



FY25 ANNUAL REPORT



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Welcome to the FY25 NCARB Annual Report

Fiscal Year 2025 was a transformative period for NCARB, marked by significant progress in our commitment to protect the public's health, safety, and welfare while expanding access to architectural licensure.

A defining milestone was the October 2024 release of the *NCARB Competency Standard for Architects*. Developed through years of collaborative research and engagement with thousands of practicing architects, this framework establishes the foundation for measuring architects' qualifications for initial licensure. The *Competency Standard* represents a fundamental shift in how we approach licensure assessment—focusing on demonstrated competency rather than prescriptive pathways—and will inform updates to the Architectural Experience Program® (AXP®) and Architect Registration Examination® (ARE®) while guiding the development of future licensure programs through our multi-year Pathways to Practice initiative.

To further our Pathways to Practice efforts, we engaged throughout the year with NCARB's member and volunteer communities, gathering feedback on potential licensure models. These insights will be incredibly valuable as NCARB works to ensure our future programs are valid, accessible, and fair—and accepted by all of NCARB's member licensing boards.

Throughout the year, we also worked to strengthen our international partnerships, implementing an updated Mutual Recognition Agreement (MRA) with Australia and New Zealand, negotiating an updated MRA with Canada, and securing member approval for a new agreement with South Africa. These reciprocity agreements expand international access for qualified architects while maintaining shared standards of competency.

We also celebrated several significant improvements in licensure accessibility—including the full retirement of the exam's five-year rolling clock policy across all 55 jurisdictions and the passing of a resolution to ensure greater accessibility in our Education Alternative to NCARB Certification. The 2025 edition of *NCARB by the Numbers* revealed that NCARB's ongoing efforts to reduce unnecessary barriers are having a positive impact: new architects and licensure candidates are increasingly diverse, and interest in architectural licensure is at a record high.

As we enter FY26, NCARB remains committed to improving our programs and services while maintaining the rigor needed to protect the public.

In this report, you'll find a record of NCARB's FY25 accomplishments, including:

- A timeline of our key efforts from July 2024 to June 2025
- Detailed quarterly reports on NCARB's programs, services, and key initiatives
- Volunteer reports featuring highlights from our Board of Directors and committees
- An overview of NCARB's organizational structure, business updates, the current *NCARB Bylaws*, and financial statements

On behalf of the Council, it is our pleasure to welcome you to the FY25 NCARB Annual Report.

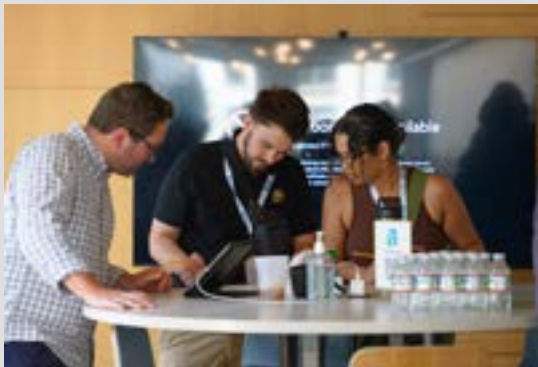


Kenneth R. Van Tine, AIA, NCARB, LEED AP
FY25 President



Michael J. Armstrong
NCARB CEO

FY25 TIMELINE



JULY

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

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

AUGUST

Launching the NCARB Leadership Institute ▶

Designed to educate and inspire future NCARB leaders, the first-ever Leadership Institute training program brought together 12 licensing board members and volunteers from around the country to participate in expert training and peer-to-peer engagement.

NCARB Scholars in Professional Practice ▶

The sixth annual NCARB Scholars event welcomed 16 professors from around the country at Howard University in Washington, DC to facilitate learning and development around professional practice education.





SEPTEMBER

◀ **Supporting Local Architecture Students**

In September, NCARB sponsored the annual 2024 Interschool Design Competition, which brought together students from several greater DC-area architecture programs for a week-long collaborative design challenge.

◀ **Building on Belonging Research**

As part of NCARB and NOMA's ongoing *Building on Belonging* effort, NCARB conducted a brief survey exploring licensure candidates' access to and experiences with licensing advisors and mentors. The survey's findings highlighted key gaps in guidance and mentorship on the path to licensure.



