



Meeting of the NCA Legislative Assembly
November 2023
National Harbor, Maryland

Presiding: Walid Afifi, NCA President

[Wednesday, November 15, Noon – 4 p.m. Eastern](#)
[Saturday, November 18, 8 a.m. – 10 a.m. Eastern](#)
Maryland Ballroom A – Convention Center, Ballroom Level

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Land Acknowledgement

Land Acknowledgement from the National Communication Association

NCA would like to acknowledge the land at the Gaylord National Hotel 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”

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Conflict of Interest Policy

All members of the Legislative Assembly must sign the NCA conflict of interest policy.

Members of the Legislative Assembly of the National Communication Association (“NCA”) and key employees each have an affirmative obligation to act at all times in the best interests of NCA. This policy serves to define the term “conflict of interest,” to assist members of the Legislative Assembly and key employees in identifying and disclosing such conflicts, and to minimize the impact of such conflicts on the actions of NCA whenever possible. (Collectively, this policy will refer to members of the Legislative Assembly and key employees as “Covered Officials.”)

Fiduciary duty. Each Covered Official has a fiduciary duty to ensure business is conducted without conflict to the interests of NCA. When acting within the capacity of a Covered Official, that person must subordinate personal, business, third-party, and other interests to the welfare and best interests of NCA.

Conflict of interest defined. A “conflict of interest” is any transaction or relationship which presents, or may present, a conflict between a Covered Official’s obligations to NCA and personal, business, or other interests.

Disclosure. The National Office recognizes that conflicts of interest are not uncommon, and that not all conflicts of interest are necessarily harmful to NCA. However, per NCA policy, the National Office requires full disclosure of all actual and potential conflicts of interest. Each Covered official shall disclose any and all facts that may be construed as a conflict of interest, both through an annual disclosure process and whenever such actual or potential conflict occurs.

Process and remedy. The Executive Committee will determine whether a conflict of interest exists, and whether such conflict materially and adversely affects the interests of NCA. A Covered Official whose potential conflict is under review may not debate, vote, or otherwise participate in such determination. If the Executive Committee determines that an actual or potential conflict of interest does exist, the Executive Committee shall also determine an appropriate remedy. Such remedy may include, for example, the recusal of the conflicted Covered Official from participating in certain matters pending before the Legislative Assembly or other NCA bodies.

Annual disclosure process. On an annual basis, each member of the Legislative Assembly and key employees shall be provided with a copy of this policy and shall complete and sign the acknowledgement and disclosure form below.

Please click on the link below to fill out the form.

[Conflict of Interest Form | National Communication Association \(natcom.org\)](#)

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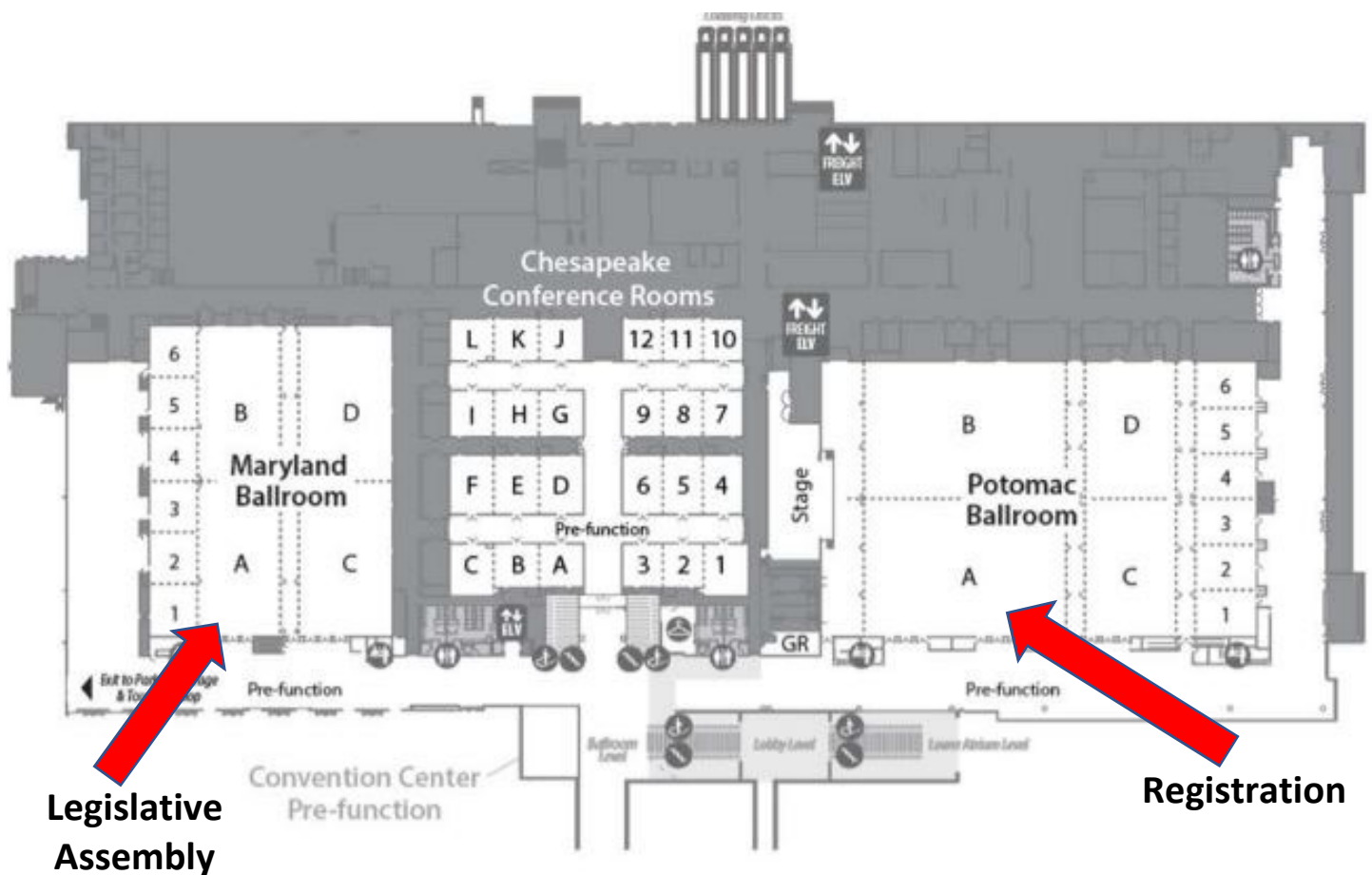
Logistics

The NCA Legislative Assembly meeting will be held in the Maryland Ballroom A – Convention Center, Ballroom Level.

- ***You MUST pick up your convention badge at registration before signing in at the Maryland Ballroom A entrance.***
- ***You MUST fill out a conflict of interest form either online or at the sign in desk before entering Maryland Ballroom A.***
- ***You will not be able to enter the LA session until you receive your convention badge.***
- ***Please make sure you are registered for the convention.***

NOTE: All LA members are required to be NCA members at the time of the meeting.

<https://www.marriott.com/en-us/hotels/wasgn-gaylord-national-resort-and-convention-center/overview/>



Gaylord National, Maryland A – Convention Center, Ballroom Level

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Hotel Reimbursement for One Night

All Legislative Assembly members who sign in at the Wednesday LA session will be reimbursed the equivalent of one night's stay at the Gaylord National.

The National Office will contact LA members in early December with more details about reimbursement.

NOTE: For this year only, LA members do not need to stay at the Gaylord National. For future years, LA members will need to stay in the hotel room block the Tuesday or Wednesday of convention week.



Legislative Assembly members MUST sign in at the entrance of Maryland Ballroom A.

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2023 Legislative Assembly Members

(For 2023, there are 181 LA slots and as of November 9, 169 members have been confirmed)
Members representing two or more slots only receive one vote.

Name	Affiliation/Interest Group
Austin, Jasmine T.	Activism and Social Justice Division
Sanford, Amy Aldridge	Activism and Social Justice Division
Webber, Katrina	Activism and Social Justice Division
Watkins-Dickerson, Dianna	African American Communication and Culture Division
Albrecht, Michael Mario	American Studies Division
Washington, Demi	American Studies Division, Communication Assessment Division
Braddock, Kurt	Applied Communication Division
Pyle, Andrew	Applied Communication Division
Sellnow-Richmond, Deborah D.	Applied Communication Division
Newby, Kenneth A.	Argumentation and Forensics Division
Walters, Heather L.	Argumentation and Forensics Division
Chuang, Andy Kai-chun	Asian / Pacific American Caucus
Ban, Zhuo	Asian / Pacific American Communication Studies Division
Na, Ali	Asian / Pacific American Communication Studies Division
Diles, Monica Norton	Association for Communication Administration
Munz, Stevie	Basic Course Division
Welch, Jessica R.	Basic Course Division
Gordon, Nickesia	Black Caucus
Baker-Brown, Clover M.	Caribbean Communication Caucus
Johnson, Deryl	Caucus on Lesbian, Gay, Bisexual, Transgender and Queer Concerns, Theatre, Film, and New Multi-Media Division
Beck, Christina S.	Central States Communication Association
Denker, Katherine J.	Central States Communication Association
Wang, Tiffany R.	Central States Communication Association
Anderson, Lindsey B.	Communication and Aging Division
Gettings, Patricia	Communication and Aging Division
Lambertz-Berndt, Megan M.	Communication and Law Division
Rasmussen, Hilary A.	Communication and Law Division
Desnoyers-Colas, Elizabeth F.	Communication and Military Division
Scott, Amber Lynn	Communication and Military Division
Carpenter, Christopher J.	Communication and Social Cognition Division
Hahn, Lindsay	Communication and Social Cognition Division

Cranmer, Gregory A.	Communication and Sport Division
Richmond, Julia C.	Communication and Sport Division
Merrill Jr., Kelly R.	Communication and the Future Division
Rainear, Adam Michael	Communication and the Future Division
Horn, Dakota	Communication Anxiety and Apprehension Division
Prentiss, Suzy	Communication Anxiety and Apprehension Division, Instructional Development Division
Hastings, Sally O.	Communication as Social Construction Division
Rascon, Natasha A.	Communication as Social Construction Division
Wadud, Mushfique	Communication Assessment Division
Knight, Misty L.	Communication Centers Section
McDermott, Victoria Marie	Communication Centers Section
Deluliis, Sarah M.	Communication Ethics Division
Mancino, Matthew P.	Communication Ethics Division
Nash, John R.	Community College Section
Pettigrew, Amanda	Community College Section
Levina, Marina	Critical and Cultural Studies Division
McCann, Bryan J.	Critical and Cultural Studies Division
Mejia, Robert	Critical and Cultural Studies Division
Washington, Myra S.	Critical and Cultural Studies Division
Kallman, Davi Israel	Disability Issues Caucus
Holden, Tracey Quigley	Eastern Communication Association
King, Mary E.	Eastern Communication Association
Putman, Angela L.	Eastern Communication Association
Colombini, Crystal	Economics, Communication, and Society Division
McDonald, Robert Olen	Economics, Communication, and Society Division
Crisson, Roberta	Emeritus/ Retired Members Section
Lerstrom, Alan C.	Emeritus/ Retired Members Section
Endres, Danielle E.	Environmental Communication Division
Thomas, Mariko Oyama	Environmental Communication Division
Arnold-Patti, Abby Marie	Ethnography Division
Huff, Billy G.	Ethnography Division
Britt, Lori Leonard	Experiential Learning in Communication Division
Friesen, Karyn I.	Experiential Learning in Communication Division
Scharp, Kristina M.	Family Communication Division
Horstman, Haley Kranstuber	Family Communication Division
Manning, Jimmie	Family Communication Division, NCA Finance Committee, Interpersonal Communication Division
Dasgupta, Satarupa	Feminist and Gender Studies Division

Hernandez, Leandra Hinojosa	Feminist and Gender Studies Division
Upton, Sarah	Feminist and Gender Studies Division
Medeiros, Ben	Freedom of Expression Division
Murray, Billie	Freedom of Expression Division
Anderson, Sky LaRell	Game Studies Division
Smith, Courtney	Game Studies Division
Asante, Godfried Agyeman	Gay, Lesbian, Bisexual, Transgender, and Queer Communication Studies Division
Tristano Jr., Michael	Gay, Lesbian, Bisexual, Transgender, and Queer Communication Studies Division
Whittington, Elizabeth Yvonne	Gay, Lesbian, Bisexual, Transgender, and Queer Communication Studies Division
Pilny, Andrew N.	Group Communication Division
Zanin, Alaina	Group Communication Division
Brannon, Grace Ellen	Health Communication Division
Lambert, R.J.	Health Communication Division
Ferris, Amber L.	Human Communication and Technology Division
High, Andrew C.	Human Communication and Technology Division
Sumner, Erin M.	Human Communication and Technology Division
Ogimma (Leadership Circle)	Indigenous Caucus
Thomas-Maddox, Candice	Instructional Development Division, NCA Finance Committee
Chrfi Alaoui, Fatima Zahrae	International and Intercultural Communication Division
Pindi Nziba, Gloria	International and Intercultural Communication Division
Sun, Wei	International and Intercultural Communication Division
Aloia, Lindsey Susan	Interpersonal Communication Division
McLaren, Rachel	Interpersonal Communication Division
Vickery, Andrea J.	Interpersonal Communication Division
Tarin, Carlos A.	La Raza Caucus
Gordon, Cynthia	Language and Social Interaction Division
Mikesell, Lisa	Language and Social Interaction Division
Gomez, Stephanie L.	Latino/Latina Communication Studies Division
Gutierrez-Perez, Robert	Latino/Latina Communication Studies Division
Hefner, Veronica	Mass Communication Division
Kretz, Valerie	Mass Communication Division
Tickton, Stanley D.	Mass Communication Division
Neville-Shepard, Ryan	Master's Education Section
Cherney, James L.	Master's Education Section, NCA IDEA Council Chair
Tomasovic, Susan	National States Advisory Council

