law and Cornell University's School of Industrial and Labor Relations, where he studied human resource management and organizational behavior. James is a member of both the Virginia State Bar and the District of Columbia Bar.

Anna Collins

Anna Collins is a Senior Consultant with Quatt Associates. Her work focuses on developing executive and staff compensation systems for trade associations, educational associations, colleges and universities, environmental organizations, and other nonprofit entities.

Anna has extensive experience in the nonprofit sector, specifically among technology-focused organizations. Prior to joining Quatt Associates, Anna was a Consultant for the Duke Interdisciplinary Social Innovators, a pro bono student consulting organization for nonprofits at Duke University. Anna graduated Phi Beta Kappa and with High Distinction from the University of Michigan and earned her Master of Management Studies from the Fuqua School of Business at Duke University.

Representative Client List

Quatt Associates currently has clients representing a broad cross section of professional societies and member organizations. Below is a partial listing of Quatt Associates' clients.

American Academy of Sleep Medicine	Financial Planning Association
AAAS – American Association for the Advancement of Science	George W. Bush Presidential Center
American Association of Critical-Care Nurses	The Juilliard School
American Bar Association	KaBOOM!
American Bankers Association	MacArthur Foundation
American Civil Liberties Union	Mortgage Bankers Association
American Chemical Society	Municipal Securities Rulemaking Board
American Council on Education	NAFSA: Association of International Educators
American Counseling Association	National Association of College and University Attorneys
American Retirement Association	National Association of Student Financial Aid Administrators (NASFAA)
American Speech-Language-Hearing Association	National Geographic Society
The Aspen Institute	National Merit Scholarship Foundation
Association of American Universities	National Parent Teacher Association
Association of Governing Boards of Universities and Colleges	NPR – National Public Radio
BoardSource	NeighborWorks America
The Brookings Institution	New Leaders
California Wellness Foundation	Occidental College
CARE USA	PBS – Public Broadcasting Service
Center for Audit Quality	Rockefeller Foundation
Certified Financial Planners Board of Standards	Share Our Strength
Consumer Bankers Association	Society for Human Resource Management
Council for Advancement and Support of Education	Sesame Workshop
Council on Foundations	Special Olympics
Episcopal Health Foundation	Surety & Fidelity Association of America
Equipment Leasing Finance Association	Whittier College
	WWF – World Wildlife Fund

Questions/Comments with Responses

Marnel Niles Goins

Does our HR provide this type of information? Can they?

How often would this type of compensation benchmarking be done?

Hi Walid,

Update studies are usually closer to the initial study fee range, but may be a little lower based on efficiencies of knowing the organization, already having a compensation philosophy in place, etc. Hope that helps.

Thanks,

Jenn Wendus (she/her)
Partner
jenn@smithpilot.com
202.680.2677



On Wed, Jul 19, 2023 at 1:21 PM Walid Afifi <w-afifi@ucsb.edu> wrote:

Thanks, Jenn, and sorry for the ongoing questions. I guess the question is: Are we talking budgeting in the hundreds every 3-5 years or closer to \$7-10k that is in the proposal for this initial benchmarking?

Walid

On Wed, Jul 19, 2023 at 5:26 AM Jenn Wendus <jenn@smithpilot.com> wrote:

Hi Walid,

Our professional fees are based on an estimate of time required for the scope of work and our hourly rates, which do change over time. Therefore, I can't offer a specific quote for future studies at this time.

Thanks,

Jenn Wendus (she/her)

On Wed, Jul 19, 2023 at 12:49 AM Walid Afifi <w-afifi@ucsb.edu> wrote:

Thanks; and what is the estimated cost for those updated market compensation studies?

Walid

On Tue, Jul 18, 2023 at 2:24 PM Jenn Wendus <jenn@smithpilot.com> wrote:

Hi Walid,

Many of our clients conduct an updated market compensation study in 2-5 years. The most common timeframe is every 3 years.

Thanks,

Jenn Wendus (she/her)

Partner

jenn@smithpilot.com

202.680.2677



On Tue, Jul 18, 2023 at 4:54 PM Walid Afifi <w-afifi@ucsb.edu> wrote:

Hi Jenn

The EC hasn't met yet, so I don't yet know if there is support for doing a compensation benchmarking analysis, or, if so, which firm's proposal will be supported, but, during the pre-meeting comment period, an EC member did ask how often we would expect to do such an analysis. What is typical practice? How often between analyses?

thanks for whatever information you can provide,

Walid

On Mon, Jul 10, 2023 at 11:11 AM Jenn Wendus <jenn@smithpilot.com> wrote:

Hi Walid,

Please see below for my responses to your questions:

1. So, is your recommendation 4-5% total, as described, or was that just hypothetical for now? **Yes, current market salary increases are, on average, in the range of 4-5%.**
2. If NCA wanted to establish an ongoing relationship with Smith Pilot for

consulting purposes related to compensation packages for either new positions or when rehiring, is there a set cost model for that? We conduct one-off benchmark requests for many clients. The professional fees are based on the research time required. Our Researchers' hourly billing rates are between \$175 - \$225, and most requests take about 1-2 hours.

Thanks,

Jenn Wendus (she/her)
Senior Consultant
jenn@smithpilot.com
202.680.2677



On Mon, Jul 10, 2023 at 11:39 AM Walid Afifi <w-afifi@ucsb.edu> wrote:

Many thanks, Jenn.

Two more follow up questions:

1. So, is your recommendation 4-5% total, as described, or was that just hypothetical for now?
2. If NCA wanted to establish an ongoing relationship with Smith Pilot for consulting purposes related to compensation packages for either new positions or when rehiring, is there a set cost model for that?

Walid

On Mon, Jul 10, 2023 at 8:33 AM Jenn Wendus <jenn@smithpilot.com> wrote:
Hi Walid,

Great question. Our reports include information about the range of salary increases we are seeing in similar organizations. We provide an overall range - for example, 4-5% - rather than one broken down by merit and cost of living. Given that cost of living is outside an organization's control, and employees may be based in different locations (especially today in the "post-pandemic" world), our view is that organizations are best served by using "salary increase adjustments" rather than COLA. Some organizations' increases are 100% merit-based, while others may choose to implement a blended across-the-board increase (perhaps 2%) that everyone receives with the remainder determined by merit.

Many clients reach out for labor market updates annually, and we are happy to have a brief call at no charge to share what we are seeing.

I hope this helps.

Thanks.

On Mon, Jul 10, 2023 at 12:05 AM Walid Afifi <w-afifi@ucsb.edu> wrote:
Thanks, Jenn.

Question: In addition to salary compensation, we would like guidance on the typical range of annual salary adjustments (broken up by merit ranges and cost-of-living adjustments) for academic associations our size, with our budget, and given our location. The primary concern is with decisions related to the ED salary, but that range information for other staff salaries may also be of use.

Would this work be able to include that guidance or would that incur an additional cost (if so, how much)? Also, what about annual or period consultation to provide ongoing guidance on salary adjustments or other salary and compensation questions. What are typical costs for ongoing consulting work?

Thanks for whatever information you can provide,
Walid

On Mon, Jun 26, 2023 at 6:53 AM Jenn Wendus <jenn@smithpilot.com> wrote:

Hi Walid,

Thank you for reaching out again!

I have attached an updated proposal that includes a review of Executive Director and staff total compensation (pay and benefits). Please let me know if you have any questions.

Thank you,

Jenn Wendus (she/her)
Senior Consultant
jenn@smithpilot.com
202.680.2677



On Sun, Jun 25, 2023 at 7:31 PM Walid Afifi <w-afifi@ucsb.edu> wrote:
Hi Jenn

Sorry for the late reply ! Here is NCA's staff page:
<https://www.natcom.org/nca-staff>

Walid

On Mon, May 15, 2023 at 9:39 AM Jenn Wendus
<jenn@smithpilot.com> wrote:

Hi Walid,

I hope you had a nice weekend. Just wanted to follow up on the number of staff positions at NCA in order to update our proposal for the EC's review. An estimate is fine.

Thanks and kind regards,
Jenn

On Tue, May 9, 2023 at 12:15 PM Jenn Wendus
<jenn@smithpilot.com> wrote:

Hi Walid,

It's nice to hear from you, thanks for reaching back out.

I'd be happy to prepare an updated proposal that includes staff benchmarking along with the ED benchmarking. How many employees does NCA have, and how many unique staff positions are there?

All the best,
Jenn

On Mon, May 8, 2023 at 5:56 PM Walid Afifi <w-afifi@ucsb.edu>
wrote:

Hi Jenn

Sorry that it's taken this long to get back to you. The EC did not approve the request, or more specifically, appropriately asked that I present more than one quote (I am reaching out to another recommended company that does benchmarking for non-profits), and that I also get a quote for a process that benchmarks all staff at NCA, not only the ED.

What information do you need from me to give me a quote to do benchmarking for all staff, in addition to the ED?

And also, please send any adjusted quote to the ED benchmarking alone, if that has changed since the quote you provided in February.

Also, you note that NCA's annual operating budget is approx \$3.8 mil; our ED corrected that; our annual operating budget is

approximately \$4.2 million

best,
Walid

On Fri, Feb 10, 2023 at 8:43 AM Jenn Wendus

<jenn@smithpilot.com> wrote:

Hi Walid,

It was nice talking with you earlier this week. Please find our proposal attached. Let me know if you have any questions or would like to discuss further.

All the best,
Jenn

On Tue, Jan 31, 2023 at 6:52 PM Jenn Wendus

<jenn@smithpilot.com> wrote:

Great! I will send you a calendar invite with a Zoom link momentarily. Thanks and looking forward to it.

Best,
Jenn

On Tue, Jan 31, 2023 at 6:48 PM Walid Afifi <w-afifi@ucsb.edu>

wrote:

Hi Jenn,

1 pm Tuesday works well for me...I'll wait for a zoom link and calendar invite from you? Or would you prefer I send that?

thanks for the rapid response,
Walid

On Tue, Jan 31, 2023 at 3:44 PM Jenn Wendus

<jenn@smithpilot.com> wrote:

Hi Walid,

Thanks so much for reaching out. Shari and I communicated via email briefly, and I look forward to speaking with you soon.

I do have availability this Friday but am on the East Coast. Tuesday might work better. I'm available between 1:00-3:00 EST or at 4:00pm EST. Do any of those times work for you?

Best regards,
Jenn

On Tue, Jan 31, 2023 at 6:16 PM Walid Afifi <w-afifi@ucsb.edu> wrote:

Hi Jenn,

I didn't read Shari's email to me with sufficient clarity; so I just sent the below to the general email.

It looks like you and Shari already talked, and that you may have some availability this Friday? What times PST? I am free after 2 pm PST.

many thanks,
Walid

----- Forwarded message -----

From: Walid Afifi <w-afifi@ucsb.edu>

Date: Tue, Jan 31, 2023 at 3:12 PM

Subject: compensation benchmarking

To: <info@smithpilot.com>

Hello,

I'm the President of the National Communication Association. We recently hired a new ED and based her salary primarily on previous ED salaries, but it seems that the salary may not be consistent with comparables, given her sets of expertise and the location of our offices (Washington DC). We would benefit from a professional analysis that takes into account all relevant factors to recommend an appropriate salary range.

You come highly recommended for that purpose. I would like to set up an introductory conversation to learn more about your services and to inquire about your fees for such a compensation analysis. What days and times work best for you?

This Friday afternoon PST works in my schedule; otherwise, next Tuesday is relatively free.

Looking forward to speaking with you,
Walid

--

Walid Afifi (he/him/his)
Professor, Dept. of Communication
Associate Dean and Director of Initiatives for
Community Engaged Research and

----- Forwarded message -----

From: Todd Mann <todd@toddmannmanagementgroup.com>

Date: Jul 23, 2023 at 9:09 AM -0600

To: Walid Afifi <w-afifi@ucsb.edu>

Subject: Re: One more service

Hi Walid,

Here is the comp approach I have taken in the organizations I have run.

Look at the organization by position, not by the names of the people occupying those positions.

Organize them by value/importance to the organization. For example, the ED is arguably the most valuable, while an admin assistant might be the least valuable.

Assign a percentage of a range to each position. For example, because the ED role is the most valuable to the organization, you may give that role a target percentage between the 50th and 75th percentile of the salary range for that position. Directors between the 50th and 65th percentile. Managers at the 50th percentile. Assistant Managers between the 40th and 50th percentile. And so on.

It is important to note again that the lens through which you are assigning a target percentage within a comp range is based on the importance of the position to the organization (not the name of the person occupying the role). For example, to stay competitive in the association marketplace, by establishing an ED target between the 50th and 75th percentiles, and the 50th and 65th for Directors, allows you to say this is what it takes to both recruit and retain for that position. It helps you know that when recruiting for positions, you are offering a competitive comp level compared to similar positions in the marketplace, and that it is also less likely that your people will leave you for higher salaries of lateral moves elsewhere.

Pertaining to the actual comp, the comp ranges are determined by looking at associations of similar size. The hardest thing for many boards is that these comp levels have nothing to do with the comp levels in the field occupied by board members; indeed many times (and in my own instances) the comp levels are higher than board members own salaries. It is for this reason that I have always recommended that the comp for the ED is determined each year by the President, the Immediate Past President, and the incoming President (or in NCA's case, it could be the First and Second Vice Presidents). In my previous organizations, I referred to that group as the comp committee. In this way, the specifics of the ED's comp is isolated to a small group. Moreover, using the officer positions in this group allows for consistency from year to year.

One other thing to note. It is a good idea to get the buy-in of the Executive Committee of the comp ranges and targets for each organizational position. But, never is it a good idea to give specific salary info to the Exec Comm of anyone other than the ED. From a governance standpoint, that is an important line not to cross. Staff salaries are always set by the ED.

Walid, I hope I have not stated too much of the obvious to you with the guidance above. Hopefully it can provide some useful structure for you.

I have indeed given more thought to doing the comp study myself. I would do that for the ED position for \$7500 and then include the rest of the staff for a total of \$20,000. Thanks for giving this consideration.

Thanks,

Todd

Todd Mann
President & CEO
Todd Mann Management Group
301.642.6665
www.toddmannmanagementgroup.com

Jeanetta Sims

I also concur with Walid's firm selection; the narrative of the recommended firm's proposal (rather than the other) indicates the most familiarity with NCA EC governance structure and is more affordable.

[\(Back to agenda\)](#)

[\(Back to agenda\)](#)

ITEM 7: ACTION – Proposal to Renew the Research Cultivation Grant Program

The EC is asked to consider the following proposal. A motion must be made, seconded, and a vote taken.

Motion:

To endorse the Research Cultivation Grant Program for 2024 at the current \$60,000 expenditure and forward to the Legislative Assembly for final approval.

Contents

- Proposal
 - Questions/Comments with Responses
-

Proposal

Proposal to renew NCA's Research Cultivation Grant Program

Submitted by Shaunak Sastry, Chair, on behalf of the members of the Research Council (Iccha Basnyat, Chris Carpenter, Jiyoung Lee, Annette Madlock, Paul Schrodt, Benjamin Warner)

Summary

In 2020, the NCA's Executive Committee (EC) unanimously approved a proposal by the Research Council to institute the NCA Research Cultivation grant program for the 2021-2023 budget cycle. As per the original proposal, this strategic NCA-funded grant mechanism would "expressly focus on facilitating first-time grant seeking in research for those without experience and/or those desiring to build a foundation for future grant pursuit beyond the discipline." (Please find the call, the evaluation criteria, and expected deliverables from grantees [here](#)). The original proposal to the EC was to the amount of \$60,000 for each of the three years of the funding cycle. This amount allowed the RC to award between 4-5 awards each in 2021 applicants), 2022 and 2023, in the range of \$7000-\$15000. A complete list of grantees, and project titles by year can be found in Exhibit 2. A total of 14 projects have been awarded out of 36 applications in the first cycle.

At the completion of the initial funding cycle, the research council is proposing a renewal of the mechanism. In what follows, we offer several justifications and strategic reasons for the continuation of this effort by NCA to support the intellectual breadth of research in the Communication discipline.

Strategic Priorities Relevant to the Proposal

Goal 1 – Create conditions to support and empower members

Objective 1.1: Support excellence in Communication-related scholarship, pedagogy, and service.

Objective 1.3: Maintain ethical standards for research, teaching, and service.

Goal 2 – Promote Communication's value

Objective 2.2: Promote Communication's significance in challenging existing structures and fostering meaningful change.

Goal 3 – Embrace and enact inclusion, diversity, equity, and access

Objective 3.3: Promote and advocate for inclusion, diversity, equity, and access in the field of Communication and within NCA.

Program Impact

In this section, we highlight several indices of the impact of the program in its initial three-year period.

- 1. Creation of three cohorts of first-me grant recipients:** The program has resulted in awarding extramural grants to 23 new Communication scholars that had not previously received extramural research support. Given the importance of the "first extramural grant" to seeking larger extramural funding, the RC has set in place a mechanism for the RCG winners to make a case for successful grantseeking in their future grant endeavors. *Creating a cohort and a culture of grantmaking for first-me grantseekers responds directly to Goals 1.1 (Support excellence in Communication-related scholarship, pedagogy, and service) and 2.2 (Promote Communicant's significance in challenging existing structures and fostering meaningful change) of NCA's current strategic plan.*
- 2. Tangible Outcomes:** Based on the information the RC received from the national office, the grant program has already led to two successful book contracts, two submitted book proposals, several peer-high impact peer-

reviewed publications and public-facing scholarship produced across the three years. Details for specific projects can be found in the progress and final reports filed by the grantees and available with the National Office. Besides academic products, the grant program has also enabled the creation of pedagogical material, professional development materials and other public-facing scholarship. *This outcome corresponds to Goals 1.3 and 2.2 of NCA's strategic plan.*

3. **Broadening and Diversifying Communication Scholarship:** Of the 14 projects funded by this program, 6 projects broadly address issues of race and ethnicity through a Communication lens, 2 reference addressing LGBTQIA issues, 4 mention health communication, 2 reference community-partnered interventions, and 1 project references digital media studies, family communication, and communication pedagogy each. It is immediately evident that that range of projects awarded represent the shift in Communication scholarship away from the “traditional NCA subfields” to more applied, social justice-focused, community-based models. In addition, most of the project's study marginalized and underrepresented populations. *The program has successfully implemented Goal 3.3 (Promote and advocate for inclusivity, diversity, equity, and access in the field of Communication and within NCA) of the Strategic Plan*

Financial Implications

- Maintaining an annual budget for grant recipients.
- Staff time to promote the grant and oversee submissions and review.

Recommendations

Proposed Updates for the Future of the RCG program

1. **Re-align grant RFP objectives to NCA strategic plan (this has been achieved already):** Post our meeting at the 2023 retreat, the research council has already recalibrated the language in the grant call for applications to reflect our newly passed Strategic Plan. The updated language and criteria are now reflected in the call on NCA's website.
2. **Reimagining “grant presentations”:** Instead of having grantees simply report results during their required presentation during the convention, the RC will reflect on how best to use this presentation slot. We envision that during the second cycle, we will have more experiential and insight-driven convention content around the grants for new grant-seekers.
3. **Creating a long-term monitoring pipeline:** One of the areas of development is to create an easier and more accessible form of reporting grant outcomes in addition to the progress and final reports. We hope to have a nimbler (less static) upload system where grantees can report outcomes from their projects.
4. **Moving towards a culture of grantmaking:** With a fully staffed NCA office and a dedicated office of research, we are hoping that NCA can support grantees with tailored resources for subsequent funding, disseminate project information in Spectra and other outlets and catalyze the “next step” funding for our first-time grantees.
5. **Templates and Application Process:** Given the obvious challenges of creating an equitable field for inexperienced applicants, RC is considering creating some standard templates or forms to control for practice effects (folks with grant success tend to write more persuasive grants etc.) and to provide resources for early-career scholars to succeed in the program.
6. **Promotion and Marketing:** RC is developing a promotion plan for projects that are awarded each year such that there is greater interest in the program and the deliverables thereof.