OCTOBER

Establishing a Position on AI

NCARB's Board of Directors released a statement establishing NCARB's position on the use of AI in architectural practice and its impact on regulation.

NCARB Releases New Competency Standard for Architects ▶

NCARB shared the new *Competency Standard for Architects* in October 2024. Developed with input from thousands of practicing architects, the foundational document defines the knowledge, skills, abilities, and behaviors necessary to demonstrate competency as an architect and will be used to shape the next iteration of NCARB's programs.

2024 Member Board Chairs and Executives Leadership Summit ▶

Leadership from the 55 U.S. architectural licensing boards convened for NCARB's 2024 Member Board Chairs and Executives Leadership Summit—a two-day event providing an opportunity to explore the future of licensure.





November

◀ **Launch of Updated Australia-New Zealand-U.S. MRA**

On November 6, 2024, NCARB and our international counterparts launched the updated Australia-New Zealand-U.S. Mutual Recognition Agreement (MRA), removing unnecessary barriers to eligibility for qualified architects.

◀ **Architectural Licensure Interest Reaches Record High**

In November 2024, NCARB announced a significant milestone: over 125,000 individuals now hold an NCARB Record, an all-time high that signals unprecedented interest in architectural licensure.

December

Collaboration at Committee Summit ▶

At NCARB's 2024 Committee Summit, dedicated volunteers gathered to discuss NCARB policies, upcoming work to further their respective charges, and the future of licensure.

Streamlining Experience Reporting ▶

NCARB announced updates to the Experience section of My NCARB, designed to provide licensure candidates with a more intuitive and user-friendly experience reporting process.





January

◀ **HBCU Listening Tour With NOMA**

From September 2024 to January 2025, NCARB and NOMA leadership met with students at the seven Historically Black Colleges and Universities (HBCUs) that offer accredited architecture programs to gather feedback regarding challenges on the current path to licensure.

February

MBE Workshop and Regional Summit ▶

Over 250 attendees gathered for NCARB's Regional Summit and MBE Workshop in Philadelphia. Member Board Members and Executives convened to explore key national initiatives, discuss regional issues, and elect leadership for the year ahead.



March

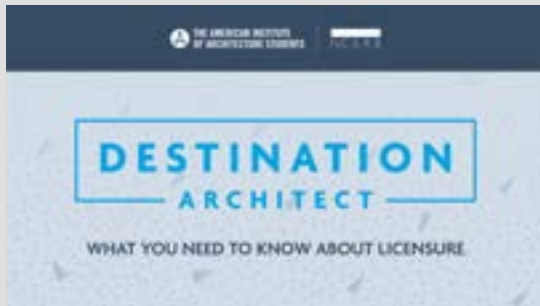
◀ **Improvements to NCARB's Licensing Requirements Tool**

As part of ongoing work to enhance users' experience with our online systems and tools, NCARB made enhancements to the licensing requirements tool. The licensing requirements tool provides an overview of requirements in each of NCARB's 55 member jurisdictions related to architectural licensure and practice rules.

◀ **Release of RAND's Building Impact Report**

In March, RAND released an independent study exploring the gap between architectural academia and practice. As NCARB continues exploring opportunities to create more Pathways to Practice, findings from the *Building Impact* report will shape our research and development.





April

◀ **NCARB Hosts Architecture Alliance Meeting**

NCARB hosted the Architecture Alliance's spring meeting at our office in Washington, DC. During the meeting, the organizations shared updates on their strategic direction and discussed upcoming opportunities for collaboration.

◀ **Destination Architect Webinar Series**

Throughout the spring of 2025, NCARB and AIAS collaborated to host a series of joint webinars for architecture students, sharing information to help de-mystify the licensure process and offering free resources for students looking to become architects.

May

All 55 Jurisdictions Retire the Rolling Clock Policy ▶

Two years after retiring the five-year rolling clock policy, NCARB celebrated the final jurisdictional licensing boards aligning their requirements with NCARB's and adopting the new score validity policy.