Allen Catellier, Jennifer Renae	NCA Appointed -- At-Large
Guha, Pallavi	NCA Appointed -- At-Large
Juarez, Sergio Fernando	NCA Appointed -- At-Large
Mack, Ashley Noel	NCA Appointed -- At-Large
Mutua, Eddah Mbula	NCA Appointed -- At-Large
Rhea, David M.	NCA Appointed -- At-Large
Bagley, Meredith M.	NCA Elected--At-Large
Ingraham, Chris	NCA Elected--At-Large
King, Amy L.	NCA Elected--At-Large
Rudrow, Keven James	NCA Elected--At-Large
Ward Sr., Mark	NCA Elected--At-Large
Zoffel, Nicholas	NCA Elected--At-Large
Harris, Melissa Renee	NCA Elected--At-Large
Long Anderson, Mia	NCA Elected--At-Large
Martínez, Diana I.	NCA Elected--At-Large, Rhetorical and Communication Theory Division
Miles-Cohen, Shari	NCA Executive Director (non-voting)
West, Rich	NCA Finance Committee Chair
Niles Goins, Marnel	NCA First Vice President
Mandziuk, Roseann M.	NCA Immediate Past President
Moreira, Raquel	NCA Mentorship and Leadership Council
Afifi, Walid	NCA President
Chawla, Devika	NCA Publications Council Chair
Sastry, Shaunak	NCA Research Council Chair
Sims, Jeanetta D.	NCA Second Vice President
Agarwal, Vinita	NCA Teaching and Learning Council Chair
Bernard, Daniel R.	Nonverbal Communication Division
Lane, Brianna L.	Nonverbal Communication Division
Harris, Heather	Organizational Communication Division
Malvini Redden, Shawna	Organizational Communication Division
Pal, Mahuya	Organizational Communication Division
Hajjaj, Noura Ahmad	Peace and Conflict Communication Division
Vukasovich, Christian Alexander	Peace and Conflict Communication Division
Parrott, Charles T.	Performance Studies Division
Scott-Pollock, Julie-Ann	Performance Studies Division
Pabis, Marianne	Philosophy of Communication Division
Tinker, Andrew	Philosophy of Communication Division

Peacock, Cynthia	Political Communication Division
Scacco, Joshua	Political Communication Division
Winfrey, Kelly L.	Political Communication Division
Hallsby, Atilla	Public Address Division
Khan, Abraham I.	Public Address Division
Kuehl, Rebecca A.	Public Dialogue and Deliberation Division
Wolfe, Anna Wiederhold	Public Dialogue and Deliberation Division
Corbo, Angela Marie	Public Relations Division
Woods, Chelsea	Public Relations Division
Bruce, Caitlin Frances	Rhetorical and Communication Theory Division
De la Garza, Sarah Amira	Rhetorical and Communication Theory Division
Enck, Suzanne	Rhetorical and Communication Theory Division
Bennett, Patrick	Southern States Communication Association
Chatham-Carpenter, April	Southern States Communication Association
Gilchrist-Petty, Eletra	Southern States Communication Association
Jason, Malcolm	Spiritual Communication Division
Khamis, Sahar	Spiritual Communication Division
Kauer, Trevor	Student Section
Repay, Nathaniel Ryan	Student Section
Sisler, Julie Jennifer	Student Section
Crooks, Vicki L.	Theatre, Film, and New Multi-Media Division
Patton, Gregory H.	Training and Development Division
Slone, Amanda	Training and Development Division
Daggs, Joy L.	Undergraduate College and University Section
Pawlowski, Donna	Undergraduate College and University Section
Pruden, Meredith L.	Visual Communication Division
Saindon, Brent A.	Visual Communication Division
Carroll, Darrian Robert	Western States Communication Association
Givens, Ashley L.	Western States Communication Association
Gotch, Donna	Western States Communication Association
Gomez, Logan Rae	Women's Caucus

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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.

Elected Officers



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.

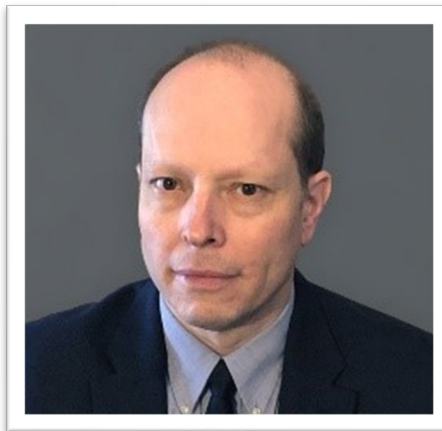
Dr. Thomas-Maddox is the former Executive Director and previous President for the Eastern Communication Association and the Speech Communication

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*.

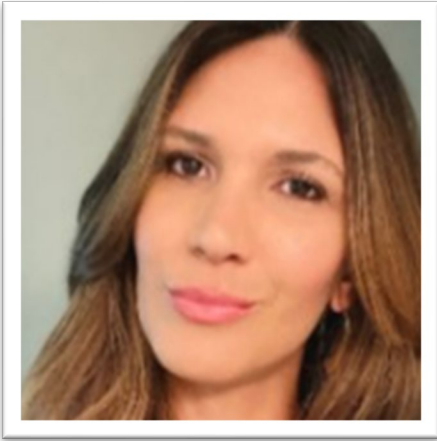
Council Chairs



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

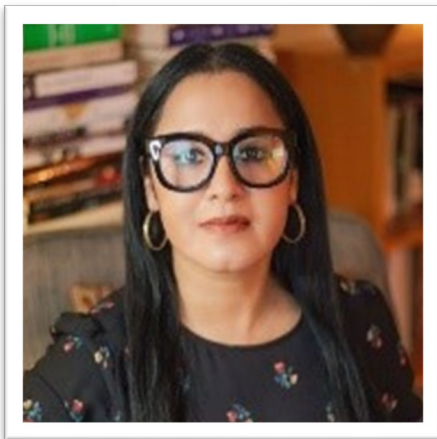
James L. “Jim” Cherney (Ph.D. Indiana University, 2003) is Associate Professor and Director of the Communication Core in the Department of Communication Studies at the University of Nevada, Reno. He reaches ableist rhetoric, particularly as it operates around access, sport, visibility, law, and popular 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.



Raquel Moreira, Southwestern University
Interim Mentorship and Leadership Council Chair
Term: July 1, 2023 – December 31, 2023
moreirar@southwestern.edu

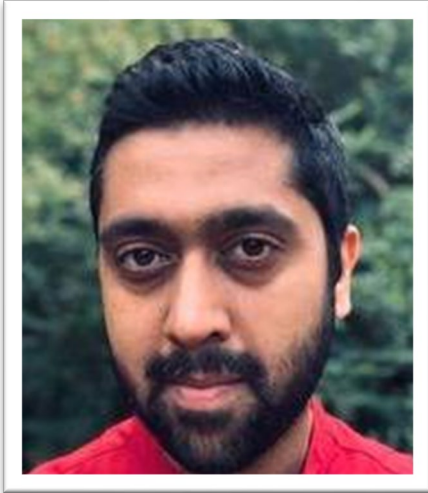
Raquel Moreira (Ph.D., University of Denver) is an Assistant Professor of Communication Studies at Southwestern University. She investigates the racialized and classed dimensions of femininities in Brazil and in the U.S., paying special attention to how performances of citizenship are constrained or enabled by embodiments of normative and peripheral femininities.



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.

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National Office Staff

[Full Staff List](#)

Executive Office



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

pdurham@natcom.org

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.



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

jdanowski@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.

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.



Kory Riemensperger
Communications Manager
(he, him, his, they, them)

kriemensperger@natcom.org

Kory Riemensperger is the communications manager at the National Communication Association. They are directly responsible for the regular publication of COMMNotes and the production of Communication Matters: The NCA Podcast, but they support the organization's various other external communication efforts.

They are also a Ph.D. candidate in the Department of Communication at the University of Pittsburgh. Their research interests include sound studies, digital communication, cyberculture, and psychoanalysis. They are currently working on a dissertation project that examines both the cultural and psychoanalytic construction of loudness in live and recorded music via sound amplification and reproduction technologies.

Kory has a B.A. and an M.A. in English and Communication from Wake Forest University, where they also taught courses on mass communication, interpersonal communication, and public speaking. They were born in Honolulu, Hawaii and moved internationally nearly 20 times before the age of 20. In their free time, Kory enjoys building computers, listening to and playing music, and international travel.



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.

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.

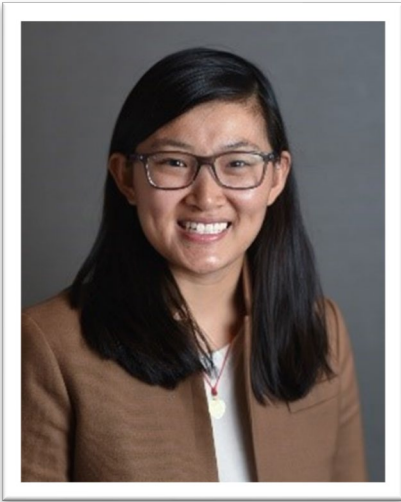
Before coming to the National Communication Association, LaShawn was the Director of Meetings at the National Science Teaching Association, where she exceeded revenue and attendance goals. Previously, she was the Director of Education, Meetings, and Special Interest Groups at the Association of Schools 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.

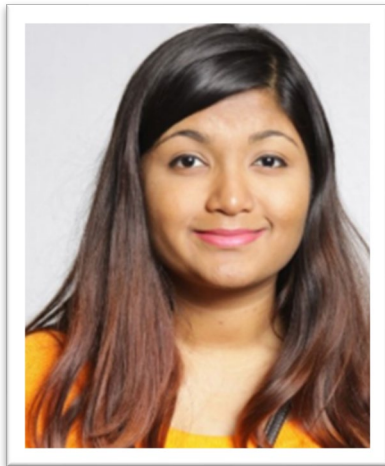


Hannah Y. Hayes, M.A.
Convention and Meetings Associate
(she, her, hers)

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.



Shuchismita Hassan
Convention and Meeting Assistant
(she, her, hers)

shassan@natcom.org

Shuchismita Hassan holds a BA in Political Science from Skidmore College and recently graduated with a Master's in Public Policy from George Mason University. She has interned for think tanks like the Atlantic Council and Center for European Policy Analysis and has published multiple articles in the realm of foreign policy. Her research interests lie in growing social capital, including welfare policy and organized labor trends, and addressing systemic inequality in the workforce.

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.



Monica Yang
Research Assistant
(she, her, hers)

myang@natcom.org

Monica Yang is the Research Assistant for the Academic and Professional Affairs, supporting the initiatives of the Research Council, Publications Council, and Teaching and Learning Council. With over seven years of experience spanning higher education institutions and museums, Yang excels in organizational development, project coordination, curriculum design, and teaching. Before joining NCA, Yang coordinated the Public Engagement, Learning, and Impact Department at the Walker Art Center in Minneapolis. There, she expanded diversity in museum visitorship through culturally-aware public programs, and developed professional training programs for teaching artists of color.

Yang holds a Bachelor's in Education Studies from Brown University where she advocated for and successfully established the Undocumented, First-Generation and Low-Income Student Center (U-FLi Center). It is the first center of its kind among the broader Ivy League that not only provides support for academic, financial, and career development, but also reshapes the campus culture by affirming the intersectional identities of U-FLi students.

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
Membership 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.

Finance & Administration Department



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

jritchie@natcom.org

Joe has over 12 years of public accounting experience. He is the lead on multiple client engagements, assisting in month-end closes, financial consolidation, financial analysis and reporting, and preparation of annual budgets. Joe is the main point person during client audits and maintains clients' internal control policies, as well oversees his engagement teams and client staff in daily operating functions. Joe also acts in the Chief Financial Officer and Director of Finance Role for multiple clients. Joe has managed and overseen the implementation of the Intacct Accounting System and other applications implementations, such as BILL with a variety of clients. Joe

received his Master's in Business Administration from the University of Maryland and graduated from Marist College with a Bachelor's of Science degree 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.

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Legislative Assembly & Executive Committee Meeting Schedule

2023 Legislative Assembly and Executive Committee Meeting Schedule

- November 15 Executive Committee Meeting
- November 15 and 18 (109th NCA Convention, National Harbor) Legislative Assembly Meeting
- December 18 – Virtual Executive Committee Discussion Meeting (Convention Recap)

2024 Legislative Assembly, Executive Committee, and Regional Meeting Schedule

- January 10, 2024: Executive Committee meeting (virtual)
- **January 18 & 20: Executive Committee Meeting, Washington, DC (in person)**
- **January 19-20: Leadership Retreat, Washington, DC (in person)**
- February 14: Executive Committee meeting (virtual)
- *February 23-26: Western States Communication Association Convention, Reno, NV*
- **March 7: Conversation with the Officers (virtual)**
- March 13: Executive Committee meeting (virtual)
- *March 23-24: Eastern Communication Association Convention, Cambridge, MA*
- *April 2-7: Southern States Communication Association Convention, Frisco, TX*
- *April 3-7: Central States Communication Association Conference, Grand Rapids, MI*
- April 10: Executive Committee meeting (virtual)
- **April 12: Legislative Assembly Virtual (tentative)**
- May 8: Executive Committee Meeting (virtual)
- May Finance Committee Meeting: TBD
- **June 7: Executive Committee Meeting (virtual)**
- July 10: Executive Committee Meeting (virtual)
- **August 1: Finance Committee Meeting, Washington, DC (in person)**
- **August 2-3: Executive Committee Meeting, Washington, DC (in person)**
- September 11: Executive Committee Meeting (virtual)
- **September 26: Conversation with the Officers (virtual)**
- October 9: Executive Committee Meeting (virtual)
- October Finance Committee Meeting: TBD
- **November 20: Executive Committee Meeting, New Orleans, LA (in person)**
- **November 20 and 23: Legislative Assembly Meeting, New Orleans, LA (in person)**
- **November 21-24: 110th NCA Annual Convention, New Orleans, LA (in person)**
- December 11: Executive Committee Meeting (virtual)

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Orientation Materials

Legislative Assembly Meeting

The Legislative Assembly (LA) meets at least once a year at NCA's Annual Convention. There is typically a four-hour afternoon session the day before the convention begins, and a two-hour morning session on the third day of the convention.

The business at the LA meeting is governed by NCA's Bylaws, and its decisions are guided by NCA's strategic plan. Per the NCA Bylaws, the Legislative Assembly meeting is governed by parliamentary procedure, and the following pages provide some relevant information in that regard.