It is the RC's sincere hope that this program is renewed for the next funding cycle. We believe that creating a culture of grant-seeking outside of the “traditionally funded” areas of the field is healthy for the short-and long-term interests of NCA.

Motion

To endorse the Research Cultivation Grant Program for 2024 at the current \$60,000 expenditure and forward to the Legislative Assembly for final approval.

Background/History

See Exhibits

Exhibits/Supporting Materials

- Exhibit 1 – Testimonials
- Exhibit 2 – List of Grantees

Exhibit 1

Grantee Testimonials

Stephanie Tong and David DeAndrea (2021 cohort)

"Our NCA grant was very helpful in allowing us to begin a new research agenda into online racial hate. It is sometimes difficult for mid-career scholars to obtain the time, resources, and funding to begin a new research stream--but the NCA grant gave us the motivation to collaborate on this very important topic. With the support of the NCA funds, we have (so far) finished one published study and paid for open access publishing fees in our Social Media + Society piece.

Furthermore, our ability to publish an open access paper directly led to the London School of Economics Phelan United States Centre contacting us to ask if we could write a piece for their USA public policy blog--which we did. [This popular media piece was published in April 2023](#). We are in the middle of conducting a second, follow up experimental study, currently in data collection.

The funds from the research cultivation grant have allowed us to pursue all of these activities, and we thank NCA for their support of this important research agenda."

Dasol Kim (2023 cohort)

"The research support provided by the NCA Cultivation Grant is invaluable to me, particularly because my institution, primarily focused on teaching, has limited resources for international field research. As a scholar exploring the cultural exchange between the U.S. and Korea, international travel and field research are essential components of my work. As a non-U.S. citizen, receiving the NCA Cultivation Grant represents one of the few opportunities for my research to gain national recognition, especially as a first-time grant seeker. The data I will gather through this proposed research will serve as the cornerstone for my first book project, significantly contributing to the establishment of my scholarly identity in the field of transnational popular culture, race, gender, and geopolitics. This grant will play a vital role in shaping my research trajectory and academic career."

Angela Gist Mackey and Alesia Wozidlo (2021 cohort)

"We're working toward a book manuscript over the next year. The NCA cultivation grant allowed us to support a team of five doctoral research assistants compensating them for their labor. The cultivation grant also funded formal training for our team on NVivo qualitative analysis software, as well as purchased student licenses of that software. In addition, we also paid for transcription. We were able to code and analyze a large qualitative data set that included interview transcripts, field notes, and textual artifacts. Our use of the NCA cultivation grant demonstrated financial commitment to our non-profit partner showing that we were invested and committed to this long-term project. Our project provided insights and recommendations to the non-profit organization that has helped to improve the efficacy and geographic footprint of their program serving low-income families with financial literacy education.

Please do read through the attached report to see the depth of these findings for our mixed methods research. We would be happy to elaborate more if you need additional support. This was a wonderful grant program. We are highly impressed with the caliber of research this grant supports. The combination of the grant goals seeking to fund research that is (1) interdisciplinary, (2) community-engaged, and (3) supports marginalized communities is paramount in supporting meaningful scholarship in our discipline. We hope that this grant program continues long into the future."

Rokeshia Ashley (2022 cohort)

"The project "#BlackMothersMatter: An examination of Black women activist communication concerning Black maternal health" was funded by NCA Research Cultivation Grant. As an early career scholar, it can be daunting and sometimes challenging to apply for and receive external funding. The proposal was refined over two years and once awarded, gave

me the confidence to continue my search for external funding for other projects. The granting committee allowed the budget to be flexible as my research progressed, not deviating too much from the original proposal but allowing the funding to be used for other necessary aspects of the study that arose. Currently, I have been offered a preliminary book contract for the study and will continue to search for more opportunities to disseminate findings. Not only that, this project has allowed me to bridge very fruitful connections with community leaders and medical professionals, which will be advantageous in future research focusing on health communication related to Black maternal care.”

Exhibit 2
List of Grantees

2021	Name	Project Title	Award Amount
1.	Andre Johnson & Amanda Nell Edgar	Black Lives Ma6er: Perspectives from the Ground	\$7,715.00
2.	Tisha Dejmanee, Kirsten Weber, Zulfia Zaher	From #BlackLivesMa6er to #BlackOutTuesday: Race and Mainstream Digital Engagement on Instagram	\$14,750.00
3.	Anna Kerr & Charee Thompson	Developing and Testing a Communication Skills Training Program to Improve Pediatricians' Conversations about Medical Uncertainty	\$14,750.00
4.	Maria Butauski	Investigating Communicated Narrative Sense-Making of Queer Miscarriage	\$8,031.25
5.	Angela Gist-Mackey & Alesia Wozidlo	Communication as Currency: Longitudinal Mixed Methods Study of a Non-Profit Financial Literacy Program for Low Income Families	\$14,750.00
2021 Total			\$59,996.25

2022	Name	Project Title	Award Amount
1.	Comfort Tosin Adebayo	Sexual Violence in Nigeria	\$14,995.00
2.	Rokeshia Ashley	BlackMothersMa6er: An Examination of Black Women Activist Communication Concerning Black Maternal Health	\$15,000.00
3.	Sayyed Shah	Using Culture Centered Approach to Reduce Vaccine Hesitancy Among Marginalized Pakhtun Community in Pakistan	\$14,960.00
4.	Stephanie Tong & David DeAndrea	How do People Process Racial Hate Speech on Social Media? Examining Pandemic-Related Anti-Asian Rhetoric on Twi6er	\$13,572.00
2022 Total			\$58,527.00

2023	Name	Project Title	Award Amount
1.	Judy Wa6s	Investigating The Effects of Media on Racial Literacy Among Black, Latino, and White Families	\$14,850.00

2.	Dasol Kim	K-Beauty Project: Race, Gender, and Transnational Travel of Beauty,	\$6,500.00
3.	Kristella MonPegel	Communication in Individualized Education Program Meetings for Special Education Students	\$15,000.00
4.	Sarah LeBlanc	You got your what?: Parent, Adolescents, and Menstruation Communication	\$12,062.00
5.	Mina Choi, Mei-Chen Lin, Jihyun Kim, MaShew Craig	The effect of VR contact on American domestic students' attitudes toward international students from Asian countries	\$11,588.00
2023 Total			\$60,000.00

Questions/Comments with Responses

Walid Afifi

I'm no longer convinced that NCA should be in the grant-funding business, although I look forward to this discussion. The proposal makes the right case, in my opinion, that "Given the importance of the "first extramural grant" to seeking larger extramural funding, the RC has set in place a mechanism for the RCG winners to make a case for successful grantseeking in their future grant endeavors." My question is this: I see that you list books etc as outcomes, any evidence that this mechanism led to successful submission of applications for larger extramural grants?

I notice the goal of a revised program that works with grantees more directly to assist in that outcome, but without that evidence, I am less convinced that these funds are a worthwhile expenditure. I am open to linking support to concrete particulars that promote that outcome, then link further funding (after a three-year pilot) to evidence of success on that outcome. Thoughts?

Response

None.

ITEM 8: ACTION – Financial Audit Report



May 31, 2023

To the Board of Directors
National Communication Association
Washington, D.C.

We have audited the financial statements of National Communication Association (NCA) for the year ended December 31, 2022, and we will issue our report thereon dated May 31, 2023. Professional standards require that we provide you with information about our responsibilities under auditing standards generally accepted in the United States of America, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated April 10, 2023. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Matters

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by National Communication Association are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the year. We noted no transactions entered into by NCA during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimate affecting the financial statements was:

Management's estimate of the allocation of expenses by function is based on analysis of the hours and resources spend on NCA's program services and supporting activities. We evaluated the key factors and assumptions used to develop the allocation in determining that it is reasonable in relation to the financial statements taken as a whole.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Disagreements with Management

For purposes of this letter, a disagreement with management is a disagreement on a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated May 31, 2023. Attached is a copy of management's written representations.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to NCA's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as NCA's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

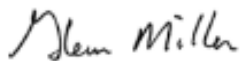
Other Matters

With respect to the other information included with the annual report, we obtained and read the final version of the other information and compared selected amounts or other items in the other information with such amounts or other items in the financial statements to consider whether a material inconsistency exists between the other information and the financial statements. Our opinion on the financial statements does not cover the other information, and we do not express an opinion or provide any assurance on the other information.

This information is intended solely for the use of the board of directors and management of National Communication Association and is not intended to be, and should not be, used by anyone other than these specified parties.

Sincerely,

Wegner CPAs, LLP



Glenn Miller, CPA
Partner



To Wegner CPAs, LLP

This representation letter is provided in connection with your audit of the financial statements of National Communication Association, which comprise the statements of financial position as of December 31, 2022 and 2021, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the disclosures (collectively, the "financial statements"), for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP).

Certain representations in this letter are described as being limited to misstatements that are material. Misstatements, including omissions, 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 financial statements.

We confirm, to the best of our knowledge and belief, as of May 31, 2023, the following representations made to you during your audit.

Financial Statements

1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated October 20, 2022, including our responsibility for the preparation and fair presentation of the financial statements in accordance with U.S. GAAP.
2. The financial statements referred to above are fairly presented in conformity with U.S. GAAP.
3. We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
4. We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
5. Significant assumptions we used in making accounting estimates, including those measured at fair value, are reasonable.
6. There are no known related-party relationships or transactions which need accounted for or disclosed in accordance with U.S. GAAP.
7. All events subsequent to the date of the financial statements and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed.
8. The effects of all known actual or possible litigation, claims, and assessments have been accounted for and disclosed in accordance with U.S. GAAP.
9. Significant estimates and material concentrations have been appropriately disclosed in accordance with U.S. GAAP.
10. Guarantees, whether written or oral, under which NCA is contingently liable, have been properly recorded or disclosed in accordance with U.S. GAAP. Information Provided

Information Provided

11. We have provided you with:
 - a. Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records (including information obtained from outside of the general and subsidiary ledgers), documentation, and other matters.
 - b. Additional information that you have requested from us for the purpose of the audit.
 - c. Unrestricted access to persons within NCA from whom you determined it necessary to obtain audit evidence.
 - d. Minutes of the meetings of the governing board or summaries of actions of recent meetings for which minutes have not yet been prepared.
12. All material transactions have been recorded in the accounting records and are reflected in the financial statements.
13. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
14. We have no knowledge of any fraud or suspected fraud that affects NCA and involves:
 - a. Management,
 - b. Employees who have significant roles in internal control, or
 - c. Others where the fraud could have a material effect on the financial statements.
15. We have no knowledge of any allegations of fraud or suspected fraud affecting NCA's financial statements communicated by employees, former employees, grantors, regulators, or others.
16. We have no knowledge of any instances of noncompliance or suspected noncompliance with laws and regulations whose effects should be considered when preparing financial statements.
17. We are not aware of any pending or threatened litigation, claims, or assessments or unasserted claims or assessments that are required to be accrued or disclosed in the financial statements in accordance with U.S. GAAP, and we have not consulted a lawyer concerning litigation, claims, or assessments.
18. We have disclosed to you the names of all of NCA's related parties and all the related-party relationships and transactions, including any side agreements.
19. NCA has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.
20. We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us.
21. National Communication Association is an exempt under Section 501(c)(3) of the Internal Revenue Code. Any activities of which we are aware that would jeopardize NCA's tax-exempt status, and all activities subject to tax on unrelated business income or excise or other tax, have been disclosed to you. All required filings with tax authorities are up-to-

date.

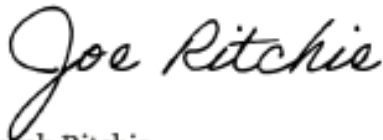
22. In regard to the tax services, preparation of the financial statements, and bookkeeping services performed by you, we have—

- Assumed all management responsibilities.
- Overseen the services by designating an individual who possesses suitable skill, knowledge, and/or experience.
- Evaluated the adequacy and results of the services performed.
- Accepted responsibility for the results of the services.
- Ensured that the NCA's data and records are complete and received sufficient information to oversee the services.

We have carefully read this letter before signing it and understand, while you have provided the language of this letter to us, we are making these representations to you. We understand our obligation to carefully consider the possibility that any of the representations are not accurate. We have inquired of other members of management or employees of National Communication Association to the extent necessary to obtain a high degree of assurance that these representations are true. We know that you will be relying on them in the issuance of your report.



Shari Myles-Cohen, Ph.D.
Executive Director



Joseph Ritchie
Chief Financial Officer

[\(Back to agenda\)](#)

ITEM 9: ACTION – Proposed 2024 budget

Financial Statements



INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
National Communication Association
Washington, DC

Opinion

We have audited the financial statements of National Communication Association, which comprise the statements of financial position as of December 31, 2022 and 2021, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of National Communication Association as of December 31, 2022 and 2021, 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 audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of National Communication Association and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. 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 Financial Statements

Management is responsible for the preparation and fair presentation of the 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 financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's 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 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 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 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 National Communication Association'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 financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about National Communication Association'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.

Wegner CPAs LLP

Wegner CPAs, LLP
Alexandria, Virginia
May 31, 2023

NATIONAL COMMUNICATION ASSOCIATION
STATEMENTS OF FINANCIAL POSITION
December 31, 2022 and 2021

	<u>2022</u>	<u>2021</u>
ASSETS		
Cash	\$ 769,199	\$ 274,987
Accounts receivable	117,620	178,528
Prepaid expenses	97,271	167,664
Investments	7,207,858	8,643,083
Property and equipment, net	<u>1,187,592</u>	<u>1,254,578</u>
Total assets	<u>\$ 9,379,540</u>	<u>\$ 10,518,840</u>
LIABILITIES		
Accounts payable	\$ 264,934	\$ 115,449
Accrued expenses	5,223	8,077
Accrued payroll and related liabilities	2,750	-
Deferred revenue	<u>272,271</u>	<u>305,533</u>
Total liabilities	545,178	429,059
NET ASSETS		
Without donor restrictions	7,955,541	9,242,349
With donor restrictions	<u>878,821</u>	<u>847,432</u>
Total net assets	<u>8,834,362</u>	<u>10,089,781</u>
Total liabilities and net assets	<u>\$ 9,379,540</u>	<u>\$ 10,518,840</u>

NATIONAL COMMUNICATION ASSOCIATION
STATEMENT OF ACTIVITIES
Year Ended December 31, 2022

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUES			
Program service revenue			
Convention revenue	\$ 872,038	\$ -	\$ 872,038
Royalties	914,451	-	914,451
Membership dues	735,320	-	735,320
Student organization	195,092	-	195,092
Editor stipends	154,534	-	154,534
Job placement and ad revenue	174,370	-	174,370
Subscription & publication sales	9,499	-	9,499
Public engagement	801	-	801
	<u>3,056,105</u>	<u>-</u>	<u>3,056,105</u>
Total program service revenue	3,056,105	-	3,056,105
Other revenue			
Contributions	3,800	-	3,800
Net investment return	(1,129,620)	50,534	(1,079,086)
Insurance proceeds	414,871	-	414,871
Miscellaneous income	8,126	-	8,126
	<u>(702,823)</u>	<u>50,534</u>	<u>(652,289)</u>
Total other revenue	(702,823)	50,534	(652,289)
Net assets released from restrictions			
Satisfaction of purpose restrictions	19,145	(19,145)	-
	<u>19,145</u>	<u>(19,145)</u>	<u>-</u>
Total revenues	2,372,427	31,389	2,403,816
EXPENSES			
Program services			
External Affairs and Publications	809,017	-	809,017
Academic and Professional Resources	940,646	-	940,646
Convention	1,067,903	-	1,067,903
	<u>2,817,566</u>	<u>-</u>	<u>2,817,566</u>
Total program services	2,817,566	-	2,817,566
Supporting activities			
Management and General	535,925	-	535,925
Executive Office	305,744	-	305,744
	<u>841,669</u>	<u>-</u>	<u>841,669</u>
Total supporting activities	841,669	-	841,669
Total expenses	3,659,235	-	3,659,235
Change in net assets	(1,286,808)	31,389	(1,255,419)
Net assets at beginning of year	9,242,349	847,432	10,089,781
Net assets at end of year	<u>\$ 7,955,541</u>	<u>\$ 878,821</u>	<u>\$ 8,834,362</u>

NATIONAL COMMUNICATION ASSOCIATION
STATEMENT OF ACTIVITIES
Year Ended December 31, 2021

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUES			
Program service revenue			
Convention revenue	\$ 640,694	\$ -	\$ 640,694
Royalties	930,255	-	930,255
Membership dues	648,496	-	648,496
Student organization	223,807	-	223,807
Editor stipends	150,715	-	150,715
Job placement and ad revenue	143,709	-	143,709
Subscription & publication sales	15,806	-	15,806
Academic/professional	2,250	-	2,250
Total program service revenue	2,755,732	-	2,755,732
Other revenue			
Contributions	2,840	132,781	135,621
Net investment return	870,611	38,320	908,931
Miscellaneous income	19,679	-	19,679
Total other revenue	893,130	171,101	1,064,231
Net assets released from restrictions			
Satisfaction of purpose restrictions	15,149	(15,149)	-
Total revenues	3,664,011	155,952	3,819,963
EXPENSES			
Program services			
External Affairs and Publications	776,309	-	776,309
Academic and Professional Resources	937,023	-	937,023
Convention	1,115,008	-	1,115,008
Total program services	2,828,340	-	2,828,340
Supporting activities			
Management and General	680,745	-	680,745
Executive Office	202,191	-	202,191
Total supporting activities	882,936	-	882,936
Total expenses	3,711,276	-	3,711,276
Change in net assets	(47,265)	155,952	108,687
Net assets at beginning of year	9,289,614	691,480	9,981,094
Net assets at end of year	<u>\$ 9,242,349</u>	<u>\$ 847,432</u>	<u>\$ 10,089,781</u>