Launch of Inside NCARB by the Numbers Podcast ▶

In May, NCARB released the first episode of a new limited-series podcast, *Inside NCARB by the Numbers*, exploring the people, programs, and policies that drive trends on the path to licensure.





June

2025 NCARB by the Numbers

NCARB released the 14th edition of its annual data report, *NCARB by the Numbers*, highlighting key trends related to the overall health of the licensure pipeline.

◀ **AIA Conference on Architecture**

NCARB connected with hundreds of licensure candidates and architects at the annual American Institute of Architects (AIA) conference, answering questions about our programs and participating in multiple workshops.


◀ **2025 Annual Business Meeting**

Members from the 55 U.S. architecture licensing boards attended NCARB's 2025 Annual Business Meeting in Scottsdale, Arizona. The meeting provided a forum for NCARB members to elect the incoming Board of Directors, vote on resolutions, and discuss upcoming work for the Pathways to Practice initiative.

“Together we are shaping a future for architectural licensure. Our framework for licensure will be more accessible, better aligned with the expectations of our public and elected officials, and appropriately designed to protect the public health, safety, and welfare.”

—FY25 NCARB President Kenneth R. Van Tine

YEAR IN REVIEW



In FY25, NCARB's Board of Directors and senior staff leadership worked to uphold our Strategic Plan, which features three strategic goals: facilitate licensure, foster collaboration, and maximize value. Guided by the Strategic Plan, we upheld our commitment to protecting the public's health, safety, and welfare and pursued new opportunities to improve our programs and services.

The FY25 Annual Report is structured chronologically around NCARB's fiscal year, which begins on July 1, 2024, and ends on June 30, 2025. This approach highlights NCARB's priorities during each quarter, from building relationships with external partners to enhancing tools and resources for licensure candidates.

Learn more about NCARB's initiatives for its members, volunteers, licensure candidates, and architects throughout FY25.

Note: The Year in Review section of this report was developed with the assistance of generative AI.



Q1: SUMMER

The first quarter of Fiscal Year 2025 was marked by a continued commitment to innovation and accessibility in our efforts to support the regulation of architecture. Building on resolutions passed at our June 2024 Annual Business Meeting, NCARB advanced strategic initiatives spanning international agreements, platform enhancements, and research efforts—all aimed at reducing barriers to licensure while upholding standards that protect the public’s health, safety, and welfare.

Implementing FY24 Resolutions

During the June 2024 Annual Business Meeting, members passed several resolutions, including two that updated NCARB’s official documents. Changes to the *NCARB Bylaws* and the *NCARB Model Law and Regulations* went into effect on July 1, 2024.

As part of NCARB's larger governance reform, the organization updated the [NCARB Bylaws](#) to adjust the requirement that certain positions on the Board of Directors hold an NCARB Certificate. Prior to passing the resolution, all architects serving in any position on the Board of Directors were required to hold an NCARB Certificate. Under the updated *Bylaws*, only architects serving in officer positions on the Board must hold an NCARB Certificate. This change enables non-certified architects to serve on NCARB's national Board of Directors, expanding access and removing financial impediments to service.

In addition, the organization revised its [Model Law and Regulations](#) to amend the recommended national standard for access to the examination. Previously, NCARB's *Model Law and Regulations* recommended that candidates should earn an architecture degree from an "approved education program" (typically a program accredited by the National Architectural Accrediting Board, or NAAB) or be enrolled in an Integrated Path to Architectural Licensure (IPAL) option. Under the updated *Model Law and Regulations*, candidates must have graduated from a state-regulated or federally regulated high school or the equivalent to gain access to the exam.

This change is intended to expand access to begin testing for candidates who may not hold a degree from a NAAB-accredited program, including those who hold a two- or four-year degree in architecture, international architects, and other candidates pursuing a non-traditional path to licensure. Exam eligibility is managed by the jurisdiction where a candidate seeks initial licensure, so this recommended model language must be adopted by individual state licensing boards in order to take effect.