There is always some standard introductory business that is addressed by the LA at the start of the meeting. Members of the LA also participate in elections of members of the Leadership Development Committee (LDC) and vote on a slate of candidates brought to the group by the LDC. In addition, each year members are invited to submit resolutions to the Resolutions Committee for ultimate consideration by the LA. If resolutions are submitted by the relevant deadline, they are put on the agenda for discussion by the LA at the annual meeting.

Process and format for submitting proposals

The Executive Committee asked each council/committee to review proposals and provide feedback prior to each EC meeting. The chair had the option to circulate a proposal to other council/committee members for comment. Chairs were also able to respond with comments, questions, and recommendations. Please note, a council/committee was not obligated to comment on each proposal.

All proposals to the EC and LA should include:

- Summary
- Strategic Priorities
- Financial Implications
- Recommendation
- Main Motion
- Exhibits

Alternates (Proxies)

Specific language regarding proxies is not present in NCA's Bylaws but does specify how a replacement can be established.

According to Article III, Section V(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".

For example, if a group's bylaws stipulate that the Chair is also the group's LA representative, and the chair cannot fulfill their LA member responsibilities or attend the annual LA meeting, the chair must resign their position as chair and the newly elected chair may participate in the LA meeting. In short, a vacancy in the position must exist for an alternate person to represent the group; that person must be elected in the same manner as originally prescribed by the group's bylaws.

Everyone at NCA appreciates your willingness to serve on the Legislative Assembly and spend time working on the association's business. You serve in a vital leadership role for NCA—thank you! [\(Back to Agenda\)](#)

NEW FOR THIS YEAR!!! ONLINE VOTING – No more voting cards

NCA is continuing its efforts to be more eco-friendly and use less paper. To further this effort, the LA will be utilizing SLIDO for all votes during the meeting.

Voting will take place online using your smartphone or online through SLIDO.com. You do NOT need to create an account with SLIDO.

For those who do not have a smartphone or online access, paper voting cards will be available near the front of the room. Please find Justin Danowski with any questions.

TEST IT OUT BEFORE WE START!

To access the poll, scan the QR code, or open your camera, set the QR code in view and select the link.



You can also click on the link below to vote using the device you're currently on.

<https://app.sli.do/event/2r9V6r9YoWJuFhgEyoH2uy>

You only need to use the QR code once. Keep the webpage open on your phone or browser. The motions will automatically update when a vote is ready to commence. You can also refresh the webpage or re-scan the QR code as needed.

PLEASE NOTE: Only use one of the above options otherwise you will be voting twice.

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The Basics of Parliamentary Procedure

NCA Legislative Assembly abides by Robert's Rules of Order. Parliamentary procedure is simple in principle. It is based largely on common sense and courtesy. It just seems technical due to the special vocabulary used. If the vocabulary is understood, the rules are easy:

Basic Principles of Parliamentary Procedure

- Only one subject may claim the attention of the assembly at one time.
- Each proposition presented for consideration is entitled to full and free debate.
- Every member has rights that are equal to every other member.
- The will of the majority must be carried out, and the rights of the minority must be preserved.
- The personality and desires of each member should be merged into the organizational unit.

Motions

The proper way for an individual to propose that the group take a certain action is by making a motion.

Main Motions have for their object the bringing of questions, or propositions before the assembly for consideration. Only one main motion can be considered at a given time by the assembly.

Subsidiary Motions have for their object the modification or disposition of the main motion being considered. It is in order to propose them while a main motion is still before the assembly, and to vote upon them before voting upon the main motion.

Privileged Motions have no connection whatsoever with the main motion before the assembly but are motions of such importance that they are entitled to immediate consideration. The main business before the house may be temporarily set aside to address a privileged motion.

Incidental Motions arise "incidentally" out of the business of the assembly and have very common characteristics.

Process for Handling a Motion

- **A member rises and addresses the presiding officer.**
- **The member is recognized by the presiding officer.** When a member has been recognized, the member is the only member entitled to present or discuss a motion.
- **The member proposes a motion.** The motion should begin "I move that" followed by a statement of proposal. It is not permissible to discuss the merits of the motion either prior to or immediately following the formal proposal of the motion.
- **Another member seconds the motion.** The member simply states, "I second the motion." If nobody seconds the motion, the presiding officer may ask "Is there a second to the motion?" If there is none, the Presiding Officer may declare "The motion is lost for want of a second."
- **The presiding officer states the motion to the assembly.** When a motion has been properly proposed and seconded, the officer repeats the motion to the assembly. It may then be spoken of as a "question", a "proposition", or a "measure."
- **The assembly discusses or debates the motion.** To speak, a member must obtain the floor in the same manner as when presenting a motion
 - The presiding officer should show preference to the proposer of the motion.
 - A member who has not spoken has prior claim over one who has already spoken.
 - The presiding officer should alternate between proponents and opponents of the motion.

- The presiding officer should recognize a member who seldom speaks in preference to one who frequently speaks.

Discussion must be Confined to the Question that is “Before the Assembly”

The presiding officer takes the vote on the motion. Before taking the vote, the chairman ask, "Is there further discussion?" or "Are you ready for the question?" The chairman proceeds to take the vote by announcing "All in favor of the motion (STATE THE MOTION) raise your voting card and say 'aye'. The chairman then says "Those opposed raise your voting card and say 'No'."

The presiding officer announces the results of the vote. The officer announces the vote by saying "The motion is carried; therefore (STATE THE INTENT OF THE MOTION)." or if the vote is in the negative, the officer states "The motion is lost." Another motion is then in order.

Amending a Motion

The purpose of the motion-to-amend is to modify a motion that has already been presented in such a manner that it will be more satisfactory to the members. The following are common methods of amending

- By addition or insertion to add something to the motion which it did not contain.
- By eliminating or striking out to subtract or eliminate something from the original motion.
- By substitution to eliminate something from the original motion and substitute something else in its place.

An Amendment may be Hostile, but it must be Germane

A hostile amendment is opposed to the spirit of the motion to which it is applied. To be germane, an amendment must have direct bearing on the subject of the motion to which it is applied. An amendment may nullify the original motion, but if it relates to the same subject matter, it is germane.

Types of Amendments:

- Amendment of the First Rank - An amendment to the motion.
- Amendment of the Second Rank - An amendment to an amendment, that modifies and relates directly to the amendment, and NOT to the original motion.

No Amendment Beyond the Second Rank is Possible

If it is desired to amend two separate and unrelated parts of a motion, then it must be done with two amendments of the first rank. Until an amendment of the second rank is voted on no other amendment of the second rank is in order. Until the amendment of the first rank is voted upon, no other amendment of the first rank can be proposed.

Order of Voting on Amendments

- Amendments are voted upon in inverse order of proposal.
- Discussion is held and the vote is taken upon the amendment to the amendment.
- Discussion is called for and the vote is taken upon the amendment to the motion.
- When the vote on the amendment has been taken, discussion on the motion as amended is opened and when completed, a vote is taken upon the motion as amended.

Call the Question

It is a fairly common misconception that, after debate has continued for some time, if any member shouts out “Question!” or “I call the question!” debate must immediately cease, and the chair must put the pending question to a vote. This is simply not the case. Any member who wishes to force an end to debate must first obtain the floor by being duly recognized to speak by the chair and must then move the *Previous Question*. Such a motion must be seconded, and then adopted by a two-thirds vote, or by unanimous consent. It is not in order to interrupt a speaker with cries of “Question” or “Call the Question,” and even if no one is speaking, it is still necessary to seek recognition.

Executive Session

Executive Sessions are closed or special meetings within a meeting that provide an opportunity for the body to convene privately to handle sensitive and confidential issues, foster robust discourse, and strengthen trust and communication. To enter Executive Session, a motion must be made, seconded, and voted on with a majority vote to enter the closed session. Any vote taken in executive session must be reflected in the meeting minutes.

NCA’s parliamentarian is Nicole A. Learson, PRP (Professional Registered Parliamentarian).

Robert’s Rules of Order FAQs: <https://robertsrules.com/frequently-asked-questions/>

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ACTION ITEM 1 – Credentials ReportIntroductions & Credentials Report
Wednesday Session

As a member driven association, service on the LA offers a unique and valuable opportunity to not only serve NCA but also to get to know others in the Association. Please stand and introduce yourself with your name and the unit you represent.

The first report that will be given to LA members at each session is the credentials report. This report tells the Legislative Assembly how many delegates have registered for the meeting. A quorum is a majority of the total number of delegates defined in the NCA Bylaws. Once the Legislative Assembly adopts the credentials report, it is authorized to conduct business in the name of NCA.

The credentials report will be giving by First Vice President Marnel Niles Goins.

ACTION ITEM: Approval of the Credentials Report

A motion is made by First Vice President Niles Goins, which needs a second, and vote taken. A majority is required to approve the report.

To access the motion, scan the QR code, or open your camera, set the QR code in view and select the link.



You can also click on the link below to vote using the device you're currently on.

<https://app.sli.do/event/2r9V6r9YoWJuFhgEyoH2uy>

PLEASE NOTE: Only use one of the above options otherwise you will be voting twice.

For those who do not have a smartphone or online access, paper voting cards will be available near the front of the room. Please find Justin Danowski with any questions. [\(Back to Agenda\)](#)

ACTION ITEM 2 – Standing Rules

Standing Rules

Legislative Assembly representatives shall sign the roll and read and sign the conflict of interest form.

New agenda items that are not on the published agenda may only be considered after all other agenda items have been taken up and following a two-thirds vote to consider. Prior to such vote, the maker of a substantive motion may have up to two minutes to explain (not debate) the proposed motion to the body.

Motions derived from discussion items may be heard at the time of the discussion.

Other Standing Rules:

- Only Legislative Assembly members shall offer motions and vote.
- Motion forms shall be used for substantive motions and amendments, and when requested by the presiding officer.
- Delegates shall state their name and the constituency represented prior to starting to speak.
- No delegate may move the previous question (close debate) prior to an opportunity for one affirmative and one negative speech on a motion.
- During debate on a motion, affirmative and negative sides will alternate speaking turns.
- Delegates may speak for up to two-minutes when recognized. Non-members of the LA may address the LA with the permission of the presiding officer.
- The presiding officer may invite the members and guests to informally consider a motion for a specified length of time. During such time, members will be recognized to speak and will be allowed additional opportunities at the discretion of the chair. When the set time expires, the chair may take a straw poll if no motion is offered for formal consideration.
- Each NCA member who offers a resolution shall have the right to explain their resolution to the Resolutions Committee. The Resolutions Committee may: (1) endorse, (2) oppose, or (3) offer no recommendation, regarding resolutions submitted to the committee.
- The Resolutions Committee may not change the substance of motions submitted to the committee without consent of the submitter.
- The Executive Committee (EC) at an EC meeting following a convention and before the next annual convention shall review and approve the minutes of LA meetings. Copies of minutes reviewed by the EC shall be distributed to LA members serving at the next NCA convention.

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ACTION ITEM 2: Approval of the Standing Rules.

A motion must be made, seconded, and vote taken with a majority to approve the standing rules.

To access the motion, scan the QR code, or open your camera, set the QR code in view and select the link.



You can also click on the link below to vote using the device you're currently on.

<https://app.sli.do/event/2r9V6r9YoWJuFhgEyoH2uy>

PLEASE NOTE: Only use one of the above options otherwise you will be voting twice.

For those who do not have a smartphone or online access, paper voting cards will be available near the front of the room. Please find Justin Danowski with any questions.

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ACTION ITEM 3 - Agenda

**Legislative Assembly Agenda
Wednesday, November 15, 2023
12:00 P.M. – 4:00 P.M.**

Gaylord National, Maryland A – Convention Center, Ballroom Level

Agenda items and times are subject to change leading up to the approval of the agenda

INTRODUCTORY BUSINESS – 12:00 P.M.

Call to Order

Land Acknowledgement

Introductions (30 minutes)

[In Memoriam](#) (< 5 minutes)

Announcements (Conflict of Interest, Online Voting, Hotel Reimbursement)

[ACTION ITEM 1 – Credentials Report](#) (< 5 minutes)[ACTION ITEM 2 – Standing Rules](#) (< 5 minutes)

ACTION ITEM 3 – Approval of Agenda (< 5 minutes)

Association Updates (25 minutes)

[Leadership Development Committee Election Introduction](#) (< 5 minutes)**BUSINESS ITEMS**[ACTION ITEM 4 – Adoption of the 2024 Proposed Budget](#) (45 minutes)

Break for 10 minutes

[Second Vice President Candidate Statement](#) (5 minutes)

Tina M. Harris

[ACTION ITEM 5 – Proposed Interest Group: Death and Dying Division](#) (20 minutes)**INFORMATION ITEM**[ACTION ITEM 6 – Bylaws Amendment – Convention Committee](#) (10 minutes)[ACTION ITEM 7 – Bylaws Amendment – Resolutions Committee](#) (10 minutes)

Break for 10 minutes

DISCUSSION ITEMS~~EXECUTIVE SESSION (120 minutes)~~**CONCLUDING BUSINESS**

Saturday, November 18, 2023
8:00 A.M. – 10:00 A.M.
Gaylord National, Maryland A – Convention Center, Ballroom Level

INTRODUCTORY BUSINESS – 8:00 A.M.

Call to order

[ACTION ITEM 8 -- Credentials report](#) (< 5 minutes)

[Presidential Citations](#) (10 minutes)

BUSINESS ITEMS

[ACTION ITEM 9 – Leadership Development Committee Election](#) (10 minutes)

[ACTION ITEM 10 – Approval of Leadership Development Committee Slate](#) (5 minutes)

DISCUSSION ITEMS – Remainder of the time.

[DISCUSSION ITEM 11 - Membership Survey Discussion](#) (10 minutes)

Strategic Planning Discussion (60 minutes)

ACTION ITEM 3: Approval of the Agenda

A motion must be made, seconded, and vote taken to approve the agenda.

To access the motion, scan the QR code, or open your camera, set the QR code in view and select the link.



You can also click on the link below to vote using the device you're currently on.

<https://app.sli.do/event/2r9V6r9YoWJuFhgEyoH2uy>

PLEASE NOTE: Only use one of the above options otherwise you will be voting twice.

For those who do not have a smartphone or online access, paper voting cards will be available near the front of the room. Please find Justin Danowski with any questions.