NATIONAL COMMUNICATION ASSOCIATION
STATEMENT OF FUNCTIONAL EXPENSES
Year Ended December 31, 2022

	Program Services			Supporting Activities			Total Expenses	
	External Affairs and Publications	Academic and Professional Resources	Convention	Total Program Services	Management and General	Executive Office		Total Supporting Activities
Salaries and wages	\$ 259,093	\$ 281,907	\$ 204,139	\$ 745,139	\$ 83,290	\$ 94,882	\$ 177,972	\$ 923,111
Employee benefits	62,577	68,087	49,305	179,969	20,117	22,868	42,985	222,954
Payroll taxes	20,650	22,468	16,270	59,388	6,638	7,548	14,184	73,572
Total personnel	342,320	372,462	269,714	984,496	110,045	125,096	235,141	1,219,637
Professional services	74,923	86,112	207,785	368,820	382,357	35,839	418,196	787,016
Travel and meetings	68	7,384	41,748	49,200	325	82,380	82,705	131,905
Grants and sponsorships	-	204,945	-	204,945	-	-	-	204,945
Audio and visual	-	-	241,679	241,679	-	-	-	241,679
Information technology	47,289	31,221	53,651	132,161	9,151	10,402	19,553	151,714
Editor stipends	172,000	-	-	172,000	-	-	-	172,000
Dues and subscriptions	76,193	16,339	13,120	105,652	4,777	16,019	20,796	126,448
Depreciation	24,555	26,717	19,347	70,619	7,894	8,973	16,867	87,486
Office expenses	4,365	5,068	54,755	64,188	1,403	3,832	5,235	69,423
Real estate taxes	14,583	15,866	11,489	41,938	4,688	5,329	10,017	51,955
Food and beverage	-	226	87,160	87,386	671	655	1,326	88,712
Building maintenance and utilities	24,985	27,185	19,685	71,855	8,032	9,130	17,162	89,017
Bank and credit card fees	11,408	12,409	8,985	32,802	3,665	4,168	7,833	40,635
Interest groups	-	46,756	-	46,756	-	-	-	46,756
Advertising	-	28,700	-	28,700	-	-	-	28,700
Insurance	8,588	9,345	11,285	29,218	2,761	3,139	5,900	35,118
Awards	-	37,310	-	37,310	-	-	-	37,310
Student organization merchandise	-	11,101	-	11,101	-	-	-	11,101
Other	-	1,500	27,500	29,000	156	782	938	29,938
Communication and outreach	7,740	-	-	7,740	-	-	-	7,740
Total expenses	\$ 809,017	\$ 940,646	\$ 1,067,903	\$ 2,817,566	\$ 535,925	\$ 305,744	\$ 841,669	\$ 3,659,235

NATIONAL COMMUNICATION ASSOCIATION
STATEMENT OF FUNCTIONAL EXPENSES
Year Ended December 31, 2021

	Program Services			Supporting Activities			Total Expenses	
	External Affairs and Publications	Academic and Professional Resources	Convention	Total Program Services	Management and General	Executive Office		Total Supporting Activities
Salaries and wages	\$ 259,373	\$ 319,700	\$ 223,688	\$ 802,761	\$ 207,083	\$ 67,323	\$ 274,406	\$ 1,077,167
Employee benefits	57,349	70,687	49,459	177,495	45,787	14,885	60,672	238,167
Payroll taxes	21,608	26,633	18,634	66,875	17,251	5,608	22,859	89,734
Total personnel	338,330	417,020	291,781	1,047,131	270,121	87,816	357,937	1,405,068
Professional services	37,690	46,656	241,138	325,484	318,021	9,783	327,804	653,288
Travel and meetings	-	7,643	82,965	90,608	130	36,432	36,562	127,170
Grants and sponsorships	-	210,766	-	210,766	-	-	-	210,766
Audio and visual	-	-	202,138	202,138	-	-	-	202,138
Information technology	32,994	39,560	66,796	139,340	25,625	8,331	33,956	173,296
Editor stipends	172,000	-	-	172,000	-	-	-	172,000
Dues and subscriptions	115,440	15,841	9,460	140,741	8,022	25,989	34,011	174,752
Depreciation	19,805	24,410	17,079	61,294	15,811	5,140	20,951	82,245
Office expenses	5,669	8,205	53,942	67,816	4,527	10,061	14,588	82,404
Real estate taxes	15,186	18,718	13,097	47,001	12,125	3,942	16,067	63,068
Food and beverage	-	-	98,316	98,316	702	-	702	99,018
Building maintenance and utilities	9,204	11,345	7,938	28,487	7,349	2,389	9,738	38,225
Bank and credit card fees	9,362	20,267	8,074	37,703	7,474	2,430	9,904	47,607
Interest groups	-	35,119	-	35,119	-	-	-	35,119
Advertising	4,621	26,035	-	30,656	-	-	-	30,656
Insurance	6,949	8,565	8,876	24,390	5,548	1,804	7,352	31,742
Awards	-	43,959	-	43,959	-	-	-	43,959
Student organization merchandise	-	2,914	-	2,914	-	-	-	2,914
Other	-	-	13,418	13,418	5,290	6,731	12,021	25,439
Communication and outreach	9,059	-	-	9,059	-	1,343	1,343	10,402
Total expenses	\$ 776,309	\$ 937,023	\$ 1,115,008	\$ 2,828,340	\$ 680,745	\$ 202,191	\$ 882,936	\$ 3,711,276

NATIONAL COMMUNICATION ASSOCIATION
STATEMENTS OF CASH FLOWS
Years Ended December 31, 2022 and 2021

	<u>2022</u>	<u>2021</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ (1,255,419)	\$ 108,687
Adjustments to reconcile change in net assets to net cash flows from operating activities		
Contributions and investment income restricted for endowments	-	(132,781)
Net realized and unrealized (gains) losses on investments	1,288,651	(621,876)
Depreciation	87,486	82,245
(Increase) decrease in assets		
Accounts receivable	60,908	(9,415)
Prepaid expenses	70,393	(90,206)
Increase (decrease) in liabilities		
Accounts payable	149,485	69,593
Accrued expenses	(2,854)	(55,259)
Accrued payroll and related liabilities	2,750	(5,301)
Deferred revenue	(33,262)	129,304
Net cash flows from operating activities	<u>368,138</u>	<u>(525,009)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sales of investments	350,000	800,000
Interest and dividends retained in investments	(203,426)	(287,024)
Purchases of property and equipment	<u>(20,500)</u>	<u>(93,051)</u>
Net cash flows from investing activities	126,074	419,925
CASH FLOWS FROM FINANCING ACTIVITIES		
Contributions and investment income restricted for endowments	<u>-</u>	<u>132,781</u>
Net change in cash	494,212	27,697
Cash at beginning of year	<u>274,987</u>	<u>247,290</u>
Cash at end of year	<u>\$ 769,199</u>	<u>\$ 274,987</u>

NATIONAL COMMUNICATION ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
December 31, 2022 and 2021

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Activities

National Communication Association (NCA) was founded in 1914 and is headquartered in Washington, DC. NCA has thousands of members from every state and all around the globe. NCA serves the scholars, teachers, and practitioners who are its members by enabling and supporting their professional interests in research and teaching. Dedicated to fostering and promoting free and ethical communication, NCA promotes the widespread appreciation of the importance of communication in public and private life, the application of competent communication to improve the quality of human life and relationships, and the use of knowledge about communication to solve human problems. NCA is supported primarily by royalties, membership dues, and convention revenue.

Accounts Receivable

Accounts receivable primarily represent amounts due from royalties, convention rebates and membership dues owed to NCA. Accounts receivable are stated at the amount management expects to be collected from outstanding balances. As of December 31, 2022 and 2021, management has determined, based on historical experience, that all amounts are fully collectible and no allowance for doubtful accounts is necessary.

Investments

NCA reports investments in equity securities with readily determinable fair values and all investments in debt securities at their fair values in the statements of financial position. Unrealized gains and losses are included in the change in net assets in the accompanying statements of activities. Investment securities, in general, are exposed to various risks, such as interest rates, credit, and overall market volatility. Due to the level of risk associated with certain investment securities, it is reasonably possible that changes in values of investment securities will occur in the near term and that such change could materially affect the amounts reported in the statements of financial position.

Revenue Recognition

NCA's revenue consists of convention revenue, royalties, membership dues, student organization dues, editor stipends, job placement and ad revenue, subscription & publication sales, academic/professional revenue, and public engagement revenue.

NCA recognizes revenue from membership dues ratably over the applicable membership period, which is one year beginning on the individual member's join-date anniversary. Membership dues received in advance of the applicable membership period are deferred and recognized as revenue in that future period. Membership dues are nonrefundable.

Revenues from events (for example, convention revenue), royalties, editor stipends, job placement and ad revenue, subscription & publication sales, academic/professional revenue, public engagement revenue, and similar services are recognized at a point in time or over the period of the event. Sales and other taxes NCA collects concurrent with revenue-producing activities are excluded from revenues.

NATIONAL COMMUNICATION ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
December 31, 2022 and 2021

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Property and Equipment

Purchases of property and equipment are carried at cost. Depreciation is computed using the straight-line method.

Contributions

Contributions received are recorded as increases in net assets without donor restrictions or net assets with donor restrictions, depending on the existence of any donor restrictions. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions.

Expense Allocation

The financial statements report certain categories of expenses that are attributable to more than one program service or supporting activity. Therefore, these expenses require allocation on a reasonable basis that is consistently applied. The expenses that are allocated include personnel, depreciation, insurance, real estate taxes, and building maintenance and utilities, which are allocated on the basis of estimates of time and effort.

Estimates

Management uses estimates and assumptions in preparing financial statements. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenue and expenses. Actual results could differ from those estimates.

Income Tax Status

NCA is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code.

Date of Management's Review

Management has evaluated subsequent events through May 31, 2023, the date the financial statements were available to be issued.

NOTE 2 – CONCENTRATIONS OF CREDIT RISK

NCA maintains its cash balances at one financial institution located in Washington, DC. The balances are insured by the Federal Deposit Insurance Corporation up to \$250,000. At December 31, 2022 and 2021, NCA's uninsured cash balances totaled \$526,965 and \$32,812, respectively.

NATIONAL COMMUNICATION ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
December 31, 2022 and 2021

NOTE 3 – INVESTMENTS

Investments consist of the following:

	2022	2021
Money market fund	\$ 12,479	\$ 20,335
Bonds	20,286	91,693
Mutual funds	7,175,093	8,531,055
Investments	\$ 7,207,858	\$ 8,643,083

Fair values for mutual funds are valued at unadjusted quoted prices reported on the active markets on which the individual securities are traded, which are Level 1 fair value measurements. Bonds are valued using a market approach that uses as inputs observed interest rates and yield curves, prices in active markets for similar assets, and prices for identical assets in inactive markets that have been adjusted by observable indexes, which are Level 2 fair value measurements.

NOTE 4 – PROPERTY AND EQUIPMENT

Property and equipment consist of the following:

	2022	2021
Land	\$ 235,107	\$ 235,107
Buildings and improvements	2,060,927	2,040,427
Furniture and fixtures	178,005	178,005
Office equipment	23,276	23,276
Computers and software	302,306	302,306
Property and equipment	2,799,621	2,779,121
Less accumulated depreciation	1,612,029	1,524,543
Property and equipment, net	\$ 1,187,592	\$ 1,254,578

NOTE 5 – ENDOWMENT

NCA's endowment consists of donor-restricted endowment funds established for a variety of purposes. As required by generally accepted accounting principles, net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions. NCA has interpreted the District of Columbia Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring the preservation of the fair value of the original gift as of the date of the donor-restricted contribution to the endowment fund, unless a donor stipulates the contrary. As a result of this interpretation, when reviewing its donor-restricted endowment funds, NCA considers a fund to be underwater if the fair value of the fund is less than the sum of (a) the original value of initial and subsequent gift amounts donated to the fund and (b) any accumulations to the fund that are required to be maintained in perpetuity in accordance with the direction of the applicable donor gift instrument. NCA has interpreted UPMIFA to permit spending from underwater funds in accordance with the prudent measures required under the law.

NATIONAL COMMUNICATION ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
December 31, 2022 and 2021

NOTE 5 – ENDOWMENT (continued)

Additionally, in accordance with UPMIFA, NCA considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) the duration and preservation of the fund, (2) the purposes of NCA and the donor-restricted endowment fund, (3) general economic conditions, (4) the possible effect of inflation and deflation, (5) the expected total return from income and the appreciation of investments, (6) other resources of NCA, and (7) the investment policies of NCA.

Investment Return Objectives, Risk Parameters and Strategies. NCA has adopted investment and spending policies, approved by the Executive Committee, for endowment assets. Those policies attempt to provide a predictable stream of funding to programs supported by its endowment funds while also maintaining the purchasing power of those endowment assets over the long-term. Accordingly, the investment process seeks to achieve an after-cost total real rate of return, including investment income as well as capital appreciation, which exceeds the annual distribution with acceptable levels of risk. Investment risk is measured in terms of the total endowment fund; investment assets and allocation between asset classes and strategies are managed to prevent exposing the fund to unacceptable levels of risk.

Spending Policy. NCA has a policy of appropriating for distribution each year up to 2.55% return of its endowment fund's fair value from the preceding calendar year in which the distribution is planned. In establishing this policy, NCA considered the long-term expected return on its endowment. NCA has a policy that permits spending from underwater endowment funds depending on the degree to which the fund is underwater, unless otherwise precluded by donor intent or relevant laws and regulations.

Changes in endowment net assets for the years ended December 31 were as follows:

	2022	2021
Endowment net assets, beginning of year	\$ 847,432	\$ 691,480
Contributions	-	132,781
Net investment return	50,534	38,320
Amounts appropriated for expenditure	(19,145)	(15,149)
Endowment net assets, end of year	\$ 878,821	\$ 847,432

NOTE 6 – NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions are subject to the endowment spending policy and are restricted for NCA awards and scholarships.

NOTE 7 – RETIREMENT PLAN

NCA sponsors a defined contribution plan with TIAA covering all full-time staff members. NCA contributes to the plan each year equal to 100% of the amount deferred by the employee up to a maximum of 7% of employee's base compensation. NCA's contributions to the plan for the years ended December 31, 2022 and 2021 totaled \$62,119 and \$71,172, respectively.

NATIONAL COMMUNICATION ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
December 31, 2022 and 2021

NOTE 8 – COMMITMENTS

NCA has entered into agreements with several hotels for preferred room rates for future conventions to take place on dates through November 2029. In the event of cancellation, the maximum liquidating damages NCA would incur totals approximately \$2,500,000.

NOTE 9 – LIQUIDITY AND AVAILABILITY

The following reflects NCA's financial assets as of December 31, 2022 and 2021, reduced by amounts not available for general use within one year because of donor-imposed restrictions.

	2022	2021
Cash	\$ 769,199	\$ 274,987
Accounts receivable	117,620	178,528
Investments	7,207,858	8,643,083
Financial assets at year-end	8,094,677	9,096,598
Less amounts not available for general expenditures within one year due to donor-imposed restrictions:		
Restricted by donor with purpose restrictions	(878,821)	(847,432)
Financial assets available to meet cash needs for general expenditures within one year	\$ 7,215,856	\$ 8,249,166

As part of NCA's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due. NCA invests cash in excess of daily requirements in short-term investments and money market funds.

NOTE 10 – INSURANCE PROCEEDS

Due to the Covid-19 pandemic, NCA experienced a reduction in attendance at its 2020 annual conference. Due to the resulting reduction in income, NCA filed an insurance claim during the year ended December 31, 2022 and received a refund of \$414,871 due to the lost revenue.

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ITEM 10: DISCUSSION – Policy Manual

Submitted by: Roseann Mandziuk

Summary and Background

The NCA Policy Manual has not been systematically reviewed in several years. In its current form, it is somewhat piecemeal and disorganized, several policies have significant silences, and significant operational issues are not addressed. Additionally, several recent policies that have been approved by the NCA Executive Committee are not included in the most recent version that is dated 2021.

Immediate Past President Roseann Mandziuk volunteered to lead the effort to review and revise this current policy manual. In the course of discussions with NCA's Executive Director and Director of Governance, it came to light that this most recent Policy Manual apparently was significantly revised without much debate or discussion, resulting in the elimination of many previous portions.

Consequently, our Director of Governance, Justin Danowski, has compiled a reconstructed draft for Executive Committee review which restores the policies that formerly were eliminated.

NCA Executive Committee members are asked to review this draft prior to this discussion with the following objectives in mind:

- The manual needs to be updated to include current governance documents and the new NCA Strategic Plan and summary of the IDEA strategic plan.
- The manual requires a careful EC review and adoption of changes deemed necessary to current policies, particular to address ambiguities and silences.
- The review must include attention to operational areas where additional policies are needed. For example, we need a clear succession policy for EC members and officers.

Implementation and Next Steps

Each Executive Committee Member will be assigned a specific portion of the manual to review. Comments and suggestions will be submitted by September 30.

- The goal in this initial review is to determine which policies need extension to address silences, which additional policy areas should be addressed, and which changes should be prioritized.

Following the initial review, Roseann will work with Justin and Shari to develop a revised version of policies that are deemed most in need of attention. We also will strive to develop new policies to address significant silences noted by the EC review.

While it will not be possible to complete the full review before the end of the year, the goal is that at least some revised and new policies will be submitted for Executive Committee approval for our November meeting.

Strategic Priorities

This comprehensive review of the NCA Policy Manual responds particularly to Goal 4 of the NCA Strategic Plan:

Goal 4: Cultivate a Thriving and Responsive Organization

1. Nurture and support a membership, volunteer leadership, and national office staff that are energetic, collaborative, and engaged.
2. Foster reflexive governance and administrative practices and informed decision-making.

Financial Implications

The review of the NCA Policy Manual will require a commitment of National Office staff time, as well as resources expended for review of the revised and new policies by our legal counsel.

Exhibits

Reconstructed draft NCA Policy Manual [sent via email to Executive Committee members]

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ITEM 11: INFORMATION – Task Force on Academic Freedom / BDS

Determining risk for NCA associated with including BDS in the description of the Task Force on Academic Freedom

Submitted by President Walid Afifi

Summary

The proposal that passed the EC to create a Task Force on Academic Freedom had language that included restrictions against BDS as among the types of restrictive and punitive legislations and policies that the Task Force would address. I raised the possibility with Dr. Miles-Cohen that its inclusion may put NCA at risk of attack by pro-Israel and/or Zionist campaigns that paint BDS as anti-semitic (the same organizations that work to restrict speech related to BDS). The fact that anti-BDS legislation and policies restrict academic freedom is not in question – they do; that is their purpose. The only question is whether we are willing as an organization to take the possible risks that come with its inclusion in the Task Force's charge.

Recommendation

To keep the reference to

Motion

None.

Background/History

None

Exhibits/Supporting Materials

- The approved Task Force language

Information about BDS and related restrictions on academic freedom/freedom of speech:

- From Palestine Legal on BDS (a Palestinian organization): <https://palestinelegal.org/about-the-issue>
- From Palestine Legal on the right to boycott: <https://palestinelegal.org/news/2022/11/14/new-resource-on-the-right-to-boycott>
- From Jewish Voices for Peace on BDS: <https://www.jewishvoiceforpeace.org/boycott-divestment-and-sanctions/>
- From Stand with Us (an Israeli organization) on BDS: <https://www.standwithus.com/factsheets-bds>
- From Amnesty International: <https://www.amnesty.org/en/latest/press-release/2020/11/state-departments-attack-on-the-bds-movement-violates-freedom-of-expression-and-endangers-human-rights-protection/>
- US public opinion: <https://www.brookings.edu/articles/what-do-americans-think-of-the-bds-movement-aimed-at-israel/>

Exhibit 1

Approved Task Force Call Language

Call for Members: NCA Task Force on Academic Freedom and Tenure in Higher Education in the U.S.

NCA National Office, inbox@natcom.org

The NCA Executive Committee of the Legislative Assembly (EC) on June 9 approved the formation of a Task Force on Academic Freedom and Tenure in Higher Education in the U.S. The Association is looking to fill four (4) at-large positions on the Task Force.