NCARB Leadership Institute Launch

In August, NCARB celebrated another significant milestone: the launch of our first-ever Leadership Institute training program. Held from August 22 – 24, 2024, in Washington, DC, this groundbreaking program brought together 12 licensing board members and NCARB volunteers from around the country to participate in expert training and peer-to-peer engagement focused on leadership development.



Members of the inaugural NCARB Leadership Institute cohort collaborated at a gathering in NCARB's office.

Developed by current and past members of NCARB leadership, the program's curriculum focused on four key themes: leading self, leading others, leading the business, and leading into the future. Through this training program, we aim to foster core leadership skills that attendees can take back to their licensing board and future NCARB committee service, ultimately shaping a more informed, dynamic pool of future NCARB leaders.

Sixth Annual Scholars in Professional Practice Program



2024 NCARB Scholars gathered for the sixth annual event at Howard University.

In August, NCARB also hosted the sixth annual NCARB Scholars in Professional Practice intensive training program for architecture educators at Howard University in Washington, DC. This three-day program brought together 16 educators from across the country to participate in expert training and peer-to-peer engagement focused on professional practice education.

The program was designed to build a strong community of professional practice educators through a mix of presentations and interactive sessions focused on both course content and instructional methods. Participating educators engaged with presentations and interactive sessions, delivered simulated lessons for peer review and feedback, and explored opportunities to improve both course content and delivery to better support student learning.

This program represents our ongoing commitment to strengthening the connection between architectural education and practice, ensuring that educators have the tools and knowledge necessary to prepare students for successful careers in architecture.

Expanding Access to International Reciprocity

In June 2024, NCARB's membership passed resolutions to update two of NCARB's Mutual Recognition Agreements (MRAs), which establish reciprocity with several of NCARB's international counterparts. Throughout the first quarter of FY25, NCARB prepared to implement these MRAs, including coordinating the official signing of the agreements.

One resolution implemented a new MRA in place of NCARB's existing agreement with the Architects Accreditation Council of Australia (AACA) and the New Zealand Registered Architects Board (NZRAB). The new agreement was signed by both FY25 President Kenneth R. Van Tine, AIA, NCARB, LEED AP, and CEO Michael Armstrong as a part of a formal ceremony in New Zealand in August 2024.



Leaders from NCARB and our counterparts convened to sign the new Australia-New Zealand-U.S. Mutual Recognition Agreement.

Another resolution modified the Tri-National Mutual Recognition Agreement between NCARB, Mexico's Comité Mexicano para la Práctica Internacional de la Arquitectura (COMPIAR), and the Regulatory Organizations of Architecture in Canada (ROAC). This agreement was signed virtually by NCARB leadership and our counterparts in August 2024.

In both cases, the updates expand access to the MRAs, allowing more architects to pursue international licensure through these agreements. These changes are part of NCARB's ongoing efforts to reduce unnecessary barriers, including extended time requirements and limited paths to licensure and reciprocity, and instead increase opportunities toward licensure. The agreements' terms are based on a shared baseline of competency requirements at the point of initial licensure, while allowing for flexibility in competency assessment for each country's licensure process.

The resolution updating the Australia-New Zealand-U.S. agreement was implemented in the second quarter of FY25—read more about the implementation in the [Q2 section of this report](#). Note: The Tri-National Agreement was eventually suspended shortly after implementation at COMPIAR's request due to administrative difficulties.

Workforce Readiness Report

In August 2024, NCARB released a comprehensive new report providing insight into the top knowledge, skills, and abilities (KSAs) expected for entry-level roles in architecture. The *Workforce Readiness Report* was created with research and input from thousands of both licensed and unlicensed architecture professionals, identifying 53 KSAs needed to effectively perform in an entry-level architecture position.

The report highlights nine KSAs that both licensed and unlicensed individuals indicated were most critical for an entry-level role, providing a framework for incorporating the top skills recent graduates need into all types of architectural education. This research was the outcome of efforts led by NCARB's FY24 Workforce Readiness Work Group, created by FY24 President Jon Alan Baker, FAIA, NCARB, LEED AP.

Interschool Student Design Competition



Architecture students from DC, Maryland, and Virginia gathered for the annual Interschool Student Design Competition.