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ACTION ITEM 4 – Adoption of the 2024 Proposed Budget

NOTE: The Executive Committee unanimously endorsed the 2024 proposed budget at its August meeting.

Submitted by the Finance Committee and National Office

Summary

The Legislative Assembly is being asked to review and approve the 2024 Fiscal Year Budget for NCA. Pursuant to the NCA Bylaws and NCA's policies and procedures the National Office prepared the 2024 Budget Narrative and Summary of specific budgeted items located in detail in the exhibits section.

The 2024 budget summary (as with the 2023 budget and summary) reflect realistic and informed projections of both revenue and expenses for the coming year. The 2024 budget adheres to a very conservative assumptions regarding likely revenues for the association while also working to adjust expenses to accurately reflect anticipated needs and expectations. The budget was also constructed to reflect the association's actual, material operating revenues and expenses, and removes from operating projections items and/or funds that do not factor into the operations, such as investment income, and investment fees. This is consistent with prior year budgeting. Lastly, the 2024 budget shows our investment reserve funding needed to fund the 2024 budget. We have used the investment reserves to supplement our anticipated operating loss the organization for over 10 years.

Strategic Priorities Relevant to the Proposal

While all of our strategic priorities are effected by approving our Fiscal Year budget. The below two items are key strategic priorities.

Goal 1 – Create Conditions to Support & Empower Members

Goal 4 – Cultivate a Thriving & Responsive Organization

Financial Implications

- a. Budget approval is a critical step in financial planning. It helps NCA set financial goals and allocate resources effectively.
- b. The approved budget would outline how funds will be allocated among various expenses like personnel, program costs, the convention, fundraising and administrative costs.
- c. An approved budget sets financial expectations and holds the organization accountable for adhering to the plan. It can help identify discrepancies and address financial issues promptly.
- d. The budget serves as a benchmark for financial reporting. Actual financial performance can be compared to the budget, aiding in monitoring and decision-making throughout the fiscal year.
- e. Finally, nonprofits must adhere to financial regulations and reporting requirements, and an approved budget assists in meeting these obligations.

Recommendation

The National Office recommends to approve the Fiscal Year 2024 budget. This budget has already been reviewed and endorsed by the Executive Committee this past summer.

Motion

To adopt the Fiscal Year 2024 Budget.

Background & History

NCA approves their Fiscal Year Budget annually during the Legislative Assembly meeting held at NCA's annual convention.

NCA operates currently at a fiscal year operating loss. Meaning we currently over the course of a fiscal year incur more operating expenditures than we do operating revenue. We have done so for over ten years. NCA has the financial health to do this through its investment reserves which are approximately \$8 Million. This \$8 Million reserve is partially used to offset that operating loss each year to balance out our budget. The reserves are made up of our cash on hand, investments and our property (National Office Building & Carriage House). While Cash and Investments make up most of our reserves, our building currently values at \$1 Million on our books (Recorded at cost) is one of our largest assets, valued at approximately 6-7 times more than what we purchased it for.

Financially NCA is in good financial health, which can be seen through our previous year audited financials located in the exhibit below.

Exhibits

1. Budget Summary
2. Budget Narrative
3. September 30, 2023 Financial Statements
4. Auditor Communication Letter to the Board
5. Audited December 31, 2022 Financial Statements

Exhibit 1: Budget Summary

**National Communication Association
Proposed Calendar Year 2024 Budget**

	Proposed 2024 Budget	2023 Budget	Variance
Operating Revenue			
Membership Dues	\$ 810,000	\$ 688,750	\$ 121,250
Convention Revenue	1,142,375	945,800	196,575
Royalties	955,000	927,000	28,000
Chapter Renewals, Fees & Sales	195,000	276,000	(81,000)
Career Advertisements	174,750	144,000	30,750
Editor Stipend Revenue	150,000	150,000	-
Program Revenue	22,000	25,000	(3,000)
Subscription Sales	9,500	15,500	(6,000)
Contributions	75,000	5,000	70,000
Extra Unit Affiliation	8,000	8,000	-
Other	5,000	5,000	-
Total Operating Revenue	3,546,625	3,190,050	356,575
Operating Expenses			
Salaries & Benefits	2,070,500	1,796,100	274,400
Professional Services	576,090	475,200	100,890
Advertising	27,750	32,000	(4,250)
Taxes	60,000	65,000	(5,000)
Interest Groups	50,720	50,720	-
Awards	51,500	48,500	3,000
Program Grants & Sponsorships	236,000	261,000	(25,000)
Membership Fees & Merchandise	20,000	13,500	6,500
Travel & Meetings	249,486	221,000	28,486
Communication & Outreach	50,000	22,000	28,000
Food & Beverage	130,700	145,000	(14,300)
Audio & Visual	243,000	225,000	18,000
Building Maintenance & Utilities	99,120	95,600	3,520
Office Expenses	86,820	123,000	(36,180)
Information Technology	222,620	159,500	63,120
Fees	42,639	54,200	(11,561)
Dues & Subscriptions	154,950	141,470	13,480
Insurance	33,270	35,200	(1,930)
Editor Stipends	184,000	184,000	-
Program Expenses	25,000	34,500	(9,500)
Depreciation Expense	114,200	110,000	4,200
Miscellaneous	59,200	38,500	20,700
Total Operating Expenses	4,787,565	4,330,990	456,575
Change in Net Assets - Operating Surplus/(Loss)	(1,240,940)	(1,140,940)	(100,000)
Investment Reserve Funding			
Strategic Planning Priorities	300,000	400,000	(100,000)
Operating Reserve Funding	940,940	740,940	200,000
Total Non-Operating Revenue	1,240,940	1,140,940	100,000
Total Revenue	4,787,565	4,330,990	456,575
Total Expenses	4,787,565	4,330,990	456,575
Change in Net Assets - Surplus/(Loss)	\$ -	\$ -	\$ -

National Communication Association
Proposed Calendar Year 2024 Budget by Function

	Proposed 2024 Budget	2023 Budget	Variance
Operating Revenue			
Membership Dues	\$ 810,000	\$ 688,750	121,250
Convention Revenue	1,142,375	945,800	196,575
Royalties	955,000	927,000	28,000
Chapter Renewals, Fees & Sales	195,000	276,000	(81,000)
Career Advertisements	174,750	144,000	30,750
Editor Stipend Revenue	150,000	150,000	-
Program Revenue	22,000	25,000	(3,000)
Subscription Sales	9,500	15,500	(6,000)
Contributions	75,000	5,000	70,000
Extra Unit Affiliation	8,000	8,000	-
Other	5,000	5,000	-
Total Operating Revenue	3,546,625	3,190,050	356,575
Operating Expenses by Department			
General & Administrative	1,169,809	1,179,459	(9,650)
Executive Office	456,520	397,436	59,084
Research	884,241	825,550	58,691
Membership	462,985	280,000	182,985
Convention	1,308,150	1,148,681	159,469
Communications	505,860	499,864	5,996
Total Operating Expenses	4,787,565	4,330,990	456,575
Change in Net Assets - Operating Surplus/(Loss)	(1,240,940)	(1,140,940)	(100,000)
Investment Reserve Funding			
Strategic Planning Priorities	300,000	400,000	(100,000)
Operating Reserve Funding	940,940	740,940	200,000
Total Non-Operating Revenue	1,240,940	1,140,940	100,000
Total Revenue	4,787,565	4,330,990	456,575
Total Expenses	4,787,565	4,330,990	456,575
Change in Net Assets - Surplus/(Loss)	\$ -	\$ -	\$ -

Exhibit 2: Budget Narrative

Preamble

Pursuant to the NCA Bylaws and NCA's policies and procedures, the National Office prepared the 2024 Budget and this summary of specific budgeted items. In constructing this budget, several basic principles were followed. First, the 2024 budget and summary (as with the 2023 budget and summary) reflect realistic and informed projections of both revenue and expenses for the coming year. Secondly, the 2024 budget adheres to very conservative assumptions regarding likely revenues for the association while also working to adjust expenses to accurately reflect anticipated needs and expectations. Third, this budget was constructed to reflect the association's actual, material operating revenues and expenses, and removes from operating projections items and/or funds that do not factor into the operations, such as investment income, and investment fees. Finally, the 2024 budget shows our Investment Reserve Funding needed to fund the 2024 budget. This is consistent with prior year's budgeting.

In 2023 the National Office has efforts underway on the revenue and expense sides of the budget that informed our assumptions for the 2024 budget. This includes reinstating our state charitable registrations, hiring an entrepreneurial Convention Director and a dedicated Membership Director and engaging a consulting firm to bring in more exhibitors, advertisers, and sponsors to support the convention; expanding the products and services to benefit our members and other convention attendees; and evaluating/renegotiating/bidding contracts and consultancies to ensure the best value and service for NCA and our members. The new membership department, staffed by the director and the membership associate, in partnership with the Membership Task Force and the rest of the National office staff, will focus on recruiting, retaining, and engaging our members.

Revenue

The 2024 budget projects total operating revenue of \$3,546,625; more than the \$3,190,050 projected in 2023 (~ 10% increase).

First, NCA's revenue projections for 2024 do not include investment income. Investment income is not part of our operations and should not be counted on year to year to sustain operations. Instead, we have taken the approach to balance the budget with the funding needed to pull from our investments to sustain operations and achieve strategic planning priorities. The Investment Reserve Funding needed for Strategic Planning Priorities is \$300,000 which is \$100,000 less than the \$400,000 budgeted in 2023. The Investment Reserve Funding needed to sustain operations is \$940,940, which is \$200,000 higher than the \$740,940 projected in 2023. Overall, this comes out to an increase of overall Investment Reserve Funding of \$1,240,940, which is a \$100,000 increase over 2023.

Second, a large source of NCA's operating revenue comes from **membership dues**. A significant factor that typically influences membership levels is the location of NCA's annual convention, and NCA's budgets have usually forecasted quite conservatively to account for location-specific attributes and historical patterns. From 2017-2022 (five fiscal years), NCA averaged ~\$685,000 in membership dues revenue. 2020 is excluded from this projection since a 50% discount was applied to all membership levels due to the pandemic. This was in hopes to retain NCA members during this difficult time. The National Office conservatively budgeted NCA membership dues revenue for 2024 at \$810,000, a conservative estimate based on prior years' budgeted amounts. This assumes the retention of the current active members and factoring a 4% increase in membership, please note our membership increased 8% last fiscal year. We are also budgeting for a modest ~7% increase in membership dues fees which is in line with the consumer price index (CPI) increase at the end of 2022 for goods and services.

Third, NCA generates income from our **student organizations** through membership fees, chapter renewals, and merchandise sales. The 2024 budget forecasts revenue of \$195,000, a decrease of \$81,000 compared to the 2023 projected budget. This projected decrease is factoring in the decline in LPH and SCH membership fees revenue seen in 2022 and 2023.

Fourth, the 2024 budget assumes an increase in miscellaneous revenue. Specifically, for **career advertisements** (e.g., the NCA Career Center, CRTNET, and *Spectra*), revenue has been increasing since the end of 2021, and we are projecting to earn \$174,750 in 2023 therefore the anticipated budget for 2024 has been increased to \$174,750 from the 2023 budget of \$144,000. We have also increased our Contributions budget in 2024 from \$5,000 in 2023 to \$75,000 as we will have reinstated our charitable giving registrations with the states and plan to push fundraising efforts for donations in 2024. Also, for 2024, we expect to earn a similar amount as in 2023 in the Program Revenue, Subscriptions Sales, Contributions, and Extra Unit Affiliation factoring in minor adjustments to the budget.

Fifth, much of NCA’s **convention revenue** comes from registration fees. The 2022 convention was hosted in New Orleans; the National Office used the 2022 convention attendance as a base to come up with our convention registration attendance number for 2024 as it is held in the same location. We increased the 2022 attendance by 3% and convention registration costs by 10% to assist in recouping rising convention-related costs. In June 2023 we hired an entrepreneurial Convention Director, and in July 2023 we engaged a consulting firm to bring more exhibitors, advertisers, and sponsors to support the convention and to expand the products and services to benefit our members and other convention attendees. The 2024 budget projection is \$1,142,375 in convention revenue, a 17% increase from 2023.

Sixth, the majority of NCA’s revenue related to **publications** comes from journal royalties from Taylor & Francis and from EBSCO. In 2024 NCA will be receiving additional royalties for a new journal being published and our budget reflects a conservative estimate in expected revenue from that. In addition, NCA receives considerable support from Taylor & Francis for its editor stipends; roughly 80 percent of the editor stipends are supported by T&F. In all, NCA projects revenue from publications for 2024 to be \$1,105,000, a 2% increase from 2023.

Revenue Category	2023 Budget	2024 Budget
Membership Dues	\$688,750	\$810,000
Student Organizations	\$276,000	\$195,000
Convention	\$945,800	\$1,142,375
Publications	\$1,077,000	\$1,105,000
Miscellaneous Revenue	\$202,500	\$294,250
Total	\$3,190,050	\$3,546,625

Expenses

The 2024 budget projects total operating expenses of \$4,787,565; approximately a 10 percent increase from 2023 projection of \$4,330,990. Notably, this increase is predominantly due to the addition of two new senior-level positions

for the Director of Membership and the Director of IDEA not previously budgeted for at a full year and a full-time Senior Director, Strategic Communications. We have also seen an increase in insurance premiums for our benefits of 15%. These are accounted for in the Salaries & Benefits line item. We offset most of the costs for the Convention specifically related to engaging a consulting firm to bring more exhibitors, advertisers, and sponsors to support the convention and to expand the products and services to benefit our members and other convention attendees. The National Office has also shifted organizational to add a Membership Department to better serve the membership base. Adding new costs for member recognition, student programming, additional member communication and outreach, and budgeting for additional technology enhancements for our association management system.

Salaries & Benefits

As is the case for most service-oriented organizations (e.g., membership associations, learned societies), NCA's largest expense in this category is **compensation, benefits, and taxes**. Compensation includes salaries for 13 full-time staff members and a part-time Executive Assistant. The 2024 budget includes a salary increase pool for the staff consistent with cost-of-living adjustment as specified in NCA's policies and potentially for a modest merit-based increase or bonus. Some benefits, including retirement contributions and FICA, are tied directly to salaries. Other benefits cost the same amount for everyone or differ across individuals based on variables other than salary. These include health, dental, and life insurances. NCA is projecting 2024 **Salaries & Benefit** expenses of \$2,070,500 for compensation, benefits, and taxes: in 2023, NCA projected expenses of \$1,796,100 in this category (~13 percent increase). This increase is predominately due to the addition of the Director of Membership and the Director of IDEA positions and budgeting for a full-time Senior Director of Strategic Communications which was formerly a part-time position. We also had increases in benefit rates of 15% which is also accounted for in our projections.