NCA President, Walid Afifi, has charged the Task Force with gathering information about current threats to academic freedom and tenure in higher education in the U.S., then proposing solutions/actions that NCA can take to play an effective role in advocacy and resistance, both to existing threats and potential future ones.

The call is now open for NCA member-volunteers who are interested in serving on the Task Force and doing this work. Please note that both in the selection of Council representatives and at-large members, on the Task Force (see roster below), preference will be given to scholars whose research and pedagogy are being targeted and negatively impacted, who are employed at public colleges and universities in states with current or pending legislation aimed at curtailing academic freedom (e.g., Florida, Texas, Iowa), who have experience or expertise in strategic planning and resistance, and/or who have administrative experience. Note that these are PREFERENCES not REQUIREMENTS and fit with these preferences is NOT required for application.

Representation from a range of college and university types, as well as geographic locations, is desirable, as is a Task Force membership that reflects the range of academic rank and employment security.

These are among the types of threats to Academic Freedom and Tenure in Higher Education that the Task Force is expected to consider, among others:

- State legislation that restricts teaching specific topics and issues (e.g., Critical Race Theory), **anti-BDS legislation**, anti-woke legislation, and book banning.
- Legislation that prohibits using state funds for diversity, equity, and inclusion work or any work that lifts minoritized or historically oppressed communities
- Legislation that threatens tenure processes

Examples of the kind of activities and work that Task Force members will conduct:

- Reviewing recent and developing state legislation.
- Gathering information on and liaising with other associations and organizations that are also working to defend academic freedom and oppose state legislation.
- Developing strategies for supporting NCA members who are especially vulnerable because of national or state legislation.
- Proposing strategies for improved communication with NCA members about current and ongoing attacks on academic freedom, as well as related strategies for resistance and advocacy.

When the Task Force concludes its work, it is expected to provide the EC with a report that includes a summary of meetings held, information gathered, and detailed recommendations—some immediate, some near-future, and some longer-runway; some small and some big -- for adoption by NCA. In addition, the Task Force will present a range of budgetary cost recommendations—what's needed for NCA to become an active part of resistance against current and future threats to academic freedom and tenure. The Task Force Report should make a case for the existence of a

problem and be equipped to offer viable solutions that NCA's leadership can consider for adoption. Budget costs and NCA's strategic plan must be explicitly addressed with each recommendation.

As with all Task Force reports, there is no guarantee that these recommendations will be adopted in whole or in part, but there is a guarantee that the National Office, the EC, and, as relevant, the LA, will carefully consider all related proposals that align with the Association's strategic plan goals and are fiscally responsible.

The Task Force on Academic Freedom and Tenure in the U.S. will begin work by **September 15, 2023**, and conclude by **July 1, 2024** (10 months). The Task Force will have monthly meetings, starting in September, with additional meetings scheduled as needed. Task Force members are expected to spend 1-2 hours preparing for each meeting.

The deadline for applications is **July 17**. The application must include:

- Name
- Affiliation
- Academic Rank
- A cover letter, no longer than one page, explaining why you would make a good fit for this Task Force (including any service experience with NCA, although past NCA service is not required). Interest in serving as Task Force Chair (or co-Chair) should be included in the cover letter.
- CV

The NCA President, Task Force Chair (if in place by then), and NCA's Executive Director will select among applicants for the at-large positions.

Please email your application and any questions to inbox@natcom.org by **July 17**.

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ITEM 12: ACTION – Proposal to Establish an NCA Membership Task Force

The EC is asked to consider the following proposal. A motion must be made, seconded, and a vote taken.

Motion:

To establish an NCA Membership Task Force.

Contents

- Proposal
- Questions/Comments with Responses
- Revised Proposal

Proposal

Proposal to establish an NCA Membership Task Force

Submitted by: Arnyae Neal, Director of Membership and Member Engagement, and Shari Miles-Cohen, Executive Director

Summary

NCA has renewed its commitment to dedicated resources membership recruitment, retention, and engagement as evidenced by 2023-2027 Strategic Plan and the use of the strategic initiative fund to support hiring a full-time dedicated Membership Director. To further advance NCA's renewed commitment, the National Office proposes establishing a Membership Task Force (MTF). The MTF will be charged with responsibility for assessing, recommending, and advising on issues related to NCA membership recruitment and retention activities and to support NCA in all membership efforts outlined in the strategic plan. In collaboration with the National Office staff, the members of the task force will conduct environmental scanning, issues spotting, and policy development in the following key areas:

- The future of NCA's membership.
- NCA's current due structure and provide recommendations for an improved model.
- Key areas of focus for membership growth and retention.
- New and existing member benefits.
- Increased member participation in Interest Groups.
- Early Career Professional pathway for students.
- The value of member benefits to NCA members.

Strategic Priorities

Establishing a Membership Task Force reflects NCA's commitment to the following 2023-2027 Strategic Plan Goals and Objectives.

Goal 1-create conditions to support and empower members

Objective 1.2: enhance member access, engagement, and sense of ownership in the association.

Goal 3-embrace and enact inclusion, diversity, equity, and access

Objectives 3.1: provide the tools for members to value and promote inclusivity, diversity, equity, and access within all disciplinary spaces and societal practices.

Objective 3.2: create and improve structures, programs, practices, and policies within NCA that ensures all members are able to engage in the association and thrive in their professional pursuits.

Objective 3.3: promote and advocate for inclusivity, diversity, equity, and access in the field of communication and within NCA.

Goal 4-cultivate a thriving and responsive organization

Objective 4.1: nurture and support a membership, volunteer leadership, and national office staff that are energetic, collaborative, and engaged.

Financial Implications

TBD

Implementation

The Task Force is expected to provide the National Office with a report that details its work, including meetings held, information gathered, and a detailed and clear set of recommendations. While the task force's final report will be submitted to the Legislative Assembly, it is not expected to be considered for adoption as a formal NCA policy. However, the report could recommend development of new policies, which the National Office, the EC, and, as relevant, the LA, will carefully consider from the perspective of fit with the Strategic Plan priorities and from the lens of fiscal responsibility.

It is expected that the bulk of the task force's activities will occur in late 2023 and early 2024, although completion of the task force's work may take up to one year from when it begins to meet. Monthly meetings will begin in September 2023, and will be conducted in English through video or telephone conference calls (no travel will be required). Task Force members are expected to spend 1-2 hours preparing for each meeting. The NCA Membership Department will provide staff support for the task force's activities.

Recommendation

None

Main Motion

To establish an NCA Membership Task Force.

Background/History

None

Exhibits

- Exhibit 1: Call for Nominations

Exhibit 1: Call for nominations.

Proposed Task Force for NCA's Membership Task Force

Call for Members: 2024 NCA Membership Task Force

This call announces the establishment of the NCA Task Force for Membership and encourages seven positions.

Charge

The National Office is charging this Task Force with responsibility for assessing, recommending, and advising on issues related to NCA membership recruitment and retention activities and to support NCA in all membership efforts outlined in the strategic plan.

Purview

In collaboration with the National Office Staff, the members of the task force will advise in the following key areas:

- Plan for the future of NCA's membership.
- Evaluate NCA's current due structure and provide recommendations for an improved model.
- To identify key areas of focus for membership growth and retention.
- Identify and develop new and existing member benefits.
- Increased member participation in Interest Groups.
- Develop an Early Career Professional pathway for students.
- Strive to strengthen and communicate the value of member benefits to NCA members.

Task Force Report

The Task Force is expected to provide the National Office with a report that details its work, including meetings held, information gathered, and a detailed and clear set of recommendations. While the task force's final report will be submitted to the Legislative Assembly, it is not expected to be considered for adoption as a formal NCA policy. However, the report could recommend development of new policies, which the National Office, the EC, and, as relevant, the LA, will carefully consider from the perspective of fit with the Strategic Plan priorities and from the lens of fiscal responsibility.

Timeline and Labor

It is expected that the bulk of the task force's activities will occur in late 2023 and early 2024, although completion of the task force's work may take up to one year from when it begins to meet.

Monthly meetings will begin in September 2023, and will be conducted in English virtually (no travel will be required). Task Force members are expected to spend 1-2 hours preparing for each meeting.

The NCA Membership Department will provide staff support for the task force's activities.

Application guidelines

Individuals who wish to be considered for membership on the task force should submit the following:

- Statement of willingness to serve a full year on the task force.
- Brief description (two pages maximum) of expertise and qualifications related to the areas described above.
- Current curriculum vitae.

Nomination materials should be submitted by the nominees themselves. Endorsements from other individuals or groups are not expected.

Nomination materials should be sent to nomination@natcom.org, by July _____, 2023. In the event of questions or difficulties regarding email transmissions, please telephone (202) 464.4622.

Walid Afifi

Is there an existing committee that could take on this project? If not, does this suggest the need for a standing committee that has these issues as their purview? Might we not just work to create that committee vs have this Task Force? **No committee or council has the bandwidth or requisite membership to take on this project now. Immediately, the proposed task force will begin to advise the membership director on issues regarding member recruitment, retention, and engagement, and may recommend the establishment of a standing committee.**

The proposal suggests that the bulk of the work would occur late 2023 and early 2024; can you clarify? The list of things with which this TF is charged is long and will take significant time. **This would be a yearlong project provided the Membership Committee is established in late 2024. The committee would continue the work of the task force focusing on recruitment, retention, and engagement.**

I'd like more information on the selection process, preferences that shape the selection among applicants, and whether there are slots reserved for particular councils or committees. **There would be no reserved slots for councils or committees, rather councils and committee would be invited to appoint a liaison to the task force. The task force membership would be representative of the NCA membership to include an undergraduate student, graduate student, early career professional, adjunct faculty, tenure-track/tenured faculty, industry practitioner, high school teacher, retired/life member, an NCA Donor, plus two at-large representatives. The chair would be selected from the 9 suggested members.**

Not sure I love "will be conducted in English." I assume it will be, but language justice principles (critical to our IDEA values) suggest that if we have a member of the committee who has strong preference to not speak in English, that we provide accommodations that allow it. **The text about the English language has been removed.**

Roseann Mandziuk

Who is initiating this proposal? Who will have jurisdiction over the selection of the members? **The National Office is initiating the proposal, and the ED and president will select the task force members from the applications received. Arnyae Neal, NCA membership director, will serve as the task force's staff liaison.**

How will the TF chair be determined? **The President and ED will select the task force chair.**

What is the timeline for the TF's work? **The timeline will be for one year.**

Can more details be provided about its composition re: the policy governing TFs? **Yes, please see the outline below that provides more detail in the policy governing Tasks Forces.**

- **The Task Force chair may select one Task Force member.**
- **Outside of the "Chair's Selection," all task force members must be selected through an application process, and the call for applications must be widely distributed and be open for at least two weeks. Ensuring representation by groups most strongly impacted by the issue(s) under review by a Task Force is strongly encouraged. That may be done by assigning positions within the Task Force that are**

restricted to members who can represent those concerns (e.g., Disability Issues Caucus representative), but the selection of members for those positions must still follow the open application process. "At Large" representatives (i.e., not tied to any particular representation) must make up at least 20% of Task Force membership and, again, follow open application procedures.

- The application must clearly identify a deadline for submission (at least two weeks after first advertised), a date by which selections will be made, and the selection criteria for each open position. It also must include a link to the final approved Task Force proposal.
- The Chair, in consultation with the Task Force sponsor and the NCA President will select the members to serve from among the applicants.
- Each Task Force must include an NCA staff liaison; this person is primarily responsible for oversight of the Task Force and regular reports to the ED and the EC regarding progress of the Task Force. They are available for consultation with the Task Force but are not expected to attend Task Force meetings, unless specifically requested to do so for a particular occasion by the Task Force chair.
- The sponsor of the Task Force proposal serves as liaison for the Task Force. In cases where it is the National Office, a member of the NCA Executive Committee will be appointed to serve as sponsor/liaison. The sponsor liaison consults regularly with the Task Force chair to stay updated on progress of the Task Force and/or discuss questions that arise. They are not responsible for oversight (which is the responsibility of the Staff liaison). They are not expected to attend Task Force meetings, unless specifically asked to do so for a particular occasion by the Task Force chair.

Responses are underlined and bolded above.

Proposal to establish an NCA Membership Task Force

Submitted by: Arnyae Neal, Director of Membership and Member Engagement, and Shari Miles-Cohen, Executive Director

Summary

NCA has renewed its commitment to dedicated resources membership recruitment, retention, and engagement as evidenced by 2023-2027 Strategic Plan and the use of the strategic initiative fund to support hiring a full-time dedicated Membership Director. To further advance NCA's renewed commitment, the National Office proposes establishing a Membership Task Force (MTF). The MTF will be charged with responsibility for assessing, recommending, and advising on issues related to NCA membership recruitment and retention activities and to support NCA in all membership efforts outlined in the strategic plan. In collaboration with the National Office staff, the members of the task force will conduct environmental scanning, issues spotting, and policy development in the following key areas:

- The future of NCA's membership.
- NCA's current due structure and provide recommendations for an improved model.
- Key areas of focus for membership growth and retention.
- New and existing member benefits.
- Increased member participation in Interest Groups.
- Early Career Professional pathway for students.
- The value of member benefits to NCA members.

Strategic Priorities

Establishing a Membership Task Force reflects NCA's commitment to the following 2023-2027 Strategic Plan Goals and Objectives.

Goal 1-create conditions to support and empower members

Objective 1.2: enhance member access, engagement, and sense of ownership in the association.

Goal 3-embrace and enact inclusion, diversity, equity, and access

Objectives 3.1: provide the tools for members to value and promote inclusivity, diversity, equity, and access within all disciplinary spaces and societal practices.

Objective 3.2: create and improve structures, programs, practices, and policies within NCA that ensures all members are able to engage in the association and thrive in their professional pursuits.

Objective 3.3: promote and advocate for inclusivity, diversity, equity, and access in the field of communication and within NCA.

Goal 4-cultivate a thriving and responsive organization

Objective 4.1: nurture and support a membership, volunteer leadership, and national office staff that are energetic, collaborative, and engaged.

Financial Implications

TBD

Implementation

The Task Force is expected to provide the National Office with a report that details its work, including meetings held, information gathered, and a detailed and clear set of recommendations. While the task force's final report will be submitted to the Legislative Assembly, it is not expected to be considered for adoption as a formal NCA policy. However, the report could recommend development of new policies, which the National Office, the EC, and, as relevant, the LA, will carefully consider from the perspective of fit with the Strategic Plan priorities and from the lens of fiscal responsibility.

It is expected that the bulk of the task force's activities will occur in late 2023 and early 2024, although completion of the task force's work may take up to one year from when it begins to meet. Monthly meetings will begin in September 2023, and will be conducted in English through video or telephone conference calls (no travel will be required). Task Force members are expected to spend 1-2 hours preparing for each meeting. The NCA Membership Department will provide staff support for the task force's activities.

Recommendation

None

Main Motion

To establish an NCA Membership Task Force.

Background/History

None

Exhibits

- Exhibit 1: Call for Nominations

Exhibit 1: Call for nominations.

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- Develop an Early Career Professional pathway for students.
- Strive to strengthen and communicate the value of member benefits to NCA members.

Task Force Report

The Task Force is expected to provide the National Office with a report that details its work, including meetings held, information gathered, and a detailed and clear set of recommendations. While the task force's final report will be submitted to the Legislative Assembly, it is not expected to be considered for adoption as a formal NCA policy. However, the report could recommend development of new policies, which the National Office, the EC, and, as relevant, the LA, will carefully consider from the perspective of fit with the Strategic Plan priorities and from the lens of fiscal responsibility.

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It is expected that the bulk of the task force's activities will occur in late 2023 and early 2024, although completion of the task force's work may take up to one year from when it begins to meet.

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The NCA Membership Department will provide staff support for the task force's activities.

Application guidelines

Individuals who wish to be considered for membership on the task force should submit the following:

- Statement of willingness to serve a full year on the task force.
- Brief description (two pages maximum) of expertise and qualifications related to the areas described above.
- Current curriculum vitae.

Nomination materials should be submitted by the nominees themselves. Endorsements from other individuals or groups are not expected.

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[\(Back to agenda\)](#)

ITEM 13: ACTION – Interest Group Proposal – Death and Dying Division

The EC is asked to consider the following proposal. The EC may choose to endorse / not endorse the proposed Interest Group.

A motion must be made, seconded, and a vote taken.

Per NCA Bylaws:

Article VII, Section 4: Creation. Divisions and Sections may be created by the Legislative Assembly upon receipt of petitions signed by at least 200 members of the Association. Caucuses may be created by the Legislative Assembly in response to petitions signed by at least 50 members of the Association.

The proposers submitted the requisite 200 member signatures.

Motion:

To endorse the Death and Dying Division and forward to the Legislative Assembly for final approval.

Contents

- Proposal
- Questions/Comments with Responses

Submitted by: Laura Bruns, University of South Carolina, Columbia

Summary

Death, dying, grief, and end of life have long been areas of study for communication scholars across the various sects of our field. Its importance to the field is reflected by the number of communication scholars publishing in journals like OMEGA -Journal of Death and Dying, Death Studies, and Mortality, as well as courses being taught in communication programs across the country, not to mention manuscripts encompassing death, dying, end of life, and grief submitted to NCA each year.

Death and Dying research is scattered among various divisions across NCA with scholars struggling to find a consistent research home that allows for networking, collaborations, feedback, and acceptances (which can be the difference between attending NCA and not). Scholars researching this context publish and submit to various NCA divisions with the closest methodological or axiological home for that specific manuscript. However, given the interdisciplinary and diverse nature of Death and Dying research, it is difficult to track research in conference proceedings, for scholars to find where their research logically fits consistently, and for new scholars interested in the context to meet, be supported by, and be mentored by others. This leads to a “silo effect,” preventing optimal networking and collaboration.

Death and Dying scholarship in our discipline often overlaps thematically, but not methodologically. This diversity, as well as the taboo nature of the research, makes it challenging to submit to NCA divisions and feel a connection within any given division, like many other scholars are able to. Moreover, Death and Dying research is often rejected by other divisions, citing “fit,” forcing scholars to either recast their work, or submit outside of the association altogether. Moreover, with so few divisions accepting Death and Dying research consistently, there is higher risk for information overlap and research repetition. That is, with little to no conference proceedings including diverse Death and Dying research, scholars may very well repeat work already completed but not advertised at conferences. This becomes even more prevalent when scholars feel they do not have a research community to share ideas, collaborate, or network. On the whole, communication scholars who study death and dying do not see their work represented in the field, and thus believe they are alone in their scholarly endeavors with limited opportunity for collaboration.

The proposed Death and Dying Division is distinct from NCA’s existing divisions and interest groups. Some divisions have touch points with issues related to death and dying and could be places of co-sponsorship and collaboration (e.g., Health Communication, Communication and Aging, Spiritual Communication, Ethnography, Interpersonal, Family, Critical and Cultural Studies, etc.), but no divisions are exclusively devoted to Death and Dying Communication scholarship. We do not anticipate this division will detract from existing divisions. Rather, the new division would provide the opportunity for current NCA members to explore topical and theoretical questions related to Death and Dying, and would offer a home for would-be NCA members who focus on Death and Dying. That is, current NCA members may add a division to their membership, and a Death and Dying Division may very well bring scholars to NCA conferences, as members, who have not been able to find a research home within the association previously.

NCA’s bylaws indicate that each division will represent a major specialization of communication – Death and Dying certainly qualifies. Our mission is to promote research, teaching, and community engagement related to the intersection of communication, death, dying, end of life, grief (associated with death), and the intersection of life and death, inclusive of all methodologies and epistemologies. Our hope is that a Death and Dying Division can be established in time to sponsor and/or panel papers at the 2024 NCA convention.

This proposal seeks support from the members of the National Communication Association for a newly proposed Death and Dying Division.

Strategic Priorities Relevant to the Proposal

Goal 1 -Create conditions to support and empower members

Goal 2 -Promote communication's value

Goal 3 -Embrace and enact inclusion, diversity, equity, and access

Goal 4 -Cultivate a thriving and responsive organization

Goal 1 -Create conditions to support and empower members. NCA, being a national association, is an excellent fit to create the first division for Death and Dying research. Not only is the research interdisciplinary across NCA's current divisions, but the taboo nature of death and dying is a national, cultural concept. American culture is seen as a "death-denying" culture. Zimmerman and Rodin (2004) posit that the three main defining factors of Western death-denial include: the taboo on conversation about death, the medicalization of death, and the segregation of the dying. In other words, talking about death is stigmatized, death is framed as a medical process rather than a human one, and dying is largely sequestered to private spaces (e.g., hospitals, nursing homes) rather than in the public sphere. We aim to empower our members by destigmatizing death and grief-talk by promoting it in the national conference sphere.

Goal 2 -Promote communication's value. A large goal of our division is to promote death and dying communication research, which is notoriously under-recognized and under-cited by medical and healthcare communities. We aim to feature our communication community's research in publications and in the media. To this end, death is also tied to expectations about living—whose lives matter, who deserves to live, and how individuals should be able to live. Avoiding direct talk about death exacerbates its stigma by posturing it as something that should be circumvented or feared. We aim to move the conversation about death into a more open sphere, where we can reduce communicative stigma and share ideas and research to improve our understanding and approaches to death and dying, grief, and end-of-life communication. We also hope to promote the amazing communication research our group members are doing by collaborating with other death-centric organizations, publications, podcasts, and public figures in order to bring greater attention to our discipline's contributions.

Goal 3 -Embrace and enact inclusion, diversity, equity, and access. Death and Dying is a diversity, equity, and inclusion issue, as well as a social justice one. Communication about who dies, whose deaths matter, whose grief matters, and how death should be experienced sets expectations for how people should feel about dying. Communication research about death and dying seeks to understand, explain, and advocate against death disparity in media, culture, and healthcare.

In practice, our organization has already implemented several initiatives to meet DE&I goals, with plans to continue (and greatly expand) these offerings:

- a. **Social Justice.** We align our scholarship and activities with academic groups outside of the communication studies discipline, specifically the tenants and goals of decolonizing death scholarship, as established by The Collective of Radical Death Studies. This adjacent group asserts and affirms "Death work as synonymous with anti-racism work." This extends to how we include, prioritize, and highlight the death-centric labor of scholars at-the-margins. This is not only acknowledged in our production of scholarship but extends to shaping our organizational frameworks. Anti-racist organizing is not merely a goal, but an established and ongoing fundamental of how we proceed together, as a unified organization.

- b. **Conference Support and Access.** Our goal is to include more virtual participation and funding support opportunities for scholars who experience barriers to physical attendance. Our grassroots organization currently utilizes Zoom, Google Meets, and Discord to facilitate inclusion for scholars who would like to be included virtually.
- c. **Avoid Academic Gatekeeping and Cost-Prohibitive Behaviors.** Our current website is free to access and includes paywall-free articles, pages, and support items for all website visitors to access. Resources include a growing body of grant writing and funding opportunities, teaching materials, and general support pages – which are constantly evolving with new community feedback.
- d. **Pedagogy/Andragogy.** We have established an archive of teaching materials for future undergraduate and graduate coursework support, specifically for educators who study and teach end-of-life, death, and grief/bereavement-focused topics. These topics, in dying and death, require specific instructor support, due to the nature of the material being taught and the emotional labor on behalf of educators and students alike. The “Death Education Archive” is an ongoing project that is already populated with helpful materials for free access for all.
- e. **Support of Graduate Students and Early Career Scholars.** We believe, and demonstrate regularly, our commitment to growing and nurturing new generations of end-of-life, death, and grief/bereavement scholars. We have a variety of current collaborators (e.g., advisors and mentors) who regularly offer ideas, resources, and editing services for scholars-in-training.
- f. **(Dis)Ability-Friendly Infrastructure.** Our website, and shareable materials/resources, are optimized to be accessible for digital e-readers. We are committed, as an organization, to providing Universal Design© in our teaching, research, and peer-to-peer resource materials.
- g. **Mentorship, including peer-to-peer mentorship.** Our grassroots efforts have already yielded collaborations across communication-specific subfields, such as health, environmental, organizational, interpersonal, rhetoric, communication & aging, technology, etc. Mentorship is often defined in our grassroots organization as an open sharing of resources and support in utilizing resources.
- h. **Compassionate Organizing.** We define “compassionate organizing” as a facet of radical inclusion. Fundamentally, we believe that compassionate organizing brings people into conversation and mutual learning, rather than siloing people, in order to provide all scholars the opportunity to learn and grow together. We aim to be a compassionate community of organizers that offers the space for scholars to feel safe, heard, and supported in their careers – specifically in the study of death-centered issues. As such, we are united in believing that scholars should be able to talk openly, and compassionately, from multiple subfield perspectives, methodologies, and epistemologies.

Fundamentally, our goals and current grassroots organizing capacities go beyond the basics of DEI (diversity, equity, and inclusion) and encourage belongingness, membership, and a meditative approach to how-we-do-communication and build communities through the lens of death-centered scholarship. These goals are not final but serve to communicate our ongoing commitment to the implementation and pursuit of DE&I in our organizational behaviors.

Goal 4 -Cultivate a thriving and responsive organization. Moreover, being a national association, this division will be able to pull scholars from across the country to fill its membership. Currently, our Facebook group, EOL and Death Scholars has over 200 members from various disciplines, including English, Social Work, Psychology, and Sociology. Thus, the formation of a Death and Dying Division at NCA has the potential to enable interdisciplinary collaboration by inviting non-Communication based scholars into the conference, where their work may also belong. We also have a blog where we share community member works-in-progress, as well as short essays. We hope to connect our members to local and national media to comment on death and dying topics to gain better exposure for our discipline.

Financial Implications

Our group requests a modest \$500 introductory budget to be able to award Top Papers in our division. Our web presence would move onto the NCA website, while our current website will remain an affiliated, but separate space for resources and communication with interdisciplinary death scholars. Any remaining budget would be used to host NCA pedagogy workshops or Community Time events open to any interested NCA members.

- Top Student Paper -\$100
- Top Paper -\$100
- Pedagogy Workshop -\$100 (paid to presenters)
- Community Time Event -\$50 (for materials)
- Website URL and Hosting -\$150 (this will keep access to our materials free for all)

Recommendation

There are no scholarship outlets for Death and Dying scholars at Communication conferences of any level (e.g., regional and international), and often within communication journals, making it imperative to have a place for Death and Dying Communication research to be represented, seen, and thrive. Seeing a gap in our discipline and a need for connection, there is a need for a new division to unite inter-and intra-disciplinary work.

For the reasons cited in this proposal, we ask the Executive Committee and Legislative Assembly to support the creation of a Death and Dying Division.

Motion

To endorse the Death and Dying Division and forward to the Legislative Assembly for final approval.

Background/History

Despite positive comments from reviewers and even high scores, many proposed panels and papers surrounding death and dying from the last several years have been rejected from various divisions across the National Communication Association. More often than not, rejections come with the idea that end of life, death, dying, and grief research is inappropriate, underwhelming, unfocused, or even at times, unclear for any specific division. For end-of-life and death-centered scholars who have never quite 'fit' in time-honored, established conference divisions, this dualistic feedback (ranging from excited/intrigued to utterly befuddled) is a common experience.

In general, death and dying scholars frequently face this kind of excitement about their research coupled with disdain for the interdisciplinarity of their research methods. Centering death subjects, rather than framing death as a consequence (rhetorically speaking), is often met with pushback. Scholars examining death and dying do not quite fit as health, gerontology, organizational, or interpersonal communication, yet we utilize all these approaches, theories, and methodologies in our research.

Death is messy. Researching death is messy; it is interdisciplinary, methodologically diverse, and notoriously difficult to categorize in human-centered academic scholarship. However, researching death is valid, valuable, and an essential part of communication and communication-adjacent research and imperative not only to advance theory, but also for its practical implications.

Although several death and dying scholars felt alone in their rejections, it became abundantly clear they were not alone in this experience. There were journals aimed at grief, death, and dying – thus there must be other researchers, but it was often difficult to find one another, to network, and to learn about each other's work at NCA. In 2021, a group of death and dying scholars found one another, and were able to create a space to feel supported, validated, recognized,

and collaborate on their research within the communication discipline. By September 2021, the EOL and Death Scholars Facebook group was created and garnered immediate popularity and growth, gaining over 85 members in a 2-month time span. Outreach for the EOL and Death Scholars group quickly established a community of almost 200 academics and scholars who came together to share resources and ideas about death and dying related research.

By November 2021, members of this group held a business meeting, developed a leadership team, as well as a web development team who actively archives death and dying research, established several working groups to organize research projects and conference panels, and organized a professional network that puts death and dying scholars in conversation with others who share their ideals and interests so as to stimulate collaboration. This group of scholars meets quarterly to continue conversations about how to best network among interested and invested Communication scholars. Smaller working groups also meet to collaborate on record keeping, outreach, website and material design, and other endeavors to ensure the long-term sustainability of the potential division and community. Many scholars, including graduate students, have expressed enthusiastic support and desire for an academic “home” for our work at the national conference level. These organizational efforts are now focused on creating this space at NCA.

NCA is already host to Death and Dying scholarship. A search of just the word “death” in previous NCA conference listings found:

- 43 papers or panels in 2022 (see Exhibits section below for the full NCA listing)
- 11 papers or panels in 2021
- 18 papers or panels in 2020
- 22 papers or panels in 2019
- 27 papers or panels in 2018

These papers and panels were found in a variety of division such as:

- Spiritual Communication Division
- Activism and Social Justice Division
- African American Communication and Culture Division
- Critical and Cultural Studies Division
- Rhetorical and Communication Theory Division
- Communication and Aging Division
- Instructional Development Division
- Mass Communication Division
- Performance Studies Division
- Family Communication Division
- Health Communication Division
- Interpersonal Communication Division
- Communication as Social Construction Division
- La Raza Caucus
- Association for the Rhetoric of Science, Technology, and Medicine
- Ethnography Division

It is clear that Death and Dying topics intersect many, if not all, divisions within NCA. While it may appear that the declining numbers in 2020 and 2021 are due to waning interest in the topic, we argue that this decline in number is due to the diversity of death-related topics and terminologies that have evolved over the last five years and the previously discussed difficulty with material acceptance. In fact, a search for “death” in the 2022 NCA conference program found 88 panels matching that keyword, but only 43 death-dedicated panels or presentations. The difficulty of tracking and

networking our research is due to the varied nature of the language of death and dying scholarship, and rejection of manuscripts due to fit.

For example, key words for Death and Dying research could include: death, dying, Medical Aid in Dying (MAiD), bereavement, grief, end-of-life, necropolitics, terminal illness, suicide, murder, euthanasia, after-death, posthumanism, posthumous, obituaries, funeral, burial, Death with Dignity, among a range of other key words and phrases. The establishment of a new Death and Dying division would allow us to centralize research thematically, while also affording the opportunity to collaborate and co-sponsor panels with other divisions.

Our group is currently working to comb the NCA program archives to build a list of death and dying presentations through the years in an attempt to archive topics, researchers, and themes.

[A thorough search of the 2022 NCA program revealed hundreds of presentations and panels with the keywords: death, dead, grief, mourning, hospice.](#)

See the exhibits section for a link to this listing. This listing was distributed within our network and on our Facebook page to promote relevant presentations and panels.

Exhibits/Supporting Materials

- Exhibit 1 - Current Pre-Division Work and Work-in-Progress.
- Exhibit 2 – Original Petition Signers for a new NCA Death and Dying Division

Exhibit 1

Current Pre-Division Work and Work-in-Progress

- Established an interdisciplinary Facebook group, [EOL and Death Scholars](#), with over 200 members.
- Through our grassroots organizing efforts, we have been able to create a network of Death and Dying scholars who meet quarterly to discuss research and organizational efforts.
- Identified and established our division's initial leadership.
- Constant compilations of educational [Death and Dying resources](#) for our members to access (e.g. sample syllabi, assignments, etc.).
- Established a death and dying communication [grants and funding archive](#) to track past, current, and future research.
- Established a [web presence](#) to educate future scholars on ways to present at conferences, collaborate, and publish original research.
- Opening opportunities for future scholarship by establishing transferable volunteer positions, leadership positions, writing groups, and other professional development and growth opportunities.
- Gathering information and doing outreach to Communication graduate programs in an effort to raise awareness and connect new scholars with established scholars in Death and Dying Communication.
- At the 2021 Conference, we were able to network and identify other Death and Dying scholars at NCA by wearing black badge ribbons with "Let's Talk About Death" and "Death Scholar" on them. We also hosted an informal "Death Happy Hour" to connect Death and Dying scholars.
- For the 2022 conference, we hosted an optional excursion to a historic cemetery as well as a Community Time event. The Community Time event, a Death Cafe, attracted 30 NCA attendees despite conflicting with NCA school parties that were hosted at the same time. We also distributed badge ribbons to develop death and dying camaraderie and to stimulate conversation about Death and Dying. See Exhibits for photos.
- A 2022 NCA Forum panel featured top Death and Dying scholars discussing and debating the need for this division and the future of Death and Dying research at NCA. The panel was attended by 22 participants.
- We have a [repository of pedagogical materials and resources](#) on our website, free for anyone to use and reference.
- [The website blog](#) is functional and publishes features with regularity. A regular newsletter is produced for our current grassroots members.

Exhibit 2 - Original Petition Signers for a new NCA Death and Dying Division:

*Current NCA divisions included under name

Mike Alvarez, PhD

University of New Hampshire Ethnography, Health Communication, Language and Social Interaction, Human Communication and Technology, Asian/Pacific American Communication

Drew A. Bailey

West Virginia University Interpersonal and Health Communication

Laura Bruns, PhD

University of South Carolina, Columbia Communication and Aging, Health Communication, Women's Caucus

Colleen Campbell Pendleton, M.A.

University of Colorado Boulder Organizational Communication, Health Communication, Environmental Communication

Jessica Cherry

Ohio University Family Communication, Interpersonal Communication, Instructional Development

R. Amanda Cooper

University of Arizona Department of Communication Family Communication, Interpersonal Communication, Health Communication, and Communication and Aging

Elizabeth A. Craig, PhD

North Carolina State University Family Communication, Interpersonal Communication

Christine Salkin Davis, PhD

University of North Carolina-Charlotte Health Communication; Ethnography Division

Jocelyn M. DeGroot, PhD

Southern Illinois University-Edwardsville Interpersonal, Human Communication and Technology Division

Carolyn Ellis, PhD

NCA Distinguished Scholar

University of South Florida Ethnography, Performance

Sharmila Pixy Ferris, PhD

William Paterson University Organizational Communication, Group Communication, Black Caucus

Lindsey Harvell-Bowman, PhD

James Madison University Political Communication, Nonverbal Communication, Communication and Social Cognition

Chandler Marr

Arizona State University Organizational, Interpersonal, and Health Communication

Howard Rodriguez Mori, PhD

Texas Tech University Ethnography Division; Disability Issues Caucus; International & Intercultural Communication Division; Training & Development Division; Latino/Latina Communication Studies Division; Health Communication Division

Becky Belter Roberts, PhD

Jackson College Community College Division, Communication and Aging Division, Interpersonal Communication Division, Spiritual Communication Division, Women's Caucus

Emily Scheinfeld, PhD

Kennesaw State University Interpersonal Communication, Health Communication

Karen Schlag, PhD

The University of Texas Medical Branch Aging and Communication Division, Interpersonal Division, Health Communication

Cheyenne Zaremba

The Pennsylvania State University, Main Campus Rhetoric Division, Cultural Studies Division, Performance Studies Division

Questions/Comments with Responses

Walid Afifi

I honor the labor that went into this proposal, recognize the benefits of such a division, and agree that our discipline needs more attention to this important issue. To support proposals for new divisions, though, I would like more evidence that there is sufficient support among NCA membership to ensure that any new division will easily make the minimum threshold of members and be able to do so for years to come. If my memory serves me (and maybe I'm wrong here), successful proposals in the past have come with signatories in the hundreds who pledge to be members of the proposed division. Ultimately, though, I would prefer that we put all new units on hold until we go through the current process of convention re-structuring/re-imagining.

Shari Miles-Cohen

Referencing Communication scholarship would strengthen the summary and background sections of the proposal.

Response:

Communication scholarship is addressed in Exhibit 1.

[\(Back to agenda\)](#)

ITEM 14: ACTION – Interest Group Proposal – Sub-Saharan African Caucus

The EC is asked to consider the following proposal. The EC may choose to endorse / not endorse the proposed Interest Group.

A motion must be made, seconded, and a vote taken.

Per NCA Bylaws:

Article VII, Section 4: Creation. Divisions and Sections may be created by the Legislative Assembly upon receipt of petitions signed by at least 200 members of the Association. Caucuses may be created by the Legislative Assembly in response to petitions signed by at least 50 members of the Association.

The proposers submitted the requisite 50 member signatures.

Motion:

To endorse the Sub-Saharan African Caucus and forward to the Legislative Assembly for final approval.

Contents

- Proposal
 - Questions/Comments with Responses
-

Proposal

Interest Group Proposal: Sub-Saharan African Caucus, SSAC

Submitted by: Prisca S. Ngondo, Texas State University; Anna Klyueva, University of Houston-Clear Lake; Dane Kiambi, University of Nebraska-Lincoln; Godfried Asante, San Diego State University.

Summary

We propose the creation of the Sub-Saharan African Caucus (SSAC) at NCA as a dedicated space for sharing and promoting communication scholarship related to the Sub-Saharan African (SSA) region. SSA is one of the most diverse and complex regions in the world, with a mixed and entangled indigenous population and a legacy of colonial influences from Europe, Asia, and the Arab world (Mersham et al., 2011). SSA consists of 46 African countries that are geographically located, fully or partially, south of the Sahara Desert (excluding Sudan). It contrasts with North Africa, considered a part of the Arab world. Somalia, Djibouti, Comoros, and Mauritania are geographically part of SSA but also part of the Arab world (World Bank, 2015). Over the last ten years, the region has experienced appreciable economic growth due to its plentiful mineral and energy resources (Adedoyin et al., 2021), prompting rapid development of the communication industry in SSA nations.