Please note that Salaries & Benefits are spread amongst all the departments based on level of effort in each functional area (G&A, Executive Office, Convention, Research, Membership and Communications). While the Executive Director's time is spread amongst all functional areas, some staff are budgeted to their home department as most of their time is spent there. For example, all employees assist with the Convention.

General & Administrative Expenses

NCA is projecting 2024 general and administrative expenses to be \$1,169,809. Expenses in this category for 2023 were projected at \$1,179,459 (~1 percent decrease).

General and administrative expenses include building maintenance (e.g., utilities, janitorial services, alarm monitoring), technology (e.g., phone, internet, technical maintenance fees, computer supplies), real estate taxes, credit card and other professional fees, legal, accounting, human resources and design services, organizational insurance, training, and general office expenses. Though the expenses are capitalized and reflected in our depreciation budget, we have budgeted for building renovations and a new website as major investments in NCA's future in 2024.

Executive Office Expenses

NCA is projecting 2024 executive office expenses to be \$456,520. Expenses in this category for 2023 were projected at \$397,436 (~13 percent increase).

The major categories of expenses in this area are for **meetings and events** and **governance/National Office travel**. In 2024, NCA plans to have the January Leadership Retreat and August Executive Committee meetings and all planned National Office Travel. To support both governance meetings and events as well as National Office and governance travel, NCA is projecting expenses for 2024 to be \$152,500, an increase from \$137,500 budgeted for 2023. This increase is primarily due to the 2024 Leadership Retreat funding additional committees and task forces to attend and participate.

Other **governance** expenses include dues for partner advocacy organizations and sponsorships of other meetings and events, officer initiative funds, interest group funding, national awards, and organizational dues. These expenses are projected to be \$186,495 for 2024.

Research

NCA is projecting 2024 Research expenses to be \$884,241. Expenses in this category for 2023 were projected at \$825,550 (~7 percent increase).

NCA's largest expense for Research is from **grant-making**, including grants for the annual NCA Doctoral Honors Seminar, the NCA Institute for Faculty Development (the "Hope" conference), Student Caucus Travel Grants, Advancing the Discipline Grants, Research Cultivation Grants, Chairs Summer Institute, and the Alta Argumentation conference. For 2023, the budget projected \$259,000 for grant-making; for 2024, the budget projects \$232,000 (~10 percent decrease). This decrease is accounted for by the \$20,000 grant for the Chairs Summer Institute which takes place every other year and not factored into the 2024 budget.

Another large portion of the Research budget are expenses for our **editor stipends** for the twelve journals totaling \$184,000 and most of this expense is covered by Taylor and Francis per our royalty agreement.

Academic & Professional Resources expenses include the career center ad expenses, archives, travel for staff members, CIDD expenses, subscription costs for printing of journals, and public programs which will be held virtually moving forward.

Membership

NCA is projecting 2024 Membership expenses to be \$462,985. Expenses in this category for 2023 were projected at \$280,000 (~40 percent increase).

In prior years NCA did not have a dedicated Membership Department. Moving forward the National Office has re-established the Membership Department with a Director of Membership to better serve the membership base. Adding new costs for member recognition, student programming, additional member communication and outreach, and budgeting for additional technology enhancements for our association management system totaling \$111,000.

Convention

NCA is projecting 2024 annual convention expenses to be \$1,308,150. Expenses in this category for 2023 were projected at \$1,148,681 (~12 percent increase).

The largest **convention** expense is for AV services which is included in the site charges. Food and beverage is used for several events including, among others, the welcome reception, the convention planners' meetings, the International Scholars' Reception, and the Diversity Council reception. Professional services expenses include a meeting planning consultant, a photographer, sign language interpreters, temporary personnel, movers, webinar services, keynote speaker & on-site IT support. The budget increase from 2023 to 2024 is mostly due to engaging a consulting firm who works on commission to bring more exhibitors, advertisers, and sponsors to support the convention and to expand the products and services to benefit our members and other convention attendees.

Communications

NCA is projecting 2024 communication expenses to be \$505,860. Expenses in this category for 2023 were projected at \$499,864 (~1 percent increase).

Communications incurs production and distribution costs for membership communication and outreach, and media subscriptions (the cost of providing members with access to journals, both electronic and print). Expenses of **video production** are also included in this category.

Expense Category	2023 Budget	2024 Budget
General & Administrative Expense (e.g., compensation; office expenses; professional fees and services)	\$1,179,459	\$1,169,809
Executive Office (e.g., governance; meetings & events; travel)	\$397,436	\$456,520
Research (e.g., program grants; student organizations; public programs, editor stipends)	\$825,550	\$884,241
Membership	\$280,000	\$462,985
Convention	\$1,148,681	\$1,308,150
Communications (e.g., <i>Spectra</i> ; video production)	\$499,864	\$505,860
Total	\$4,330,990	\$4,787,565

National Communication Association
Statement of Financial Position
As of September 30, 2023 & December 31, 2022

	<u>September 30, 2023</u>	<u>December 31, 2022</u>
ASSETS		
Current Assets		
Cash and Cash Equivalents	\$ 782,895	\$ 768,724
Accounts Receivable	161	117,620
Prepaid Expenses	102,611	97,271
Total Current Assets	<u>885,667</u>	<u>983,615</u>
Investments	7,017,162	7,207,858
Property & Equipment	1,216,694	1,187,592
TOTAL ASSETS	<u><u>\$ 9,119,523</u></u>	<u><u>\$ 9,379,065</u></u>
LIABILITIES AND NET ASSETS		
LIABILITIES		
Current Liabilities		
Accounts Payable	\$ 49,590	\$ 264,460
Accrued Liabilities	3,838	7,973
Total Current Liabilities	<u>53,428</u>	<u>272,433</u>
Deferred Liabilities	218,738	272,270
TOTAL LIABILITIES	<u>272,166</u>	<u>544,703</u>
NET ASSETS		
Without donor restrictions	7,968,536	7,955,541
With donor restrictions	878,821	878,821
TOTAL NET ASSETS	<u>8,847,357</u>	<u>8,834,362</u>
TOTAL LIABILITIES AND NET ASSETS	<u><u>\$ 9,119,523</u></u>	<u><u>\$ 9,379,065</u></u>

National Communication Association
Statement of Activities
For the Nine Months Ended September 30, 2023

	9/30/2023	Year Ending 12/31/2023		Percentage of Annual Budget
	Actuals	Annual Budget	Budget Remaining	
Operating Revenue				
Membership Dues	\$ 503,699	\$ 688,750	\$ (185,051)	73%
Convention Revenue	561,680	945,800	(384,120)	59%
Extra Unit Affiliation	3,090	8,000	(4,910)	39%
Student Orgs - Renewals, Fees, & Sales	150,602	276,000	(125,398)	55%
CIDD Revenue	-	25,000	(25,000)	0%
Advertisement Income	74,114	144,000	(69,886)	51%
Subscription & Publication Sales	5,180	15,500	(10,320)	33%
Editor Stipends	158,397	150,000	8,397	106%
Royalties	796,405	927,000	(130,595)	86%
Contributions	3,000	5,000	(2,000)	60%
Miscellaneous Income	327	5,000	(4,673)	7%
Total Operating Revenue	2,256,494	3,190,050	(933,556)	71%
Operating Expenses				
Salaries & Benefits	1,055,232	1,796,100	740,868	59%
Professional Services	475,428	475,200	(228)	100%
Advertising	15,281	32,000	16,719	48%
Taxes	60,925	65,000	4,075	94%
Interest Groups	30	50,720	50,690	0%
Awards	17,013	48,500	31,487	35%
Grants & Sponsorships	60,300	261,000	200,700	23%
Student Orgs - Membership & Merchandise	7,089	13,500	6,411	53%
Travel & Meetings	169,634	221,000	51,366	77%
Communication & Outreach	220	22,000	21,780	1%
Food & Beverage	6,805	145,000	138,195	5%
Audio & Visual	140	225,000	224,860	0%
Building Maintenance & Utilities	66,981	95,600	28,619	70%
Office Expenses	15,257	123,000	107,743	12%
Information Technology	126,424	159,500	33,076	79%
Bank & Credit Card Fees	27,936	54,200	26,264	52%
Dues & Subscriptions	76,930	141,470	64,540	54%
Insurance	24,229	35,200	10,971	69%
Editor Stipends	179,000	184,000	5,000	97%
Public Programs	-	9,500	9,500	0%
CIDD Expenses	13,755	25,000	11,245	55%
Depreciation Expense	60,738	110,000	49,262	55%
Other	881	38,500	37,619	2%
Total Operating Expenses	2,460,228	4,330,990	1,870,762	57%
Change in Net Assets - Operations	(203,734)	(1,140,940)	937,206	
Non-Operating Activity				
Investment Return, net of fees	216,729	-	216,729	
Total Non-Operating Activity	216,729	-	216,729	
Total Revenue	2,473,223	3,190,050	(716,827)	
Total Expenses	2,460,228	4,330,990	1,870,762	
Change In Net Assets	\$ 12,995	\$ (1,140,940)	\$ 1,153,935	

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.

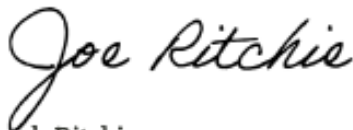
22. In regard to the tax services, preparation of the financial statements, and bookkeeping services performed by you, we have—

- 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 Miles-Cohen, Ph.D.
Executive Director



Joseph Ritchie
Chief Financial Officer



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

	2022	2021
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	1,187,592	1,254,578
Total assets	\$ 9,379,540	\$ 10,518,840
LIABILITIES		
Accounts payable	\$ 264,934	\$ 115,449
Accrued expenses	5,223	8,077
Accrued payroll and related liabilities	2,750	-
Deferred revenue	272,271	305,533
Total liabilities	545,178	429,059
NET ASSETS		
Without donor restrictions	7,955,541	9,242,349
With donor restrictions	878,821	847,432
Total net assets	8,834,362	10,089,781
Total liabilities and net assets	\$ 9,379,540	\$ 10,518,840

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
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
Total other revenue	(702,823)	50,534	(652,289)
Net assets released from restrictions			
Satisfaction of purpose restrictions	19,145	(19,145)	-
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
Total program services	2,817,566	-	2,817,566
Supporting activities			
Management and General	535,925	-	535,925
Executive Office	305,744	-	305,744
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	\$ 7,955,541	\$ 878,821	\$ 8,834,362

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	\$ 9,242,349	\$ 847,432	\$ 10,089,781

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

	Program Services				Supporting Activities			
	External Affairs and Publications	Academic and Professional Resources	Convention	Total Program Services	Management and General	Executive Office	Total Supporting Activities	Total Expenses
Salaries and wages	\$ 259,093	\$ 281,907	\$ 204,139	\$ 745,139	\$ 83,290	\$ 94,682	\$ 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	7,546	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			Total Program Services	Supporting Activities		Total Supporting Activities	Total Expenses
	External Affairs and Publications	Academic and Professional Resources	Convention		Management and General	Executive Office		
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	66,786	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	(20,500)	(93,051)
Net cash flows from investing activities	<u>126,074</u>	<u>419,925</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Contributions and investment income restricted for endowments	-	132,781
Net change in cash	<u>494,212</u>	<u>27,697</u>
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.

ACTION ITEM 4 – Adoption of the 2024 Proposed Budget

NOTE: The Executive Committee unanimously endorsed the 2024 proposed budget at its August meeting.

The approval of the 2024 proposed budget has been moved by the Finance Committee and does not require a second.

To access the motion, scan the QR code, or open your camera, set the QR code in view and select the link.



You can also click on the link below to vote using the device you're currently on.

<https://app.sli.do/event/2r9V6r9YoWJuFhgEyoH2uy>

PLEASE NOTE: Only use one of the above options otherwise you will be voting twice.

For those who do not have a smartphone or online access, paper voting cards will be available near the front of the room. Please find Justin Danowski with any questions.

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ACTION ITEM 5 – Proposed Interest Group: Death and Dying Division

NOTE: The Executive Committee endorsed the proposed Interest Group at its August meeting.

Rationale:

The Executive Committee unanimously felt the proposal met the requirements for establishing a need for substantive research in death and dying scholarship.

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 approve the Death and Dying Division.

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 divisions 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

[Death and Dying Division PowerPoint Presentation](#)

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

ACTION ITEM 5: Proposed Interest Group: Death and Dying Division

NOTE: The Executive Committee endorsed the proposed Interest Group at its August meeting.

Rationale:

The Executive Committee unanimously felt the proposal met the requirements for establishing a need for substantive research in death and dying scholarship.

A motion must be made, seconded, and vote taken to approve the agenda.

To access the motion, scan the QR code, or open your camera, set the QR code in view and select the link.



You can also click on the link below to vote using the device you're currently on.

<https://app.sli.do/event/2r9V6r9YoWJuFhgEyoH2uy>

PLEASE NOTE: Only use one of the above options otherwise you will be voting twice.

For those who do not have a smartphone or online access, paper voting cards will be available near the front of the room. Please find Justin Danowski with any questions.

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ACTION ITEM 6 – Bylaws Amendment: Convention Committee

Proposal for Bylaws Change to Update the Convention Committee 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 meeting 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

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 locations.

Exhibit 2

Article V: Standing Committees

Section 9: Convention Committee.

- A. Members. The Convention Committee shall consist of a ~~Chair and five~~ **six** 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**

ACTION ITEM 6: Bylaws Amendment – Convention Committee

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.

NOTE: The Executive Committee motion to endorse the proposed bylaws amendment was approved unanimously.

A motion must be made, seconded, and vote taken to approve the agenda.

To access the motion, scan the QR code, or open your camera, set the QR code in view and select the link.



You can also click on the link below to vote using the device you're currently on.

<https://app.sli.do/event/2r9V6r9YoWJuFhgEyoH2uy>

PLEASE NOTE: Only use one of the above options otherwise you will be voting twice.