SSAC aims to provide an organizational structure for scholar outreach and knowledge exchange to do the following:

- **Community.** Building community among SSAC scholars in a space that both recognizes the region's multiculturalism and reflects Africa's socio-economic, political, and cultural contexts.
- **Advocacy.** Advocacy for African communication practices. The caucus will generate key takeaways and suggest pathways Africa can crystallize its presence and inform theory in the global communication industry.
- **Access.** Direct access to region-specific scholarship. Provide a platform to share and promote the Sub-Saharan African scholarship.
- **Mentorship.** To create a space to foster mentor-mentee relationships. Provide opportunities to match mentors and mentees. Identify mentors for interested scholars from Africa to assist in the development and dissemination of this scholarship and to obtain broad learning for oneself.
- **Training.** Demystifying the research and publication process for African graduate students and early-career scholars by helping them navigate the publishing space, including reviewer training. We hope this will increase journal publishing from African scholars, contributing to inclusivity and involvement and adding to the African voice in answering global issues.

Strategic Priorities Relevant to the Proposal

The *goal* of the SSAC is to attract attention to the research and practice of communication on the African continent. The *caucus's mission* is to showcase, celebrate, and honor matters of the African people, to advocate for African communicative practices, and to support research stemming from diverse SSA environments by providing a platform for scholars.

This proposal directly contributes to the accomplishment of the NCA's strategic goals. Specifically, the SSA Caucus's mission aligns with NCA's Goal 1 of creating conditions to support and empower members, especially those marginalized and Goal 3 of embracing and enacting inclusion, diversity, equity, and access through creating structures (the Caucus) that allow NCA members to engage in the association and thriving in their professional pursuits.

Goal 1: Create conditions of support and empower members

- 1.1 Support excellence in Communication-related scholarship, pedagogy, and service.

- 1.2 Enhance member access, engagement, and sense of ownership in the association.
- 1.2 Maintain ethical standards for research, teaching, and service.

Goal 3: Embrace and enact inclusion, diversity, equity and access

- 3.1. Provide the tools for members to value and promote inclusivity, diversity, equity, and access within all disciplinary spaces and societal practices.
- 3.2. Create and improve structures, programs, practices, and policies within NCA that ensure all members are able to engage in the association and thrive in their professional pursuits.
- 3.3. Promote and advocate for inclusivity, diversity, equity, and access in the field of Communication and within NCA.

Financial Implications

SSAC leadership is committed to representing its members at the Legislative Assembly, on the IDEA Council and otherwise engage with the NCA leadership to contribute to the accomplishment of the strategic priorities.

Further, SSAC will create additional opportunities for the NCA membership expansion. Considering the fact that this is the first caucus and/or division dedicated to the representation of Sub-Saharan African communication scholarship at a major communication association, it will attract scholars that may not have considered NCA otherwise.

Motion

To endorse the Sub-Saharan African Caucus and forward to the Legislative Assembly for final approval.

Background/History

Presently, the National Communication Association is home to 49 divisions, 7 sections and 9 caucuses. Caucuses represent the interests of a specific segment of the NCA membership and consist of historically underrepresented demographic groups in terms of origin, gender, race, ethnicity, sexuality, and ability. The nine NCA caucuses are:

- Asian/Pacific American Caucus
- Black Caucus
- Caucus on Lesbian, Gay, Bisexual, Transgender and Queer Concerns
- Caribbean Communication Caucus
- Disability Issues Caucus
- Indigenous Caucus
- La Raza Caucus
- Women's Caucus
- South West Asian/North African, Middle East Caucus

We recognize that NCA has the African American Communication and Culture Division, the Black Caucus, and the South West Asian/North African, Middle East Caucus (SWANA) and appreciate their efforts to provide scholars of Sub-Saharan Africa space to share their work. We also recognize that these units do not bring attention to or proactively include SSA in the communication research agenda. Therefore, *the goal of the SSAC* is to attract attention to the research and practice of communication on the African continent. The *caucus's mission* is to showcase, celebrate, and honor matters of the African people, to advocate for African communicative practices, and to support research stemming from diverse SSA environments by providing a platform for scholars.

African communication scholarship is underrepresented and needs more visibility. Cruz (2020) argued that African theoretical space has “historically been equated with absence, disorder and chaos under Western epistemological worldviews”, breeding the notion of Africa as a “theoretical vacuum” with nothing to contribute to communication scholarship (p. 101).

The NCA community would benefit from a dedicated caucus that can serve as a space which stands to expose U.S. scholars to African communication philosophies, theories and practices.

The available research on international and global communication offers a rather scant view of how communication is theorized and practiced on the African continent. Very little is known about the views and perspectives of communication practitioners and scholars focusing on SSA. The nations on the African continent vary significantly, and it is important to consider how communication practices and uses may differ based on a country or a sub-region to help build a scholarly agenda for future inquiries. The social, political, cultural, and economic diversity found in Africa widely impacts the way communication may be researched and practiced on the continent. Often, communication phenomena on the continent are studied using Western philosophical traditions, which do not reflect Africa's socio-economic, political, and cultural contexts. Further, most African work is scattered across disciplines and NCA units, such as the International and Intercultural Division, Public Relations Division, and Health Communication, highlighting the fragmentation of ideas and the need to build a community of peers. For example, at the 2021 NCA annual convention in Seattle, work focusing on the SSA region was presented through 10 NCA divisions and caucuses, and at the 2022 NCA annual convention, such work was spread among 12 NCA divisions and caucuses (See Exhibits 1 & 2).

Despite an increasing number of scholars in the discipline who identify from the SSA region of the world and a growing interest in scholarship from and about that region, there is not a formal space within NCA or anywhere in the discipline’s many professional associations devoted to related scholarship. “As Wole Soyinka reminds us, Africa has always been a part of the intellectual world. Irrespective of its consistent marginality, Africa has always been a part of scholarly discourse, both symbolically and materially. And yet, in the discipline of communication studies, the vast continent and its knowledge systems barely hold a presence” (Asante & Hanchey, 2021). The SSAC aims to attract attention to the communication scholarship on the African continent by bringing together scholars from different SSA nations.

References:

Adedoyin, F. F., Ozturk, I., Agboola, M. O., Agboola, P. O., & Bekun, F. V. (2021). The implications of renewable and non-renewable energy generating in Sub-Saharan Africa: The role of economic policy uncertainties. *Energy Policy*, 150, 112-115.

Asante, G. A., & Hanchey, J. N. (2021). African communication studies: a provocation and invitation. *Review of Communication*, 21(4), 271-292.

Cruz, J. M. (2020). Introduction: African feminist and queer coalitions. *Women's Studies in Communication*, 43(2), 101-105.

Mersham, G., Skinner, C., & Rensburg, R. (2011). Approaches to African communication management and public relations: A case for theory-building on the continent. *Journal of Public Affairs*, 11(4), 195-207.

World Bank (2015). Sub-Saharan Africa. Available at <https://elibrary.worldbank.org/>

VI. Exhibits/Supporting Materials

Exhibits

1. List of presentations related to SSA at NCA 2021
2. List of presentations related to SSA at NCA 2022

Exhibit 1 - List of presentations related to SSA at NCA 2021

Sponsor: Public Relations Division

Renewal and Transformation of the Global PR Agenda: Public Relations Practice and Research in Africa

Chair: Derina Holtzhausen, Lamar University

Presenters:

Oreoluwa Runsewe, University of Oklahoma

Dane Kiambi, University of Nebraska-Lincoln Katerina Tsetsura, University of Oklahoma

Prisca S. Ngondo, Texas State University

Anna Klyueva, University of Houston, Clear Lake

Anne W Njathi, North Carolina State University

Sponsor: Black Caucus

Renewing and Transforming African/ist Communication in Communication Studies

Chairs: Godfried Agyeman Asante, Drake University; Gloria Pindi Nziba, California State University San Marcos

Presenters:

Benjamin Tetteh, Syracuse University

Kalembe Kimera Kizito, Whitman College

Eric Karikari, Towson University

Jenna N. Hanchey, University of Nevada, Reno

Nana Kwame Osei Fordjour, University of New Mexico Divine Narkotey Aboagye, University of Maryland

Respondent: Eddah Mbula Mutua, St. Cloud State University

Sponsor: Research in Progress Roundtables

"Transformative health practices: Traditional postpartum doula care practices among immigrant West African mothers in the United States" Amonia Tolofari, Bowling Green State University

Sponsor: Organizational Communication Division

"Exploring the material and discursive practices of power and the culture of the African Immigrant Church" Blessing Okafor, University of Missouri

Sponsor: Mass Communication Division

"A rhetorical criticism of South African television news reports on the criminal justice system" Sisanda Nkoala, Cape Peninsula University of Technology

Sponsor: Political Communication Division

"Multimodality, ideology, and portrayal of power by an African Vice President on Twitter" Nana Kwame Osei Fordjour, University of New Mexico

Sponsors: Asian/Pacific American Caucus; Asian/Pacific American Communication Studies

"Static and Liquid Organizing in Colonial and Postcolonial Perspective: An African Feminist Read" Joelle Marie Cruz, University of Colorado, Boulder

Sponsor: Public Address Division

Chair: Tatenda Mashanda, Wake Forest University Respondent: Omedi Ochieng, Denison University

"Masculinity and Parody Among University Students in Ghana" Erik Johnson, Stetson University

"Reconciling Reconciliation: The Promise of South Africa's Rhetoric of Truth and Reconciliation" Lindsay Harroff, Florida Atlantic University

"Rhetoric and Integrationism: In search of Rapprochement" Kundai Chirindo, Lewis & Clark College

"Your Pencil Skirt Won't Protect You: Frictions of Respectability and Feminist Solidarity in Zimbabwe's Anti-Sex Work Campaigns" Rudo Mudiwa, Princeton University

[Sponsor: Health Communication Division](#)

"I Am Because We Are: An Ubuntu-Centered Approach to Health Communication" Prisca S. Ngondo, Texas State University; Anna Klyueva, University of Houston, Clear Lake

Exhibit 2 - List of presentations related to SSA at NCA 2022

Sponsor: Organizational Communication Division

"Challenging anti-blackness in organizational communication theorizing: A case for African feminist anti-blackness theories" Nancy Maingi Ngwu, University of Colorado, Boulder

Sponsor: Instructional Development Division

Panel: Diversity and Identity: Navigating African Teaching Assistants' Cultural Experiences in the U.S. Classroom

Sponsor: Health Communication Division

"Acceptance and Use of mobile health insurance payment platform in Africa: Evaluating current and future prospects of M-TIBA mobile health wallet in Kenya" Ebenezer Ato Kwamena Aidoo, University of Iowa; Kate Magsamen Conrad, University of Iowa

Sponsor: Performance Studies Division

Panel: Dis-placed: Narrative, Performance and Liminal Identity across African Diasporas

Sponsor: Public Relations Division

Honoring PLACE: African Discourses of Renewal and Transformation

"Honoring Ubuntu's place: Toward an Afro-centric approach to public relations" Prisca S. Ngondo, Texas State University; Anna Klyueva, University of Houston, Clear Lake

"Corporate Social Responsibility: Sustainability and Economic Development Issues PostCOVID-19 Era" Wole Adamolekun, Elizade University

"Investigating How Activist CEOs are Driving Positive Change by Honoring People, and promoting Liberation through Advocacy, and pursuing Community and Environmental Ideals in Ghana" Eric Aadae, Drake University

"Twitter Activism and Crisis Management: A Case Study of KFC Kenya Franchise and Cytonn" Anne W Njathi, North Carolina State University; Eric Wamanji, Moi University; Evelyn Situma, University of Nairobi

"An Ubuntu-based approach to COVID-19 communication in South Africa" Prisca S. Ngondo, Texas State University; Anna Klyueva, University of Houston, Clear Lake

Sponsors: Critical and Cultural Studies Division

"The 'Bowl You Just Can't Fill': A Content Analysis of Media Coverage and Compassion Fatigue Towards Africa" Kathryn Tay, Washington State University

"Revisiting the way, we watch war stories: African feminism on film" Ellen Tamanda Chabvuta, Texas A&M University

Sponsor: Rhetorical and Communication Theory Division

"Critiquing Colonialism in African Communication Studies" Jenna N. Hanchey, Arizona State University

Sponsors: African American Communication and Culture Division; Rhetorical and Communication Theory Division

Towards Epistemic Freedom in African Communication Theorizing

"Art, Tattoos, Coloured Hair and Anklets: Reading the Bodies of Contemporary Ghanaian Women Rhetorically and Sartorial Subversions" Dorothy Lovia Hammond, Carnegie Mellon University

"Honoring African Knowledge Forms: Resilience and the Communicative Dynamics of Informal Sector Organizing" Eric Karikari, Towson University

"Jollof Moments: Portrayals of Repatriated African Women's Identity Renegotiation, and Belongingness in An African City" Patricia Kakra Abijah, University of South Florida

"Ticklish, or, Continuing to Decolonize the Homogenization of Blackness" O.M. Olaniyan

"Toward Epistemic Freedom in the Study of Communication in/about/and "the Environment" in Africa" Kundai Chirindo, Lewis & Clark College

[Sponsor: Feminist and Gender Studies Division](#)

"We Bring Home the Roots": Black Women Travel Influencers, Digital Culture Bearing, and African Internationalism in Instagram" Tori O. Arthur, Colorado State University

[Sponsor: Public Address Division](#)

"A Parallel Public: the UNIA's 'Africa for the Africans' campaign" Darrian Robert Carroll, University of Maryland

[Sponsor: Black Caucus](#)

Panel: Honoring African Epistemologies in Communication Studies

[Sponsors: Political Communication Division](#)

"Repositioning the 1619 Project (and CRT) through the 1471 European Invasion of Africa: A Challenge to the Rhetorical Legacies of Euro-American International Imperial Order" Divine Narkotey Aboagye, University of Maryland

Questions/Comments with Responses

Walid Afifi

I appreciate the benefits of such a caucus, thank you for the labor that went into developing this proposal, and the advocacy for scholars from this geographic region. If my memory serves me (and maybe I'm wrong here), successful proposals in the past have often come with signatories in the hundreds who pledge to be members of the proposed unit. Ultimately, though, I would prefer that we put all new units on hold until we go through the process of convention re-structuring/re-imagining.

Response:

None

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ITEM 15: ACTION – Bylaws Change / Convention Committee

The EC is asked to consider the following proposal.

Per NCA Bylaws:

Article X, Section 1: Proposed Amendments. Proposed amendments to these Bylaws shall be submitted for a vote of the Legislative Assembly upon:

- A. A petition signed by at least twenty percent (20%) of individual members submitted to the President at least 90 days prior to a meeting of the Legislative Assembly, or
- B. A petition signed by at least twenty percent (20%) of the members of the Legislative Assembly submitted to the President at least 90 days prior to a meeting of the Legislative Assembly, or
- C. ***A majority vote of the Executive Committee of the Legislative Assembly.***

Section 2: Adoption. A two-thirds vote of the Legislative Assembly shall be required for adoption of an amendment to these Bylaws.

Motion:

To endorse the proposed Convention Committee bylaws change and forward to the Legislative Assembly for final approval.

Contents

- Proposal
 - Questions/Comments with Responses
 - Revised Proposal
-

Proposal

Proposal for Bylaws Change to Update the Convention Committee Scope of Work, Composition, and Chair Selection

Submitted by the National Office in consultation with the Convention Committee

Summary

The Convention Committee was established in 2008 by the Executive Committee. Its only task was convention site selection recommendations. While convention site selection is important, it is not an on-going or even annual process. Additionally, as discussion about the future of convention continues, future site selection has been paused.

It is recommended the committee has under its purview idea generation and recommendations around all aspects of the convention. Any financial commitments would still fall to the EC and Director of Convention. The scope of work and oversight of the First Vice President would not change. However, the committee would review the annual convention survey in depth each year and draw conclusions from those recommendations on how the Annual Convention can respond to member needs. It would also provide feedback on any convention related proposals before the EC through the previously established proposal review process.

Strategic Priorities

Goal 3 – Embrace and Enact Including, Diversity, Equity, and Access

Objective 3.2: Create and improve structures, programs, practices, and policies within NCA that ensures all members are able to engage in the association and thrive in their professional pursuits.

Goal 4- Cultivate a Thriving and Responsive Organization

Objective 4.1 Nurture and support a membership, volunteer leadership, and national office staff that are energetic, collaborative, and engaged.

Objective 4.2 Foster reflecting governance and administrative practices and informed decision-making.

Financial Implications

None

Implementation

Once passed, the 2nd Vice President would join the committee as a member immediately. The committee is now in the rotation of attending the February leadership retreat, which would continue. The committee is also already provided convention-related proposals before the EC for feedback, which would continue. The committee would continue to meet at the November convention and as needed virtually. The goal of this change is to align the bylaws with the work the committee has already been undertaking.

Recommendation

None

Main Motion

To endorse the proposed bylaws change and forward to the Legislative Assembly for final approval.

Background/History

The committee began as the Convention Member Working Committee. The committee was established in 2008 by the EC. With the bylaws change in 2017 the committee was changed to a standing committee of NCA however their charge, NCA convention site location review, was not changed.

Exhibits:

- Exhibit 1: Current Language
- Exhibit 2: Proposed Updated Language

Exhibit 1

Current Language

Article V: Standing Committees

Section 9: Convention Committee.

- A. Members. The Convention Committee shall consist of a Chair and five members elected by the Legislative Assembly from a slate of candidates developed by the Leadership Development Committee. The Chair shall be selected from among the first- and second-year members of the Convention Committee to serve a term of one year. Convention Committee members shall have staggered three-year terms.
- B. Duties. The Convention Committee shall be responsible for providing recommendations on issues related to convention location.

Exhibit 2

Proposed Updated Language

Article V: Standing Committees

Section 9: Convention Committee.

- A. Members. The Convention Committee shall consist of a Chair and five members elected by the Legislative Assembly from a slate of candidates developed by the Leadership Development Committee. **The NCA Second Vice President shall serve as ex-officio.** The Chair shall be selected **by the members of the Convention Committee** from among the first- and second-year members **of the Convention Committee** to serve a term of one year. Convention Committee members shall have staggered three-year terms.
- B. Duties. The Convention Committee shall be responsible for providing recommendations on issues related to **the** convention **location**.

Questions/Comments with Responses

Walid Afifi

I heartily endorse this proposal.

Shari Miles-Cohen

In the summary section's second paragraph, please consider inserting "market trends" to read, "...on how the Annual Convention can respond to member needs **and market trends.**"

Responses

Shari – Proposal summary has been updated to include "and market trends."

Proposal for Bylaws Change to Update the Convention Committee Scope of Work, Composition, and Chair Selection

Submitted by the National Office in consultation with the Convention Committee

Summary

The Convention Committee was established in 2008 by the Executive Committee. Its only task was convention site selection recommendations. While convention site selection is important, it is not an on-going or even annual process. Additionally, as discussion about the future of convention continues, future site selection has been paused.

It is recommended the committee has under its purview idea generation and recommendations around all aspects of the convention. Any financial commitments would still fall to the EC and Director of Convention. The scope of work and oversight of the First Vice President would not change. However, the committee would review the annual convention survey in depth each year and draw conclusions from those recommendations on how the Annual Convention can respond to member needs ***and market trends***. It would also provide feedback on any convention related proposals before the EC through the previously established proposal review process.

Strategic Priorities

Goal 3 – Embrace and Enact Including, Diversity, Equity, and Access

Objective 3.2: Create and improve structures, programs, practices, and policies within NCA that ensures all members are able to engage in the association and thrive in their professional pursuits.

Goal 4- Cultivate a Thriving and Responsive Organization

Objective 4.1 Nurture and support a membership, volunteer leadership, and national office staff that are energetic, collaborative, and engaged.