For those who do not have a smartphone or online access, paper voting cards will be available near the front of the room. Please find Justin Danowski with any questions.

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ACTION ITEM 7 – Bylaws Amendment – Resolutions Committee

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 currently 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 as well as 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~~ **six** 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~~ 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.

ACTION ITEM 7: Bylaws Amendment – Resolutions Committee

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.

NOTE: The Executive Committee motion to endorse the proposed bylaws amendment was approved unanimously.

A motion must be made, seconded, and vote taken to approve the agenda.

To access the motion, scan the QR code, or open your camera, set the QR code in view and select the link.



You can also click on the link below to vote using the device you're currently on.

<https://app.sli.do/event/2r9V6r9YoWJuFhgEyoH2uy>

PLEASE NOTE: Only use one of the above options otherwise you will be voting twice.

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~~DISCUSSION ITEM: Governance Roles and Responsibilities (Executive Session)~~**~~Executive Session~~**

~~Executive Sessions are closed or special meetings within a meeting that provide an opportunity for the body to convene privately to handle sensitive and confidential issues, foster robust discourse, and strengthen trust and communication.~~

~~To enter Executive Session, a motion must be made, seconded, and voted on with a majority vote to enter the closed session. Any vote taken in executive session must be reflected in the meeting minutes.~~

~~Materials can be accessed using the link below.~~

~~<https://www.natcom.org/executive-session-materials>~~

INFORMATION ITEM: TBD.

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ACTION ITEM 8 – Saturday Credentials ReportIntroductions & Credentials Report
Saturday Session

The first report that will be given to LA members at each session is the credentials report. This report tells the Legislative Assembly how many delegates have registered for the meeting. A quorum is a majority of the total number of delegates defined in the NCA Bylaws. Once the Legislative Assembly adopts the credentials report, it is authorized to conduct business in the name of NCA.

The credentials report will be giving by First Vice President Marnel Niles Goins.

ACTION ITEM: Approval of the Credentials Report

A motion is made by First Vice President Niles Goins, which needs a second, and vote taken. A majority is required to approve the report.

To access the motion, scan the QR code, or open your camera, set the QR code in view and select the link.



You can also click on the link below to vote using the device you're currently on.

<https://app.sli.do/event/2r9V6r9YoWJuFhgEyoH2uy>

PLEASE NOTE: Only use one of the above options otherwise you will be voting twice.

For those who do not have a smartphone or online access, paper voting cards will be available near the front of the room. Please find Justin Danowski with any questions. [\(Back to Agenda\)](#)

ACTION ITEM 9 – Leadership Development Committee Election

LA Election for the 2024 Leadership Development Committee

The Legislative Assembly will elect two continuing members of the Legislative Assembly to serve on the Leadership Development Committee for a two-year term.

[2023 Leadership Development Committee Call](#)

Article V, Section 1(A) of the NCA Bylaws states:

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 LDC.

Members who will serve on the 2024 Leadership Development Committee include:

Walid Afifi	Chair, Immediate Past President
Marnel Niles Goins	President
Jeanetta Sims	First Vice President
To be elected (12/31)	Second Vice President
Shari Miles-Cohen	Executive Director (without vote)
Damariyé Smith	Elected (At-Large, 2023)
Sean Upshaw	Elected (At-Large, 2023)
To be elected (12/31)	Elected (At-Large, 2024)
To be elected (12/31)	Elected (At-Large, 2024)
Crshema Murray	Elected (Legislative Assembly, 2023)
Kimberly Johnson	Elected (Legislative Assembly, 2023)

1. _____

2. _____

Leadership Development Committee members recruit possible nominees from January through September. The committee meets virtually 4-5 times a year and during a three-hour time block at the annual convention to develop a slate of candidates for LA consideration.

Nominations for the LDC must come from this body.

Results will be given to the LA at the end of the Saturday Session.

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Action Item 9 – Leadership Development Committee Election

The Legislative Assembly will elect two continuing members of the Legislative Assembly to serve on the Leadership Development Committee for a two-year term.

ACTION ITEM: Approval of the Credentials Report

A motion is made, which requires a second, and vote taken. A majority is required to approve the report.

To access the motion, scan the QR code, or open your camera, set the QR code in view and select the link.



You can also click on the link below to vote using the device you're currently on.

<https://app.sli.do/event/2r9V6r9YoWJuFhgEyoH2uy>

PLEASE NOTE: Only use one of the above options otherwise you will be voting twice.

For those who do not have a smartphone or online access, paper voting cards will be available near the front of the room. Please find Justin Danowski with any questions. [\(Back to Agenda\)](#)

ACTION ITEM 10 – Approval of the Leadership Development Committee Slate

Background: The Leadership Development Committee (LDC) meets on Thursday afternoon of the convention to develop a slate of candidates for nomination. The 2023 LDC Chair, Roseann M. Mandziuk, will announce the candidates to the LA and ask the body to approve the slate during the Saturday session.

View the Slate of Candidates Here:

<https://www.natcom.org/journal-editor-reports-2023>

ACTION ITEM

Motion: To approve the Leadership Development Committee Slate.

The adoption of the 2023 slate of leadership candidates has been moved by the Leadership Development Committee and does not require a second. A vote to approve must take place.

View the 2023 Leadership Development Committee Slate

To access the motion, scan the QR code, or open your camera, set the QR code in view and select the link.



You can also click on the link below to vote using the device you're currently on.

<https://app.sli.do/event/2r9V6r9YoWJuFhgEyoH2uy>

PLEASE NOTE: Only use one of the above options otherwise you will be voting twice.

For those who do not have a smartphone or online access, paper ballots will be available near the front of the room. Please find Justin Danowski with any questions.

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DISCUSSION ITEM: Membership Survey

Submitted by the National Office

Summary

Background: In 2022, the National Office initiated an annual all-member survey schedule. Millan Chicago, a consulting firm in Chicago, IL, performed the 2022 survey and has completed the preliminary analysis of data collected from the 2023 survey dissemination.

Millan Chicago conducted a survey of National Communication Association (NCA) members to understand member satisfaction and identify areas to enhance the membership experience. Specifically, the survey focused on measuring attitudes and perceptions with respect to the IDEA and strategic plans, NCA culture and community, professional development, NCA journals, and divisions, sections, and caucuses.

HIGH LEVEL RESULTS Overall member satisfaction is 63%, which is slightly higher than the 57% from the 2022 survey. ▪ Members' willingness to recommend joining NCA to a colleague, peer, and/or student is 69%, which is higher than the 63% from the 2022 survey. ▪ Members' intention to renew is 82%, which is slightly lower than the 86% from the 2022 survey.

Strategic Priorities

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 Including, Diversity, Equity, and Access

Objective 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.

Objective 4.2 Foster reflecting governance and administrative practices and informed decision-making.

Financial Implications

Expenses related to the Membership Survey are included in the three-year Strategic Initiative Fund approved in 2022.

Implementation

To support our governing and standing committees planning and activities, Millan Chicago prepared brief synopses of membership survey results related to their scopes of work. I was pleased to provide reports to the following six groups: IDEA, Mentorship and Leadership, Publications, Research, and Teach and Learning Councils, and the Convention Committee. The NCA Membership Survey is conducted annually.

Recommendation

None.

Main Motion

None.

Exhibits:

Click on the link to view the report.

[NCA Membership Short Report | National Communication Association \(natcom.org\)](#)

[NCA Membership PowerPoint 2023 \(natcom.org\)](#)

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Reports

In Memoriam

Please pause for a moment of silence for the members of the discipline who passed away this year.

We remember:

- Janet Bavelas
- Donald Browne
- Bonnie Buzza
- Ronald Carpenter
- David Lee Cornelius
- Brenda Dervin
- Dale A. Herbeck
- Carol J. Jablonski
- William E. Loges
- Noemi Marin
- Howard H. Martin
- Philip Edward Meyer
- Martin Norden
- Dave Nott
- Dan O’Hair
 - NCA President: 2006
 - [Obituary](#)
- Jim Pratt
- William L. Robinson
- Bill Seiler
- Ronald E. Taylor
- Misti Yang
- Herbert Zettl

If someone is not listed, we ask you to please share that person’s name with the LA.

Please consider attending NCA’s memorial session.

Saturday, November 18 from 11:00 AM – 12:15 PM in Chesapeake 1 – Convention Central, Ballroom Level.

[Celebrating and Remembering: NCA Memorial Session](#)

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Special Recognition

Special Recognition Presidential Citations

The following people will be recognized for their significant service to NCA at the Saturday morning session of the Legislative Assembly.

Outgoing Executive Committee Members

- Roseann M. Mandziuk, Elected Officer
- Rich West, Finance Committee
- Vinita Agarwal, Teaching and Learning Council Chair

Outgoing NCA Journal Editors

- Joseph P Mazer, *Communication Education*
- Mohan J. Dutta, *Journal of Applied Communication Research*
- Bernadette M. Calafell, *Journal of International and Intercultural Communication*

Congratulations and thank you to all the recipients of Presidential Citations.

Individual Citations

The following individuals will be recognized at the Saturday Presidential Address and Awards Ceremony.

For your service as Chair of the Future of Conventions Task Force and your advocacy of access in NCA and the discipline.

- Julie-Ann Scott-Pollock

For your advocacy of access in NCA and the discipline.

- James L. Cherney

For the impact of keepin' it REAL and other evidence-based programs.

- Michael Hecht
- Michelle Miller-Day

For leadership in creating a more community- and culturally-centered discipline.

- Karma R. Chávez
- Sarah Amira de la Garza
- Sandra L. Faulkner
- Andre E. Johnson
- Jennifer A. Kam
- Kate Magsamen Conrad
- Raymie McKerrow
- Susan E. Morgan
- Ahlam Muhtaseb
- Jon Nussbaum
- Kent A. Ono

For the impact of "#CommunicationSoWhite" in encouraging disciplinary change.

- Paula Chakravartty
- Rachel Kuo
- Charlton McIlwain
- Victoria Netanus

For your impact as an activist-scholar in the #CommSoWhite movement and related efforts to uplift all minoritized communities in the discipline.

- Bernadette M. Calafell
- Mohan J. Dutta
- Ragan Fox
- Bryan McCann
- Ersula Ore
- Srividya Ramasubramanian

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Nominating Committee Report for December Election

The 2023 Nominating Committee, chaired by Carolyn Calloway-Thomas offers the following slate of candidates for the December election. The candidates for Second Vice President will address the Legislative Assembly

NCA 2023 Second Vice President Spotlight | National Communication Association (natcom.org)

2023 NCA Election Ballot

Second Vice President

One will be elected with a term beginning in January 2024

- Tina M. Harris, Louisiana State University

Legislative Assembly – At Large

Three will be elected with a three-year term beginning in January 2024

- Emory S. Daniel Jr., Appalachian State University
- T. Jake Dionne, University of Arkansas
- Lindsey J. DiTirro, Gannon University
- Rico Self, North Carolina State University at Raleigh

Leadership Development Committee

Two will be elected with a two-year term beginning in January 2024

- Santhosh Chandrashekar, University of Denver
- Trudy Milburn, Southern Connecticut State University
- Rick Pulos, Texas A&M University
- Ariel E. Seay-Howard, North Carolina State University

Balloting for the election will open Friday, December 1 at 9 a.m. EST and will close on Sunday, December 31 at 3 a.m. EST. All active individual members of the Association are eligible to vote in the election, which will be conducted through the NCA website.

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Elected Officer, Council Chair and Executive Director Reports

Elected officers, council chairs and the executive director were asked to submit an annual report. Reports can be found on the NCA website here:

[2023 Elected Officer, Council Chair, and Executive Director Reports | National Communication Association \(natcom.org\)](#)

Taylor & Francis Journals Report

[NCA Journals Publishing Report | National Communication Association \(natcom.org\)](#)

Journal Editor Reports

Each journal editor was asked to submit an annual report. Reports can be found on the NCA website here:

[Journal Editor Reports - 2023 | National Communication Association \(natcom.org\)](#)

Interest Group Reports

Each Interest Group has its own webpage that is maintained by the National Office. Information about each Interest Group can be found here:

[NCA Interest Groups | National Communication Association \(natcom.org\)](#)

Each Interest Group Chair was asked to submit an online report for Legislative Assembly review. Reports can be found here:

[2023 Interest Group Report to the NCA Legislative Assembly | National Communication Association \(natcom.org\)](#)

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LA and EC Business Meeting Minutes

[Executive Committee and Legislative Assembly Minutes \(2010 – Present\)](#)

Legislative Assembly Meeting Minutes – November 2022

FINAL

Minutes

National Communication Association
Legislative Assembly Meeting
November 16 and 19, 2022
New Orleans, LA

Presiding: Roseann M. Mandziuk, President

Parliamentarian: Nicole A. Learson, PRP

Recording: Shari Miles-Cohen, Executive Director

INTRODUCTORY BUSINESS

Call to Order: President Mandziuk called the 2022 Legislative Assembly (LA) meeting to order at 12:05 p.m. Central time on Wednesday, November 16.

Introductions: Members of the LA were asked to introduce themselves by name and the group represented.

Credentials Report: First Vice President Walid Afifi announced that at 12:35 p.m., 121 delegates were registered from the 168 members of the LA. *A motion was made that the roll of delegates submitted be the official roll of the voting members of the assembly. Seconded. Motion carried.*

Standing Rules: President Mandziuk directed the body to the standing rules in the meeting binder. *A motion was made to adopt the standing rules as presented. Seconded. Motion carried.*

Agenda: President Mandziuk directed attention to the proposed agenda. *A motion was made to adopt the agenda. Seconded. Motion carried.*

ANNOUNCEMENTS

The Legislative Assembly observed a moment of silence to honor those who have passed away during the past year. Karen Michelle Baynham

- Tom Burkholder
- Jennifer Bender
- Randy Capps
- David Cornelius
- Craig Cutbirth
- Dan DeStephen
- Dwight Freshley
- Dean Hewes
- Bruce Loeb
- Jae-won Lee
- Jordan P. Mills

- James J. Murphy
- Carol Poster
- Suzanne Pullon Fitch
- Steve Schwarze
- Herb Simons
- James R. Taylor
- Matthew Tullis
- Rex Veeder
- John Wittig
- Beverly Whitaker Long Chapin
- Barbara Sundeen Wood

Association Updates

- NCA Executive Director, Shari Miles-Cohen provided an update on the National Office
- President Mandziuk gave an update on the Leadership Development Committee (LDC) appointment process through the LA. All LA members interested in serving on the LDC should contact Justin Danowski, Director of Membership and Governance. An appointment by the LA will be conducted at the Saturday LA session.

DISCUSSION ITEM

Member Survey: President Mandziuk introduced Dr. Ronald Landis (attending virtually), Co-Founder of the Millan Chicago consulting firm. Dr. Landis provided an update the preliminary data of the all-member survey that closed in October. Discussion ensued.

BUSINESS ITEMS

Financial Reports: President Mandziuk introduced Finance Committee Chair Lisa A. Flores to present the financial reports. Flores updated the LA on the association's financial status from 2021 independent auditor's report, and the 2023 proposed calendar year budget.

- *A motion was made by the Finance Committee to approve the 2021 independent auditor's report. Discussion ensued. Motion carried.*
- *A motion was made by the Finance Committee to adopt the proposed 2023 budget. Discussion ensued. Motion carried.*

Recess for 15 minutes

Proposed Strategic Plan (2023-2027): Mandziuk provided a summary of the revised mission and vision statements, core values, goals, and objectives.

- *A motion was made to adopt the proposed Strategic Plan for 2023-2027. Seconded. Discussion ensued.*
 - *A motion was made by Shane Tilton to postpone the vote to approve the proposed Strategic Plan until the Saturday LA meeting session. Seconded.*
 - *President Mandziuk recused themselves to speak against the amendment. First Vice President Afifi assumed control to preside over the body. Discussion continued.*
 - *Motion failed.*

- *A motion was made by Travis Bell to add a Goal 4.4.*
 - *Goal 4.4: Improve financial stability and reduce deficit to balance the annual budget.*
 - *Seconded. Discussion continued.*
 - *Motion failed.*
- *A motion was made by Kenneth Newby to add a Goal 3.3:*
 - *Goal 3.3: Promote and advocate for inclusivity, diversity, equity, and access in the field of Communication and within NCA.*
 - *Seconded. Discussion continued.*
 - *Motion carried.*
- *A motion was made to call the question of the original motion. Seconded. A 2/3 majority voted in the affirmative.*
- *A vote was taken on the original motion to adopt the proposed Strategic Plan with amendments. Motion carried.*

First Vice President Afifi stepped down as presiding officer in favor of President Mandziuk.

DISCUSSION ITEM

IDEA Consultant Discussion: President Mandziuk provided a summary of the ongoing IDEA discussion amongst the National Office and Executive Committee. President Mandziuk introduced Dr. Courtland Lee (attending virtually) from the Arredondo Advisory Group. Dr. Lee provided a summary of current and next steps towards operating under and IDEA lens. Discussion ensued.

BUSINESS ITEM

Endorsement of the IDEA Strategic Plan: President Mandziuk provided a summary of the IDEA Strategic Planning Task Force. President Mandziuk introduced Ashely Noel Mack, Co-Chair of the task force. Dr. Mack provided a summary of the timeline and scope of the task force report.

- *A motion was made to endorse the IDEA Strategic Plan. Seconded. Discussion ensued. Motion carried.*
- *NOTE: the document is aspirational in nature and does not create any legal obligation. It is not intended to and shall not be used to support a cause of action or legal claim.*

With no further business, President Mandziuk adjourned the meeting at 3:45 p.m. The LA will reconvene on Saturday at 8 a.m.

Saturday Session November 19, 2022

INTRODUCTORY BUSINESS

Call to Order: President Mandziuk called the 2022 Legislative Assembly (LA) meeting to order at 8:15 a.m. Central on Saturday, November 19.

Credentials Report: President Mandziuk recognized First Vice President Afifi to give the credentials report. First Vice President Afifi announced that at 8:21 a.m., 131 delegates were registered from the 168 members of the LA. *A motion was made that the roll of delegates submitted be the official roll of the voting members of the assembly. Seconded. Motion carried.*

Standing Rules: President Mandziuk reminded the body of the standing rules in the meeting binder.

Presidential Citations: President Mandziuk recognized recipients of Presidential Citations for this year. Miles-Cohen announced the recipients as Mandziuk presented each with a citation.

Institutions and Departments

- Department of Communication, University of North Carolina, Greensboro
 - In recognition of extraordinary contributions to the discipline in serving as the first host institution for the NCA Center for Communication, Community Collaboration, and Change.

Individual Citations

- Brenda J. Allen
 - For sharing your voice of conscience with NCA and challenging our association to realize its IDEA vision
- La Royce Batchelor
 - For your leadership and advocacy in the founding of the NCA Indigenous Caucus
- Bryan Crable
 - In recognition of your outstanding contributions in shepherding the collaboration between the Waterhouse Family Institute and NCA
- Rachel Griffin and Ashley Mack
 - In recognition of outstanding leadership on the NCA IDEA Strategic Plan Task Force
- Nina-Jo Moore
 - For extraordinary contributions in shepherding the NCA Graduate Open House
- Kate La Pierre
 - For outstanding contributions to NCA in creating and shepherding the Women's Caucus Womentoring Programs
- Jaime Guzmán
- Leandra H. Hernandez
- Amanda R. Martinez
- Carlos A. Tarin
 - For outstanding contributions to NCA through creating and administering the NCA La Raza Caucus Mentoring Program

Outgoing Executive Committee Members

- David McMahan, Officer
- Lisa A. Flores, Finance Committee
- Charles E. Morris III, Research Council Chair

Outgoing NCA Journal Editors

- Karrin Anderson, *Quarterly Journal of Speech*
- Mia Consalvo, *Critical Studies in Media Communication*
- Kevin Johnson, *Communication and Democracy*
- David H. Kahl, *Communication Teacher*
- Joseph Mazer, *Communication Education*
- Kathleen McConnell, *Review of Communication*
- Paul Schrod, *Communication Monographs*

Institutions/Departments

- George Mason University
 - For your hospitality and excellence as host of the 2022 NCA Doctoral Honors Seminar
- University of Nevada, Reno
 - For your hospitality and excellence as host of the 2022 Institute for Faculty Development.

Nominating Committee Report: President Mandziuk provided a report on behalf of the Nominating Committee. Second Vice President Candidates Jeanetta D. Sims from the University of Central Oklahoma and Thomas J. Socha from Old Dominion University each address the LA for five minutes.

Election of Leadership Development Committee Positions: President Mandziuk a summary of the three open positions (two open, one to fill a vacancy on a one-year term) on the Leadership Development Committee. The following LA members expressed interest in serving on the committee:

- Lindsey Aloia
- Kimberly Johnson
- Creshema Murray
- Adam Rainear
- Laramie Taylor
- Shane Tilton

Each candidate was given three minutes to speak in front of the LA. A vote was then taken. Results were announced at the end of the Saturday session.

DISCUSSION ITEM

Small Group Discussion on IDEA initiatives: President Mandziuk introduced Patricia Arredondo and Courtland Lee from the Arredondo Advisory Group to discuss the finding of the IDEA-centered listening sessions taken by NCA members earlier this year.

The LA broke into smaller groups to discuss the following questions as an LA member:

- What aspirations and hopes do you have for IDEA in NCA?
- What could get in the way of the best intentions for advancing the IDEA Effort?
- What could your commitment to advancing IDEA look like for NCA in 2023?

Discussion ensued. Findings and continued discussions will take place at the proposed Spring virtual LA meeting.

BUSINESS ITEMS

Proposed new interest group -- Communication Anxiety and Apprehension Division: President Mandziuk recognized Suzy Prentiss to speak on behalf of the creation of the proposed interest group. Dr. Prentiss provided a summary of the proposal.

- *A motion was made to approve the Communication Anxiety and Apprehension Division. Seconded. Discussion ensued. Motion carried.*

Announcement of LA representatives to the Leadership Development Committee: President Mandziuk provided results of the LA election of LDC candidates. The following individuals were elected by the LA to the LDC: Kimberly Johnson, Creshema Murray, and Adam Rainear.

2022 Leadership Development Committee Report: President Mandziuk recognized Leadership Development Committee Chair, David T. McMahan. Dr. McMahan announced the slate of candidates nominated by the committee.

Legislative Assembly, LA Director

- Jennifer Allen Catellier
- Pallavi Guha

Nominating Committee Chair

- Carolyn Calloway-Thomas

Nominating Committee

- At-Large
 - Noor Ghazal Aswad
- On the 2022 NCA election ballot
 - Rukhsana Ahmed
 - Colleen McGoff
 - Carline Romain
 - Sandra Romo

Finance Committee

- Candice Thomas-Maddox

Mentorship and Leadership Council Chair

- Kimberly Osborne

Mentorship and Leadership Council

- Yea-Wen Chen (3yr term)
- Lisa Hanasono (3yr term)
- Raquel Moreira (2yr term)
- Eddah Mutua (2yr term)
- Bala Musa (1yr term)
- Keri Stephens (1yr term)

Publications Council

- Godfried Asante
- Angharad Valdivia

Research Council

- Jiyoung Lee
- Annette Madlock

Teaching and Learning Council Chair-Elect

- Katherine Thweatt

Teaching and Learning Council

- Jon Hess
- David Yastremski

Resolutions Committee

- Margaret La Ware
- Jacqueline Peters

Convention Committee

- John Heineman
- Kate La Pierre

Bernard J. Brommel Award for Outstanding Scholarship or Distinguished Service in Family Communication

- Amy Janan Johnson

Diamond Anniversary Book Award Selection Committee

- Jae-Hwa Shin
- Maria Blevins

Distinguished Scholar Award Selection Committee

- Mohan Dutta

Donald P. Cushman Memorial Award for Student Scholarship Selection Committee

- Stephen Warren
- Stephanie Wideman

Franklyn S. Haiman Award for Distinguished Scholarship in Freedom of Expression Selection Committee

- Chrys Egan

Gerald M. Phillips Award for Distinguished Applied Communication Scholarship Selection Committee

- Tara McManus

Global Communication Award

- Nthemba Mutua-Mambo (3yr term)
- Santosh Chandrashekar (2yr term)
- Yoshitaka Miike (1yr term)

Golden Anniversary Monograph Award Selection Committee

- Patricia Davis
- Wei Peng
- Stephanie Tong

Interpretation/Performance Studies Selection Committee

- Joshua Hamzehee

Mark L. Knapp Award Interpersonal Communication Selection Committee

- Andrew Rancer
- Christina Yoshimura

Marsha Houston Award Selection Committee

- Barbara Baker

Orlando L. Taylor Distinguished Scholarship Award in Africana Communication Selection Committee

- Tia Tyree

Rhetorical Scholarship Award Selection Committee

- Kristen Hoerl
- José Izaguirre III

Professional Service Awards Selection Committee

- Carol Mills
- Star Muir
- Kathie Turner

Stephen E. Lucas Debut Publications Award

- Flora Khoo

Committee for International Discussion and Debate (CIDD)

- Michael Middleton

Doctoral Education Committee

- Erik Garrett
- Laramie Taylor

Leathers Fund Trustee Selection Committee

- Deborah James

NCA Legacy Scholarship

- Dorothy Calley

A motion was made by the Leadership Development Committee to adopt the slate of candidates as presented. Motion carried.

Adjournment: With no further business, President Mandziuk adjourned the meeting at 9:55 a.m.

Respectfully Submitted,
Shari Miles-Cohen
NCA Executive Director

FINAL

**Minutes
National Communication Association
Legislative Assembly Meeting
April 21, 2023
Virtual**

Presiding: Walid Afifi, President

Recording: Shari Miles-Cohen, Executive Director

INTRODUCTORY BUSINESS

Call to Order: President Afifi called the 2023 Legislative Assembly (LA) Spring virtual meeting to order at 1:05 p.m. Eastern time on Friday, April 21.

Credentials Report: President Afifi announced that at 1:10 p.m., 96 delegates were registered from the 168 members of the LA. *A motion was made that the roll of delegates submitted be the official roll of the voting members of the assembly. Seconded. Motion carried.*

Standing Rules: President Afifi directed the body to the standing rules in the meeting binder. *A motion was made to adopt the standing rules as presented. Seconded. Motion carried.*

Agenda: President Afifi directed attention to the proposed agenda. *A motion was made to adopt the agenda. Seconded. Motion carried.*

ASSOCIATION UPDATES

- President Afifi gave an update on the issues involving transparency in Executive Committee meetings and the future of conventions and IDEA initiatives. Afifi also expressed an interest in establishing community partners in the convention host city.
- First Vice President Marnel Niles Goins provided an update on the Annual Convention in National Harbor.
- Second Vice President Jeanetta Sims provided an update on the 2024 convention.
- Immediate Past President Roseann Mandziuk provided an update on the Leadership Development Committee.
- Executive Director Shari Miles Cohen provided an update on the National Office staff and activities that correspond with the Strategic Plan.

BUSINESS ITEMS

Proposed Resolution Supporting the Inclusion of the Foundational Communication Course in U.S. College and University Core Requirements. Resolutions Committee member, Amy Aldridge Sanford, provided a summary of the resolution.

- *The Resolutions Committee endorsed the proposed resolution and moved for adoption and to add the NCA's public resolutions platform. Discussion ensued. Motion carried.*

Journal Editor Approval

- *A motion was forwarded to the LA by the Publications Council with endorsement from the Executive Committee to approve Marina Levina as Editor-Elect of Communication and Critical/Cultural Studies. Discussion ensued. Motion carried.*
- *A motion was forwarded to the LA by the Publications Council with endorsement from the Executive Committee to approve Kimberlee Pérez and Dustin Goltz as Co-Editors of Text and Performance Quarterly. Discussion ensued. Motion carried.*

Strategic Plan Discussion

The LA broke into smaller groups to discuss the following questions as an LA member:

- Strategic Plan implementation
- Implementation of the Strategic Plan through Interest Groups
- How does NCA establish and utilize assessment tools.

Discussion continued as a body. Findings will be reported to the LA at a later date..

Adjournment: With no further business, President Mandziuk adjourned the meeting at 2:57 p.m.