Objective 4.2 Foster reflecting governance and administrative practices and informed decision-making.

Financial Implications

None

Implementation

Once passed, the 2nd Vice President would join the committee as a member immediately. The committee is now in the rotation of attending the February leadership retreat, which would continue. The committee is also already provided convention-related proposals before the EC for feedback, which would continue. The committee would continue to meet at the November convention and as needed virtually. The goal of this change is to align the bylaws with the work the committee has already been undertaking.

Recommendation

None

Main Motion

To endorse the proposed bylaws change and forward to the Legislative Assembly for final approval.

Background/History

The committee began as the Convention Member Working Committee. The committee was established in 2008 by the EC. With the bylaws change in 2017 the committee was changed to a standing committee of NCA however their charge, NCA convention site location review, was not changed.

Exhibits:

- Exhibit 1: Current Language
- Exhibit 2: Proposed Updated Language

Exhibit 1

Current Language

Article V: Standing Committees

Section 9: Convention Committee.

- C. Members. The Convention Committee shall consist of a Chair and five members elected by the Legislative Assembly from a slate of candidates developed by the Leadership Development Committee. The Chair shall be selected from among the first- and second-year members of the Convention Committee to serve a term of one year. Convention Committee members shall have staggered three-year terms.
- D. Duties. The Convention Committee shall be responsible for providing recommendations on issues related to convention location.

Exhibit 2

Proposed Updated Language

Article V: Standing Committees

Section 9: Convention Committee.

- C. Members. The Convention Committee shall consist of a Chair and five members elected by the Legislative Assembly from a slate of candidates developed by the Leadership Development Committee. **The NCA Second Vice President shall serve as ex-officio.** The Chair shall be selected **by the members of the Convention Committee** from among the first- and second-year members **of the Convention Committee** to serve a term of one year. Convention Committee members shall have staggered three-year terms.
- D. Duties. The Convention Committee shall be responsible for providing recommendations on issues related to **the** convention **location**.

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ITEM 16: ACTION – Bylaws Change / Resolutions Committee Composition

The EC is asked to consider the following proposal.

Per NCA Bylaws:

Article X, Section 1: Proposed Amendments. Proposed amendments to these Bylaws shall be submitted for a vote of the Legislative Assembly upon:

- D. A petition signed by at least twenty percent (20%) of individual members submitted to the President at least 90 days prior to a meeting of the Legislative Assembly, or
- E. A petition signed by at least twenty percent (20%) of the members of the Legislative Assembly submitted to the President at least 90 days prior to a meeting of the Legislative Assembly, or
- F. ***A majority vote of the Executive Committee of the Legislative Assembly.***

Section 2: Adoption. A two-thirds vote of the Legislative Assembly shall be required for adoption of an amendment to these Bylaws.

Motion:

To endorse the proposed Resolutions Committee bylaws change and forward to the Legislative Assembly for final approval.

Contents

- Proposal
 - Questions/Comments with Responses
-

Proposal

Proposal for Bylaws Change to Clarify the Resolutions Committee Chair Selection

Summary

Since the adoption of the current bylaws in 2016, there has been confusion about how the Chair of the Resolutions Committee is appointed. The proposed bylaws change would clarify that the Chair would be selected by the members serving on the Resolutions Committee from the first- and second-year members.

The suggested bylaws change achieves the following:

1. Adds clarification to the selection process.
2. Lessens the workload on the Leadership Development Committee.
3. Lessens the workload on staff.

PLEASE NOTE: This is an initial step towards lessening the workload of the Leadership Development Committee, which is tasked with filling a slate of approximately 48-52 members annually.

Strategic Priorities Relevant to the Proposal

Goal 1 – Create Conditions to Support and Empower Members

Goal 4 – Cultivate a Thriving and Responsive Organization

Objective 4.1: Nurture and support a membership, volunteer leadership, and national office staff that are energetic, collaborative, and engaged.

Financial Implications

None

Recommendation

To endorse the proposed bylaws change.

Motion

To endorse the proposed bylaws change and forward to the Legislative Assembly for final approval.

Background/History

After the adoption of the bylaws in 2016, the committee has been selected by the Leadership Development Committee. This prompted more work by the LDC and staff time to reach out to current committee members to garner interest in serving as Chair and ensuring materials are submitted for review.

Chair Duties

1. Work with National Office staff liaison to coordinate committee discussions if needed.
2. Work with committee members to provide a summary with recommendation to the Legislative Assembly.
3. Present the proposed resolution with recommendation to the Legislative Assembly at the November meeting. (Another committee member may fulfill this duty if the Chair is unable to attend the LA meeting).

Exhibits

Exhibit 1: Current language.

Exhibit 2: Proposed updated language.

Exhibit 1

Current language

Article V: Standing Committees

Section 8: Resolutions Committee.

A. Members. The Resolutions Committee shall consist of a Chair and five members elected by the Legislative Assembly from a slate of candidates developed by the Leadership Development Committee. The Chair shall be selected from among the first- and second-year members of the Resolutions Committee to serve a term of one year. Resolutions Committee members shall have staggered three-year terms.

B. Duties. The Resolutions Committee shall be responsible for reviewing proposed public statements and providing related recommendations to the Legislative Assembly.

Exhibit 2: Proposed updated language.

(Suggested edits highlighted, bolded, and underlined)

Article V: Standing Committees

Section 8: Resolutions Committee.

A. Members. The Resolutions Committee shall consist of a Chair and five members elected by the Legislative Assembly from a slate of candidates developed by the Leadership Development Committee. The Chair shall be selected **by the members of the Resolutions Committee** from among the first- and second-year members ~~of the Resolutions Committee~~ **Resolutions Committee** to serve a term of one year. Resolutions Committee members shall have staggered three-year terms.

B. Duties. The Resolutions Committee shall be responsible for reviewing proposed public statements and providing related recommendations to the Legislative Assembly.

Questions/Comments with Responses

Walid Afifi

I have no comment on the proposal, but I do have other questions that speak to whether NCA should continue this committee at all: When was the last time that the resolutions committee met? Is this a committee that we still need? If so, what evidence is there that we still need it?

Response

Justin Danowski

The committee met last year to review the Resolution Supporting the Inclusion of the Foundational Communication Course in U.S. College and University Core Requirements. Committee member Amy Aldridge Sanford provided a summary and recommendation to the LA during the virtual April meeting.

<https://www.natcom.org/advocacy-public-engagement/public-policy/public-policy-ethical-academicprofessional-and-executive>

The Resolutions Committee reviews, offers feedback to proposers, and edits resolution proposals to be brought before the LA. The committee provides the LA with a recommendation to endorse, not endorse, or no recommendation. Without the committee the LA would have no process for initial review with a formal recommendation.

A policy from the EC is needed to define the difference between a Public Statement and a Resolution. Both seem to be used interchangeably with little clarification on when something should be forwarded to the Legislative Assembly.

Reports

President

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Submitted by Walid Afifi

Reminder of my priorities as President: At the behest of NCA's Executive Director, in January I articulated my priorities to the National Office and to the EC. They come as no surprise to anyone who has been in EC meetings since my first one (as 1st VP) in February, 2021: I will be pursuing greater transparency in all NCA's processes, as part of a larger commitment to IDEA principles, with particular emphasis on the A (Access), which is too often the barrier that prevents the full practice of inclusion, diversity, and equity ideals. I am also committed to working toward a discipline (and an association) that is more fully engaged in the well-being of communities. I note these priorities, while also having a leadership style that centers community input in the shaping of agendas. So, while I will advocate for these priorities, as I have since my first day as an officer, I consider myself to be one voice among several EC voices, hundreds of LA voices, and thousands of member voices that should be the guides for how NCA moves.

The update on the list of some of the activities on which I have been involved as President, in no particular order:

Task Force on Academic Freedom: The NCA Task Force on Academic Freedom and Tenure in Higher Education in the US was approved by the EC during its June meeting. Concern about language tied to BDS has delayed implementation until the EC has an opportunity to discuss further during its August meeting.

Transparency initiative:

- At the February quarterly EC meeting, I put forth a proposal for open EC meetings. There was not support for the particulars of the proposal but there is support for fuller transparency of EC agenda items and more complete communication to membership of the outcomes of EC meetings. I committed to bringing forth additional proposals to help further define the types of transparency for which there is support.
 - **Update:** After some additional discussion with EC members at this August's meeting, Justin Danowski and I will work together to put forth proposals for vote at the November LA or EC meeting.
- Dashboard of proposals and related progress: The National Office is working on a user-friendly dashboard that lists the proposals developed by NCA leaders at the February leadership retreat and tracks progress on each.

Monthly EC meetings: In order to increase EC involvement in NCA oversight, and because of limits of time for discussion at quarterly EC meeting, Shari encouraged and I supported, holding monthly virtual EC meetings. They generally serve the purpose of information reports and discussion items.

- **Update:** There is some discussion among the EC that the expectation of monthly meeting is too heavy. The frequency of these meetings (and their length; fewer meetings but longer ones may be the solution) is currently under review.

IDEA best practices for NCA journals: In order to implement IDEA best practices in all NCA journals, including the implementation of a survey sent to all submitters with the purpose of making visible the experience of submitters from an IDEA lens, I will be calling meetings for a group that includes me and a representative from each of the following: the Publications council, the IDEA council, the Research Council, and the NCA Office representative. Taylor and Francis will also be invited to join the meeting as observers. The group will develop a set of proposals for vote by the EC (and/or the LA, as relevant) in November.

Progress on the Future of Conventions: The EC received the Future of Conventions Task Force report and a proposal from Kristin Yednock (Director of Conventions at the time), both with significant implications for the structure of future NCA conventions. Given the pending change in the Director of Conventions position, and the desire for a set of concrete proposals that accounted for both the Task Force report (focused on increasing access) and the proposed shrinking of

the convention, the EC decided to delay any action at that time, but expressed a desire to move forward with related votes in 2023. The start date for the new Conventions Director has slowed progress toward that goal. The current plan is to charge the Conventions Committee (pending vote at the August EC meeting on the charge for that committee), in close collaboration with the Conventions Director, with developing concrete convention-related proposals that take into account concerns with access and convention size, among others concerns, to be presented for vote at either the February, 2024, or June 2024 EC meeting.

Annual ED evaluation: Per bylaws, I have been working closely with 1st VP Dr. Niles Goins to gather feedback from EC members and ED Direct Reports for the annual ED evaluation process.

Weekly meetings with NCA's ED: ED Dr. Shari Miles Cohen and I meet weekly to stay organized, discuss emerging concerns, and plan EC meetings.

I have a policy of listing progress updates on issues I have proposed and that are still in progress, as a form of accountability:

Planners' survey (introduced August 2021):

In 2021, through my request, a survey was sent to all scholars who served as unit planners between 2018 and 2021, with the goal of determining what improvements can be made to the planning process. We received 118 responses. LaKeshia Anderson summarized both quantitative and qualitative data in September. I have not initiated yet next steps; **no action has been taken.**

Future Conventions Task Force (introduced February 2021):

See update earlier in this report.

Transparency Initiative (Introduced February 2021):

See update earlier in this report.

Separately: In 2021, NCA staff began working on a document that identifies members who have served in leadership roles and on web pages for past and current Task Forces. **No progress, to my knowledge. I will seek an update on this item.**

Compensation for NCA service: From my Feb 2021 report: "It seems appropriate to discuss the possibility of compensation for particular types of (particularly labor-intensive) service, whether through waived registration fees, an honorarium, some other form of compensation, or some mix of compensation methods (e.g., registration fee waiver + honorarium). **No progress.**

Connecting CC colleagues to AU research colleagues: From my February 2021 EC meeting report: "I would like to develop a system for connecting interested CC colleagues with other members interested in research collaboration." **No progress to report.**

Reminder of Commitments: I ran on a firm commitment to work toward a more inclusive and community-engaged association and discipline. I will uphold that promise. I will add that I encourage leadership and other members of the discipline to hold me to that commitment and name ways in which I can do better.

First Vice President

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Submitted by Marnel Niles Goins



1st Vice President Report August 2023

The past few months have been spent in full Convention planning mode. I've experienced quite a bit of relief since my last report, thanks to the hiring of a full time Convention and Meetings Director, LaShawn Duckett. We have weekly meetings and email each other several times a day and I am extremely grateful to her for the great work she is doing. Updates related to the Convention that I've been working on include:

- We had 4080 submissions to the 2023 convention. To compare with previous years, we had 4329 submissions to our 2022 convention in New Orleans and 4063 submissions to our 2021 convention in Seattle.
- I did a second site visit to the Gaylord Hotel in National Harbor in late June, this time with LaShawn Duckett, Jennifer Fletcher, and Hannah Hayes.
- You are invited to attend three First Vice President-sponsored special sessions that will occur at the upcoming convention. These sessions join community groups and NCA Caucuses, and are centered around the convention theme of *Freedom*.
 1. Critical Freedom: Pluriversal Presence as an Alternative Sponsors: Indigenous Caucus and NCA First Vice President
 2. Critical Freedom: Caribbean Presence in the Midst of a Global Reckoning Sponsors: Caribbean Caucus and NCA First Vice President
 3. Critical Freedom: Latine Identity, Cultural Pride, and Youth Success Sponsors: La Raza Caucus and NCA First Vice President
- I've written articles for our monthly newsletter that include Convention updates and highlights.
- I am so pleased to offer our first ever Camp NCA (title courtesy of LaShawn Duckett). Camp NCA is a childcare option at the annual convention, provided by Kiddie Keepers, a licensed traveling childcare company. We need a minimum of 10 children per day to be registered; otherwise we will cancel by October 28th (with no fee)
- I reviewed requests for extra slots. There were quite a few, some of which were extra slots for business meetings (the answer to those requests were no). This year, there were a few groups that had submissions but did not respond to emails and reminders from the Convention Team and never logged in to the Convention Central system to accept or decline submissions. As a result, those submissions were declined and their sessions were given away to groups that asked for additional slots.
- We have an extra plenary session at lunchtime during the Saturday of the Convention with a special guest speaker. Details coming soon.

- We will not be contracting with an organization this year to check Covid-19 vaccination statuses.
- The virtual sessions are limited to our general sessions.

Outside of Convention planning:

- I worked with Walid on the evaluation for Shari Miles-Cohen, our Executive Director
- I worked with Walid and Jim on analyzing exit interview data
- I attended Zoom meetings with the elected officers of NCA and the Executive Director. In service,

In service,

Marnel

Marnel Niles Goins, NCA 1st Vice President

Second Vice President

Submitted by Jeanetta Sims

**Second Vice President Report
August 2023**

Thank you for the opportunity to serve our Association as the Second Vice President. Since the previous report, my work has focused on building out the 2024 Convention Planning Team along with responding to correspondence and attending NCA meetings.

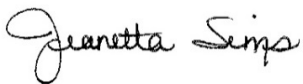
Preparations for the 2024 convention continue to be underway. A team of committed NCA members has been secured to serve as program planners for sessions associated with NCA's annual series: Great Ideas for Teaching Students (G.I.F.T.S.), Preconferences, Research in Progress Roundtables, Scholar to Scholar, Scholars' Office Hours, and Short Courses. These individuals are enthusiastic and eager to make contributions in their respective areas. Additionally, they have agreed to provide input on convention theme activities and virtual learning opportunities. I continue to work on securing additional team members, convention programming and special session development. I have interacted with NCA members about convention planning and look forward to engaging with the National Office team, and especially LaShawn Duckett, our new convention director.

Many thanks to the Executive Committee for the feedback, questions, and enthusiastic support of advancing virtual learning opportunities given our discussion about the information I provided in our June meeting. I have continued to work on aligning this effort with convention programming and budgeted expenditures as an enhancement to the 2024 convention.

Along with the 2024 convention work, I have attended Executive Committee Virtual Meetings in June, Executive Committee Executive Sessions, and provided additional feedback as requested.

Thank you again for the opportunity to serve, and I look forward to sharing more details and activities in future reports.

Respectfully submitted,



Jeanetta D. Sims, Ph.D., APR
NCA Second Vice President

Immediate Past President

Submitting by Roseann M. Mandziuk

Report to be given at the meeting.

National Office

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Executive Office

Submitted by Shari Miles-Cohen, Executive Director

What's New (see 2023 Self-Evaluation-for more context)

- Activities Aligned to Strategic Plan
- Goal Tracker Dashboard
- Remediation of Charitable Registration Withdrawal
- Soliciting and Utilizing Member Feedback to Inform Programming and Processes
- UN Application Submitted and Under Review
- New Membership Director
- Piloting Revenue Generating Programming at Convention
- Conversation with CEO
- NCA Summer Internship Program
- Web Redesign Finalists
- Chief Diversity Officer Search
- Promotion and Compensation Transparency
- Elevating Presence in Washington, DC

Communications and Public Engagement Department

Submitted by Patrick West, Web & Digital Media Associate

Spectra

We rolled out a May/June issue of Spectra. Since its release date of June 23, it has received 2,497 pageviews. The theme for the next issue in August is “School Restarting,” and we are finalizing a timeline for the Spectra issues for the rest of the year.

COMMNotes

We are currently in the process of hiring a Communications Manager who will take over COMMNotes, but it is currently sent out by the research department. On average, COMMNotes reached 12,500 subscribers and has a 48% open rate.

Social Media

Our social media posts in the last 30 days have seen a significant rise in engagement. Across all active platforms (Instagram, Twitter, Facebook, LinkedIn) our number of posts have increased by 100%, our engagement reach has increased by 150%, and our mentions have increased by over 200%. The highest performing post during this period was a congratulatory post about followers’ papers and discussions that were accepted for the convention.

Digital Audit

A full audit of the NCA SharePoint and website are underway. The website has approximately 3,500 pages and 5,000 documents (pdfs, images, etc.) that need to be standardized. During the audit, pages and content will be kept or archived depending on current relevancy.

Website Redesign RFP

All four website redesign proposals have been received. Shari, Jen, and Patrick are working through information to bring in finalists for a formal interview.

Communication Matters Podcast

We have reached back out to Jesse Erickson, curator and department head of printed books and bindings, at the Morgan Library and Museum. We also posted a call on social media to start a list of prospective guests and building timeline for episodes through the end of the year.

Brand Guide

We are working on an updated brand and style guide to standardize text, formatting, colors, and designs across the organization.

Submitted by LaShawn Duckett, Director of Convention and Meetings

Since joining the team about two months ago, I am familiarizing myself with all things NCA, onboarding new vendors and connecting with existing vendors, reviewing Kristin Yednock's transition documents, reviewing the strategic plan, thinking through process improvements, and actively planning the convention (including leading daily meetings focused on delegating tasks and receiving updates).

Staffing

Staffing the Conventions and Meetings department is of utmost importance. I plan to hire a Meetings Assistant before the 109th Annual Convention. I appreciate the entire NCA staff for assisting me with getting acclimated, instilling a spirit of camaraderie, and providing support in the following ways:

- Bianca Bush – introduction to NCA culture and processes, venue and meal selections for the August EC Meeting, prioritizing convention and meetings tasks with the interns, and advertising the Meetings Assistant position
- Dane Claussen – providing historical context for sessions, co-leading the Summer Youth Employment Program (SYEP) to bring interns to support staff, and allowing Hannah to work cross-functionally between our departments
- Justin Danowski – familiarizing me with all things NCA, providing AMS training, being my go-to person for historical information, setting up convention registration, and assisting with the August EC logistics
- Pene Durham – venue and meal selections for the August EC Meeting
- Shari Miles-Cohen – integrating me into the organization and creating a sense of belonging, making introductions, explaining expectations and setting goals, and always being available for questions
- Jennifer Fletcher – providing daily convention support, including but not limited to site visits, programming, manning the convention inbox, developing the GSOH and Career Center applications on Impexium, designing and sending newsletter and email communications via Higher Logic, and assisting with convention registration (while juggling her department's tasks)
- Ebone Jameison – integrating me into the organization and screening Meetings Assistant candidates
- B. Denise Hawkins – copy-editing documents, providing example convention messaging, co-leading the SYEP to bring interns to support staff
- Hannah Hayes – providing daily convention support, including but not limited to site visits, programming, collecting obituaries, manning the convention inbox, merging duplicate records, processing submission changes, and assisting with processing applications (while juggling her department's tasks)
- Arnyae Neal – providing ideas on how to market the convention, researching text app options to boost convention attendee interaction, researching AMS options that will include increased registration options, and allowing Jennifer to work cross-functionally between our departments
- Joe Ritchie – budget development training and setting up merchant accounts for exhibit, advertisement, and sponsorship sales
- Patrick West – assisting with making modifications to the convention's online content, marketing the convention on social media, and providing ideas on how to boost engagement in these areas

109th Annual Convention

- Registration and Housing:
 - In-person registration and housing for the convention opened on July 20, 2023. As of writing this, 132 people have registered, and 12% of our block has been used. A formal announcement was sent on July 24, 2023.
 - A virtual registration process is being developed and will open once virtual programming has been finalized, pending the approval of the virtual registration fee proposal.
 - Added the following to the registration process:
 - Required registrants to submit emergency contact information so that NCA staff can contact the listed person during a health or safety emergency.

- Added an optional mobile opt-in. The goal is to use this to help attendees better engage with NCA during the convention.
- Program Planning:
 - Meet weekly with First Vice President, Marnel Niles-Goins, to learn expectations and plan the convention.
 - Conducted a site visit focused on program planning.
 - Accept/decline notifications were sent by program planners the week of July 3rd. A total of 4,080 submissions were received, a 1.5% decrease from 2022.
 - Scheduling of the 109th Annual Convention program is in progress. We expect to have a program preview in late August.
 - We are in the process of finalizing virtual program options. Relevant updates can be provided at the August Executive Committee Meeting.
 - In the process of finalizing a third plenary session.
 - Collaborated with First Vice President, Marnel Niles-Goins to establish NCA's first-ever Camp NCA powered by Kiddie Keepers.
 - Worked with our decorator to modify the exhibit hall floorplan and am in the process of establishing the show look.
- Marketing & Engagement:
 - The July convention newsletter was sent on July 24, 2023, announcing registration and housing, first-time attendee resources, accessibility, thanking program planners, emphasizing special sessions with community organizations, and when the convention program will be available. We are working on content for the August newsletter.
 - Social media posts highlighting the convention will begin the week of July 24th.
 - In the coming weeks, I will strategize with NCA's Strategic Communications Consultant to develop a convention marketing plan.
- Exhibits, Sponsorships, and Advertisements:
 - Working towards enhancing non-dues revenue by:
 - Onboarding Profitable Association Inc (PAI), who is responsible for increasing our exhibit, advertising, and sponsorship revenue.
 - In the process of securing an agreement with Kendall Hunt (Day of Service sponsor).
 - In the process of developing GSOH registration. The goal is to have this open by mid-August.
 - In the process of converting PDF applications into online applications (for exhibitor badges, meeting space requests, and reception requests)

110th Annual Convention

- In the process of scheduling an initial planning call with Second Vice President Jeanette Sims to begin discussing the 110th Annual Convention in New Orleans, LA.
- Submitted budget for FY 24.

Governance Department

Submitted by Justin Danowski, Director of Governance

The Governance Department has continued its work supporting volunteer leadership as needed and provided continued member support and enhancement by ensuring commonly asked queries are answered in an expedient manner.

Over the last couple of months, I have worked with the convention team to ensure convention registration opened in July. Working in our AMS, I updated the registration form, preconferences, short courses, and conducted thorough testing to ensure everything was working properly.

Award Nominations

Reviews are ongoing with all decisions due by September 3. For the third year in a row, NCA will be using Rivanna Designs as our plaque company. Rivanna is a small, woman-owned business in West Virginia that supply professional looking, ecofriendly bamboo plaques.

Interest Group Review and Update

I am currently working on proposals as Shari and I think through Interest Group workflow and commitments. Proposals currently under consideration:

- Virtual Elections
- Removal of the current five free divisions/sections and instead charging for each with a total amount being allocated for expendable funds.
- Award nomination/review process through NCA awards portal, OpenWater

Nominating Committee

The call for nominations for 2nd Vice President, Legislative Assembly, and Leadership Development Committee was posted in February:

<https://www.natcom.org/calendar/2023-call-nominations-nca-second-vice-president-large-members-legislative-assembly-and>

Nominating Committee Chair, Carolyn Calloway-Thomas, is working with other committee members to solicit nominations. The deadline to complete the slate of candidates is in September.

Leadership Development Committee

Work on the committee is ongoing. All submissions will go through the OpenWater portal where nominees and nominators can easily submit materials.

The call for nominations opened on July 31.

[2023 Leadership Development Committee Call | National Communication Association \(natcom.org\)](#)

Committee members will have access to all materials prior to the November meeting where initial reviews can be conducted.

Policy Manual

I am working with Immediate Past President, Roseann Mandziuk, on policy manual revisions.

Membership Department

Submitted by Arnyae Neal, Director of Membership and Membership Services

- The Membership department is reviewing new Association Management Systems (AMS)
 - The department has also talked with other associations to learn more about their current AMS and how it works for their association's needs.
- The Membership department is also reviewing how to maximize the current AMS for the association's needs.
- The department is currently evaluating Affinity programs as a non-due revenue stream and increased member benefits.

Membership Numbers: January 2023 as compared to July 2023.

January 2023		July 25, 2023	
Total Individual Membership	5792	Total Individual Membership	5702
Life	326	Life	327
Retired	473	Retired	474
Regular Members	2408	Regular Members	2398
Regular Three years	418	Regular Three Years	455
Regular Two Years	452	Regular Two Years	440
Student	1715	Student	1608
Department Membership	247	Department Memberships	231
Student Organizations		Student Organizations	
Lambda Pi Eta	232	Lambda Pi Eta	443
(Renew period ongoing)			
Sigma Chi Eta	5	Sigma Chi Eta	17
(Renew period ongoing)			

Research, Publications, and Professional Advancement Department

Submitted by Dane S. Claussen, Ph.D., MBA, Director of Research, Publications, and Professional Advancement
Hannah Y. Hayes, Research Assistant, M.A.

The National Office staff has continued to work with Teaching and Learning Council on the project of updating the NCA's doctoral programs database, and the survey of doctoral pro-gram directors about what to include is close to being executed via SurveyMonkey. Work continues on the advocacy kits project and remaining details of the Summer Chairs Institute on the foundational course, to be held on preference day Wednesday in November.

Taylor & Francis still has not provided to NCA the "5+ year plan across its [NCA] journals," mentioned in the previous department report, to start discussions about a possible NCA policy for optional open data set statements in NCA journals. Once that is in hand, we hope that the Publications Council will start discussing a proposal—in consultation with the Research Council—that, if passed, will go to the Executive Committee.

Dane had a discussion with Suzanne Richardson, of the books division of Taylor & Francis, about continuing NCA's practice of publishing short books based on important and interesting research articles in NCA journals. Taylor & Francis and the research/publications department will both be on the lookout for promising articles; Richardson has already suggested several but points out that historically only about 10% of journal article authors approached by T&F have been interested in considering expanding an article into a short book.

Hannah Hayes has been doing a masterful job on the daily COMMNotes emails (with their ~50% open rate) for the Communications & External Affairs Department, gathering jobs data, reminding grant recipients about final reports, and more while spending the vast majority of her time the last couple of months on loan to the Convention and Meetings department to work on convention planning, scheduling, etc.

Dane will be a panelist for the "Presidential Panel Session: Fostering Freedom & Defending Democracy: AEJMC's Impact Over 110 Years and Beyond," Tuesday, August 8, at the Association for Education in Journalism & Mass Communication (AEJMC) convention in Washington. Other panelists are Jim Brady, Knight Foundation; Carl Cannon, Real Clear Politics; Howard Mortman, C-SPAN; Jay Rosen, New York University/PressThink; Eddith Dashiell, Ohio University; and Hong Cheng, SIU-Carbondale, with moderation by AEJMC Pres. Deb Aikat (University of North Carolina at Chapel Hill).

Dane also recently published the short essay, "The Importance of Journalism Today," in *Issues in Contemporary American Journalism*, edited by Hans C. Schmidt (Routledge, 2023).

National Communication Association
Statement of Financial Position
As of June 30, 2023 & December 31, 2022

	<u>June 30, 2023</u>	<u>December 31, 2022</u>
ASSETS		
Current Assets		
Cash and Cash Equivalents	\$ 333,689	\$ 769,199
Accounts Receivable	1,027	117,620
Prepaid Expenses	45,543	97,271
Total Current Assets	<u>380,259</u>	<u>984,090</u>
Investments	7,326,770	7,207,858
Property & Equipment	1,149,827	1,187,592
TOTAL ASSETS	<u><u>\$ 8,856,856</u></u>	<u><u>\$ 9,379,540</u></u>
LIABILITIES AND NET ASSETS		
LIABILITIES		
Current Liabilities		
Accounts Payable	\$ 31,847	\$ 264,935
Accrued Liabilities	2,071	7,973
Total Current Liabilities	<u>33,918</u>	<u>272,908</u>
Deferred Liabilities	184,029	272,270
TOTAL LIABILITIES	<u>217,947</u>	<u>545,178</u>
NET ASSETS		
Without donor restrictions	7,760,088	7,955,541
With donor restrictions	878,821	878,821
TOTAL NET ASSETS	<u>8,638,909</u>	<u>8,834,362</u>
TOTAL LIABILITIES AND NET ASSETS	<u><u>\$ 8,856,856</u></u>	<u><u>\$ 9,379,540</u></u>

**National Communication Association
Statement of Activities
For the Six Months Ended June 30, 2023**

	6/30/2023	Year Ending 12/31/2023		Percentage of Annual Budget
	Actuals	Annual Budget	Budget Remaining	
Operating Revenue				
Membership Dues	\$ 194,673	\$ 688,750	\$ (494,077)	28%
Convention Revenue	20,635	945,800	(925,165)	2%
Extra Unit Affiliation	1,350	8,000	(6,650)	17%
Student Orgs - Renewals, Fees, & Sales	129,423	276,000	(146,577)	47%
CIDD Revenue	-	25,000	(25,000)	0%
Advertisement Income	45,552	144,000	(98,448)	32%
Subscription & Publication Sales	2,540	15,500	(12,960)	16%
Editor Stipends	158,398	150,000	8,398	106%
Royalties	445,929	927,000	(481,071)	48%
Contributions	-	5,000	(5,000)	0%
Miscellaneous Income	77	5,000	(4,923)	2%
Total Operating Revenue	998,577	3,190,050	(2,191,473)	31%
Operating Expenses				
Salaries & Benefits	665,522	1,796,100	1,130,578	37%
Professional Services	309,904	475,200	165,296	65%
Advertising	10,645	32,000	21,355	33%
Taxes	28,713	65,000	36,287	44%
Interest Groups	-	50,720	50,720	0%
Awards	409	48,500	48,091	1%
Grants & Sponsorships	60,500	261,000	200,500	23%
Student Orgs - Membership & Merchandise	5,793	13,500	7,707	43%
Travel & Meetings	146,275	221,000	74,725	66%
Communication & Outreach	120	22,000	21,880	1%
Food & Beverage	5,908	145,000	139,092	4%
Audio & Visual	80	225,000	224,920	0%
Building Maintenance & Utilities	34,759	95,600	60,841	36%
Office Expenses	7,381	123,000	115,619	6%
Information Technology	69,826	159,500	89,674	44%
Bank & Credit Card Fees	5,208	54,200	48,992	10%
Dues & Subscriptions	54,757	141,470	86,713	39%
Insurance	14,917	35,200	20,283	42%
Editor Stipends	92,000	184,000	92,000	50%
Public Programs	-	9,500	9,500	0%
CIDD Expenses	13,755	25,000	11,245	55%
Depreciation Expense	40,866	110,000	69,134	37%
Other	881	38,500	37,619	2%
Total Operating Expenses	1,568,219	4,330,990	2,762,771	36%
Change in Net Assets - Operations	(569,642)	(1,140,940)	571,298	
Non-Operating Activity				
Investment Return, net of fees	374,189	-	374,189	
Total Non-Operating Activity	374,189	-	374,189	
Total Revenue	1,372,766	3,190,050	(1,817,284)	
Total Expenses	1,568,219	4,330,990	2,762,771	
Change In Net Assets	\$ (195,453)	\$ (1,140,940)	\$ 945,487	

Submitted by Jim Cherney

Following Cerise I. Glenn's resignation, and as approved by this council, I will now serve as the IDEA Council Chair until December 31, 2024.

Report of IDEA Council Activities

1. We planned three panels for the 2023 NCA Convention, titled as follows: "Freedom to Live: Contextualizing Marginalized Peoples Perpetual Brutality and Battles from the Domestic and International Terroristic Acts of Law Enforcement," "Freedom to Teach and Learn: Resisting Education Censorship Bills," and "Intimate Freedoms: Building Decolonial Relations across Communicative Contexts."

2. We evaluated candidates for two of our awards, and unanimously selected winners for the IDEA Engagement Award and IDEA Scholarship Award. We did not receive any nominations for the Shawn D. Long IDEA Program Award.

3. A subcommittee reviewed existing language, wrote, and submitted new questions regarding identity, diversity, and access for the NCA climate survey. Our proposed language to replace the current Background Information section reads:

1. On a scale of 1-5, where 1 is the lowest rating and 5 is the highest, how do you assess overall inclusive excellence in the current climate of NCA as it pertains to historical disenfranchised members?

2. On a scale of 1-5, where 1 is the lowest rating and 5 is the highest, how do you assess the commitment of the units to which you belong (divisions, sections, and caucuses) to inclusive excellence as it pertains to historical disenfranchised members?

3. Please identify any obstacles to realizing IDEA values for you as a member of NCA.

[Open ended]

4. Please identify any obstacles to realizing IDEA values that are faced by one or more of the NCA units to which you belong.

[Open ended]

5. Please identify any legislative or policy-related obstacles to realizing IDEA values at your affiliated institution(s).

[Open ended]

6. Please identify one or more actions that NCA should take to resolve one or more obstacles to realizing IDEA values.

[Open ended]

7. Please select one or more of the following with which you identify.

American Indian, Alaska Native, and/or Indigenous

Arab American, Middle Eastern, or North African

Asian or Asian American

Bi/Multi-racial

Black or African American
Latino/a/x or Spanish Origin
Native Hawaiian or Other Pacific Islander
Southeast Asian
White or European American
I prefer not to answer
Other (please specify) [Open ended]

8. Please select the terms you use to describe your current gender identity within this organization. Select as many as are relevant.

Woman
Man
Transgender
Cisgender
Nonbinary
Agender
Genderqueer
Two-spirit
I prefer not to answer
I prefer to self-describe [Open ended]

9. Please select one or more you use to describe your current sexual identity.

Asexual
Bisexual
Gay
Lesbian
Pansexual
Queer
Heterosexual
Two-spirit
I prefer not to answer
I prefer to self-describe [Open ended]

10. Please select one or more of the following affirming pronouns you use.

She/Her/Hers
He/Him/His
They/Them/Theirs
I prefer not to answer
I use these pronouns [Open ended]

11. Select one or more of the following disability classifications that you currently apply to yourself. Please disregard whether or not you request any related accommodations or publicly identify the condition(s).

A vision disability
A hearing disability

- A communication disability
- A learning disability
- A psychological disability
- A neurological disability
- An intellectual disability
- A chronic health disability
- A mobility/orthopedic disability
- A mental disability
- A developmental disability
- A disability not listed above [Open ended]
- I do not have a disability
- I prefer not to answer

12. Do you currently have one or more health and/or physical conditions that makes it difficult, impossible, and/or dangerous for you to attend the NCA convention?

- Yes
- No
- I prefer not to answer
- Optional: I prefer to name or describe my condition(s)

Mentorship and Leadership Council

No report for the August EC meeting.

Publications Council

No report for the August EC meeting.

Research Council

No report for the August EC Meeting.

Teaching and Learning Council

Submitted by Vinita Agarwal

Chair: Vinita Agarwal, Salisbury University

Chair-Elect: Katherine Thweatt, State University of New York, Oswego

Council members: Qingwen Dong, University of the Pacific; Jon Hess, University of Tennessee; Sandy Pensoneau-Conway, Southern Illinois University, Carbondale; Andrea Vickery, State University of New York, Oswego; David Yastremski, Ridge High School

NCA Liaison: Dr. Dane Claussen

National Office Research Assistant: Hannah Y. Hayes

TLC Chair's Report

The TLC is focusing on Goal 2 and its objectives of NCA's Strategic Plan in 2023. Below is a summary of our action items from our monthly virtual meetings (February–July 2023) thus far:

1. **NCA Foundational Course Resolution:** Approved by LA.
2. **Advocacy Toolkits:** Initiated in 2023. Topics under discussion include Freedom of Expression (Vinita), DEI (Qingwen), Foundational Course (Jon & Sandy), Bullying (Katherine), and K-12 advocacy (David). Will be ongoing every year.
3. **TLC's 2023 NCA Convention Programming:** Three panels are being paneled by the TLC for including (a) Professional Identity: Crafting a Scholarly Narrative; (b) Countering anti inclusivity: How educators can nurture inclusive learning when legislators are passing anti- DEI measures; (c) How did we get here? Re-examining NCA's Commitment to K-12.
4. **NCA 2023 Teaching Awards:** The Donald H. Ecroyd Award for Outstanding Teaching in Higher Education (N=3), Marcella E. Oberle Award for Outstanding Teaching in Grades K- 12 (N=2), and Michael and Suzanne Osborn Community College Outstanding Educator Award (N=1). These have been ranked by TLC members. Awardee blurbs will be submitted.
5. **Short Course at NCA Convention for Graduate Program Directors:** Titled "Strategies and Tactics for Cultivating Graduate Teaching Assistants (TAs) in Communication Program."
6. **Doctoral Program Database Development:** The survey for items to be included in NCA's doctoral program database are currently being finalized. The survey will be sent out over July 2023 to doctoral program directors from NCA for feedback; the final survey will be distributed and uploaded on NCA's website by December 2023. It will thereafter be maintained annually by NO and TLC.
7. **K-12 Workgroup:** In line with EC leadership feedback, this will be a TLC sub-workgroup coordinated by Dane to implement any initiatives that come through the work group. The workgroup will start meeting July 2023.
8. **Integration with Publication/Research:** meetings with Communication Education and Communication Teacher editors for synergizing TLC panels and editorial foci. On the agenda:
9. **TLC Website Analytics:** Discussion on this is expected to be initiated once the doctoral program workgroup is accomplished.

Respectfully submitted,
Vinita Agarwal

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