Respectfully Submitted,
Shari Miles-Cohen
NCA Executive Director

FINAL

Minutes

National Communication Association
Executive Committee of the Legislative Assembly
Courtyard by Marriott Washington Downtown/Convention Center
Washington, DC
February 24-25, 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; Jimmie Manning, Finance Committee Director; Candice Thomas-Maddox, Finance Committee Director; James Cherney, Interim IDEA Council Chair; Kimberly Osborne, Mentorship and Leadership Council Chair; Devika Chawla, Publications Council Chair; Shaunak Sastry, Research Council Chair; Vinita Agarwal, Teaching and Learning Council Chair; Shari Miles-Cohen, Executive Director (non-voting).

National Office Staff: Dane Claussen, Director of Research, Publications, Professional Advancements; Justin Danowski, Director of Membership and Governance; B. Denise Hawkins, Director of Communications; Marjorie Lightman, Interim Research Director; Joseph Ritchie, Chief Financial Officer; Kristin Yednock, Director of Convention and Meetings.

Invited Guests: Ronald Landis, Millan Chicago; Jennifer Miller, Millan Chicago; Julie-Ann Scott-Pollock, Taskforce on Future Conventions Chair; Kate Magsamen Conrad, Subcommittee Chair, Taskforce on Future Conventions; Sophie Wade, Taylor & Francis.

Friday, February 24

1. Call to Order

President Afifi called the meeting to order at 12:30 p.m. Eastern.

2. Discussion Items

- a. The Executive Committee Orientation.
- b. Manning provided an update on the Chief Governance Officer Survey Report. Discussion ensued.
- c. Wade provided an NCA journal publishing report. Discussion ensued.

3. Executive Session

- a. *A motion was made to enter executive session to discuss volunteer and staff work allocation and compensation. Seconded. Motion Carried.*
 - i. The Executive Committee entered executive session at 2:00 p.m. Eastern.
 - ii. The Executive Committee ended executive session at 2:45 p.m. Eastern.

Break at 2:45 p.m. Meeting resumed at 3:00 p.m.

4. Discussion Items Continued

- a. Landis and Miller provided information about the recent membership survey. Discussion ensued.
- b. The Executive Committee spent the time working towards establishing goals and objectives for 2023 that align with the Strategic Plan. Discussion ensued.

With no further business, the meeting was adjourned at 5:30 p.m.

Saturday, February 25

1. Call to Order

President Afifi called the meeting to order at 8:32 a.m. Eastern.

2. Action Items

- a. Consent Agenda
 - i. *A motion was made to approve the consent agenda. Seconded.*
 - 1. *November 2022 EC Minutes.*
 - 2. *December 2022 EC Minutes.*
 - 3. *November 2022 LA Minutes.*
 - ii. *Motion approved.*
- b. Opening Executive Committee Meetings to Members
 - i. Afifi provided an overview of the proposal. Discussion ensued.
 - 1. *A motion was made to open Executive Committee meetings to NCA members. The motion failed due to a lack of a second.*
- c. Expanding Student Eligibility Criteria for Lambda Pi Eta
 - i. Danowski provided an overview of the proposal with endorsement from the Lambda Pi Eta Faculty Advisory Board. Discussion ensued.
 - 1. *A motion was made to approve the expansion of the student eligibility criteria. Seconded.*
 - a. *Proposed language*
 - i. *Uphold the values of Lambda Pi Eta, which include logos (logic), pathos (emotional appeal), and ethos including character credibility and ethics.*
 - 2. *Motion failed, 12-0.*
- d. Journal Editor Endorsement
 - i. Chawla provided an update on journal editor recommendations. The following individual were brought forward by the recommendation of the Publications Council.
 - 1. Text and Performance Quarterly – Dustin Goltz, DePaul University & Kimberly Pérez, University of Massachusetts Amherst.
 - 2. Communication and Critical/Cultural Studies – Marina Levina, University of Memphis.
 - ii. Discussion ensued.
 - iii. *A motion was made to endorse the recommendations of the Publications Council and forward the names to the Legislative Assembly for final approval. Seconded.*
 - 1. *TPQ, Goltz & Perez – 11 yes, 0 no, 1 abstention*
 - 2. *CCCS, Levina – 11 yes, 0 no, 1 abstention*
 - iv. *Motion carried.*

3. Discussion Items

- a. Convention Survey Report
 - i. Yednock provided a summary of the convention survey report. Landis and Miller from Millan Chicago provided information on the membership survey. Scott-Pollock and Magsamen Conrad provided an update on the Taskforce on Future Conventions.
- b. Reducing the size of the convention
 - i. Yednock provided a summary of the proposal. Discussion ensued.
 - 1. Future discussion will take place at later EC meetings about convention size.
- c. Three-year program funding cycle for FY24 through FY26
 - i. West provided a review of the current three-year funding cycle. Discussion ensued.

With no further business, the meeting adjourned at Noon Eastern.

Respectfully submitted,
Dr. Shari Miles-Cohen
Executive Director

FINAL

Minutes
National Communication Association
Executive Committee of the Legislative Assembly
Virtual Meeting
May 5, 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 p.m. Eastern.

2. Action Items

3. Discussion Items

a. Current policy on journal editor appointments

- i. The Executive Committee discussed publications policy and a letter drafted by legal counsel in response to member concerns. The EC supported sending the letter to the concerned members.

With no further business, the meeting adjourned at 3 p.m. Eastern.

Respectfully submitted,
Dr. Shari Miles-Cohen
Executive Director

FINAL

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 a.m. 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. Agenda Item: On going 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 unanimously 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.
 - 3. April 2023 LA 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.
- 7. Due to a conflict of interest, Cherney and Manning recused themselves and left the virtual meeting space.
 - a. 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.
- 8. Break at 4:40 PM. Resumed at 4:40 PM
- 9. Discussion Items Continued
 - a. Miles-Cohen provided an update on the National Office building and possible renovations.
- 10. 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

FINAL

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 shall occur 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) if 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

DRAFT

Minutes

National Communication Association
Executive Committee of the Legislative Assembly
NCA National Office
Washington, DC
August 4-5, 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; Candice Thomas-Maddox, Finance Committee Director; James Cherney, IDEA Council Chair; Devika Chawla, Publications Council Chair; Shaunak Sastry, Research Council Chair; Vinita Agarwal, Teaching and Learning Council Chair; Shari Miles-Cohen, Executive Director/Secretary (non-voting).

Not present: Jimmie Manning, Finance Committee Director.

NCA Staff: Dane S. Claussen, Director of Research, Publications, and Professional Advancement; Justin Danowski, Director of Governance; LaShawn Duckett, Director of Convention and Meetings; Penelope Durham, Executive Assistant; Arnyae Neal, Director of Membership and Member Services; Joseph Ritchie, Chief Financial Officer.

Friday, August 4

1. Call to Order

President Afifi called the meeting to order at 8:45 a.m. Eastern.

2. Introductions/Announcements

NCA staff introduced themselves to the Executive Committee.

3. Business/Discussion Items

a. ACTION: Consent Agenda

i. *A motion was made to approve the consent agenda. Seconded.*

1. *June 9 EC Meeting Minutes.*

2. *June 26 EC Meeting Minutes.*

ii. *Motion carried unanimously.*

b. ACTION: Proposal to Record vs. Live Stream Online Sessions.

i. Duckett provided a summary of the proposal. Discussion ensued.

ii. *A motion was made to record all 19th Annual Convention general sessions and make them accessible to members and non-members after the convention and free of charge. Seconded. Motion carried unanimously.*

c. ACTION: Interim Mentorship and Leadership Council Chair

i. Afifi provided a summary of the status of the Mentorship and Leadership Council Chair. Discussion ensued.

ii. *A motion was made to approve Raquel Moreira as Interim Chair of the Mentorship and Leadership Council through December 31, 2023. Seconded. Motion carried unanimously.*

- d. DISCUSSION: Policy Manual Guidelines Regarding Charge of Executive Committee, Executive Director, and Finance Committee.
 - i. Afifi provided an update on the current policy guidelines for the EC, ED and FC. Discussion ensued.
- e. DISCUSSION: Finance Committee Letter with Clarifying Charge
 - i. Item was removed from the agenda prior to the meeting.
- f. ACTION: Afifi provided an overview of the recommendations for the compensation benchmarking for the Executive Director and staff. Discussion ensued.
 - i. A motion was made to hire SmithPilot to complete the work outlined in the proposal for both the ED and staff, including both compensation benchmarking and typical annual salary range adjustments. Seconded. Motion carried unanimously.

Break at 10:17 a.m. and returned at 10:35 a.m.

- g. ACTION: Proposal to renew the Research Cultivation Grant Program
 - i. Sastry provided a summary of the proposal for renewing the Research Cultivation Grant Program. Discussion ensued.
 - ii. *A motion was made to endorse the Research Cultivation Grant Program for 2024 at the current \$60,000 expenditure and forward to the Legislative Assembly for final approval. Seconded. Motion failed due to a lack of a majority with a 5-5 vote.*
 - iii. Discussion continued.
 - iv. *A motion was made to endorse the Research Cultivation Grant Program for 2024 at \$30,000 expenditure and forward to the Legislative Assembly for final approval. Seconded. Motion carried unanimously.*
- h. ACTION: Proposal to renew the Advancing the Discipline Grant Program.
 - i. Claussen provided an overview of the proposed funding to the Advancing the Discipline Grants. Discussion ensued.
 - ii. *A motion was made to endorse the Advancing the Discipline Grant Program for 2024 at \$30,000 expenditure pending a revision of the call. Endorsement will be forwarded to the Legislative Assembly for final approval. Seconded. Motion carried with 9 yes votes, 0 no votes, and 1 abstention.*
- i. DISCUSSION: Student Caucus Travel Grant
 - i. Claussen provided an overview of the Student Caucus Travel Grant. Discussion ensued.

Break at 12:40 p.m. Returned at 1:00 p.m.

- j. DISCUSSION: Second Vice President Discussion of Budget Allocation
 - i. Sims provided an overview of current historical practices towards allocated elected officer budgets for convention related activities. Sims provided an update on how those funds could be used for the 2024 convention in New Orleans. Discussion ensued.
- k. DISCUSSION: National Office update
 - i. The Executive Committee went to the basement of the National Office to see the current water damage. Miles-Cohen provided an update on the basement repairs and eventual need for a complete renovation of the building and carriage house. The National Office is currently undergoing an assessment of the building. Miles-Cohen will provide an update and recommendations at the next EC meeting.
- l. DISCUSSION: 2022 Audit Report
 - i. Ritchie provided an update on the audit report for 2022. Discussion ensued.
- m. ACTION: 2023 Proposed Budget
 - i. Ritchie provided an overview of the 2024 proposed budget. Discussion ensued.
 - ii. *A motion was made to endorse the 2024 proposed budget. Seconded. Motion carried*

unanimously.

Break at 3:03 p.m. Return at 3:18 p.m.

- n. EXECUTIVE SESSION: The EC moved to executive session to discuss the Executive Director annual review.
- o. DOUBLE EXECUTIVE SESSION: The EC moved to double executive session with the Executive Director to continue the Executive Director annual review.

With no further business, the meeting was adjourned at 4:45 p.m.

Saturday, August 5

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

Not present: Rich West, Finance Committee Chair/Treasurer; Jimmie Manning, Finance Committee Director.

NCA Staff: Dane S. Claussen, Director of Research, Publications, and Professional Advancement; Justin Danowski, Director of Governance; LaShawn Duckett, Director of Convention and Meetings; Penelope Durham, Executive Assistant; Arnyae Neal, Director of Membership and Member Services.

1. Call to Order

Afifi called the meeting to order at 9:10 a.m.

2. EXECUTIVE SESSION: The Executive Committee moved to executive session to discuss the Executive Director annual review.

3. Reports

- a. The National Office provided updates on the current activities of each department.
- b. Miles-Cohen provided an update on the membership survey.

4. Business/Discussion Items

- a. DISCUSSION: Policy Manual Review
 - i. Mandziuk provided an update on the policy manual review. Discussion ensued.
- b. ACTION: Proposal to Establish an NCA Membership Task Force
 - i. Neal provided information on the proposed task force. Discussion ensued.
 - ii. *A motion was made to approve the NCA Membership Task Force. Seconded. Motion carried unanimously.*
- c. DISCUSSION: Task Force on Academic Freedom and Tenure in Higher Education in the U.S.
 - i. Afifi provided an update on the current language of the call. Discussion ensued.
- d. ACTION: Interest Group Proposal – Death and Dying Division
 - i. Afifi provided a summary of the interest group proposal. Discussion ensued.
 - ii. *A motion was made to endorse the Death and Dying Division and forward to the Legislative Assembly for final approval. Seconded. Motion carried with 6 yes, 1 no, and 2 abstentions.*
- e. ACTION: Interest Group Proposal – Sub-Saharan African Caucus
 - i. Afifi provided a summary of the interest group proposal. Discussion ensued.
 - ii. *A motion was made to endorse the Sub-Saharan African Caucus and forward to the Legislative Assembly for final approval. Seconded. Motion failed with 3 yes, 5 no, and 1 abstention.*
 - iii. The proposal is forwarded to the Legislative Assembly without Executive Committee endorsement.

Break at 12:10 p.m. for lunch. Return at 12:40 p.m.

- f. ACTION: Bylaws Revision – Convention Committee
 - i. Duckett provided a rationale for the Convention Committee bylaws revision. Discussion ensued.
 - ii. *A motion was made to endorse the Convention Committee bylaws change and forward to the Legislative Assembly for final approval. Seconded. Motion carried unanimously.*
- g. ACTION: Bylaws Revision – Resolutions Committee
 - i. Danowski provided a rationale for the Resolutions Committee bylaws revision. Discussion ensued.
 - ii. *A motion was made to endorse the Resolutions Committee bylaws change and forward to the Legislative Assembly for final approval. Seconded. Motion carried unanimously.*

5. Strategic Planning

The Executive Committee spent the remainder of the time working on the strategic planning dashboard that will be made available to the membership before the end of the year.

With no further business, the meeting was adjourned at 2:45 p.m.

Respectfully submitted,
Dr. Shari Miles-Cohen
Executive Director

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

NCA Governing Documents

Bylaws

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, 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 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 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 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.

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NATIONAL COMMUNICATION ASSOCIATION
STRATEGIC PLAN 2023–2027
NCA

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

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