NCARB continued to sponsor the annual Interschool Student Design Competition in September 2024, bringing together students from several greater DC-area architecture programs for a week-long collaborative design challenge at the National Building Museum. The competition focused on reimagining an exhibition space and flea market location to strengthen local community connections.

Students worked in teams guided by mentors from the architecture and design industry to develop innovative solutions to real-world challenges. Through this competition, students earned credit toward the Architectural Experience Program® (AXP®) and received a free NCARB Record for one year.

Enhancements to My NCARB

During this period, NCARB launched significant enhancements to our My NCARB platform to improve the candidate experience, including a new feature allowing candidates to easily request exam eligibility from any licensing board via their My NCARB account. To begin this process, candidates can now log in to My NCARB, navigate to the Exams tab in their NCARB Record, and select “Switch My Testing Jurisdiction” on the ARE Overview page. The system alerts candidates if they do not meet their desired jurisdiction’s eligibility requirements and provides clear next steps.

This enhancement streamlines what was previously a more complex process, demonstrating our commitment to reducing barriers and improving accessibility for licensure candidates while maintaining necessary regulatory oversight.

Ethics and Public Welfare Continuing Education Guidance

On September 26, 2024, NCARB and the American Institute of Architects (AIA) jointly released a new resource for developers and reviewers of continuing education course material. [*Ethics and Public Welfare Topics: A Guide to HSW Course Development*](#) offers guidance for covering ethics, equity, diversity, and inclusion in Health, Safety, and Welfare (HSW) continuing education courses.

This collaboration addresses growing interest in health and ethics-related continuing education courses and confirms that both AIA and NCARB accept ethics, sociology, and public welfare content within the framework of HSW continuing education credit. The guide addresses common questions regarding how this content should be framed for approval as HSW-eligible content.

Building on Belonging Research

During September 2024, NCARB released new findings from our joint *Building on Belonging* effort with the National Organization of Minority Architects (NOMA). The survey, which followed up on initial research conducted through the *Baseline on Belonging* study, explored candidates’ ability to access licensing advisors and mentors, as well as the impact that advisors and mentors had on their licensure progress.

The research revealed that nearly half of all respondents reported not having access to a licensing advisor or mentor, and many of those who did have access indicated that their advisor or mentor did not effectively help them become licensed. These findings are guiding our efforts to develop new resources to support licensing advisors and mentors as they guide candidates toward earning a license.

External Engagements

Throughout the quarter, NCARB had several opportunities to engage with its external partners. During these meetings, we work with our related organizations to discuss issues of shared interest, advance joint efforts, and explore opportunities to work together in the future.

AIAS Grassroots

In July, NCARB welcomed American Institute of Architecture Students (AIAS) Grassroots conference attendees to an open house at NCARB's office in Washington, DC. During the open house, architecture students were able to meet with NCARB leadership, including President Van Tine and CEO Armstrong. NCARB staff provided information about programs and services and answered questions about the path to licensure.



During AIAS Grassroots 2024, NCARB staff welcomed architecture students to our office and answered questions about the path to licensure.

International Regulation Symposium

While in New Zealand for the Australia-New Zealand-U.S. agreement signing, President Van Tine and CEO Armstrong also joined the International Regulation Symposium, which included representatives from Australia, New Zealand, and the United Kingdom. This meeting allowed the four countries to discuss issues impacting the regulation of architecture and explore additional opportunities for collaboration.

ICOR

NCARB engaged in multiple meetings of the Interorganizational Council on Regulation (ICOR) during this period, including one with the Practice Overlap Task Force. Building on work conducted by NCARB's Incidental Practice Task Force, ICOR formed the joint Practice Overlap Task Force to further explore overlapping practice between the professions of architecture, engineering, interior design, landscape architecture, and surveying, and develop a guideline for the competent overlap of practice. The task force includes an overarching steering committee composed of members of each profession, as well as subcommittees for each design profession.

During the meeting in Dallas, Texas, architect and interior designer subcommittee members continued developing areas of acceptable overlap and scope distinction between the professions. We also facilitated an orientation for newly appointed licensing board members and executives from architecture, engineering, landscape architecture, and interior design, providing insights into regulatory roles and national community services.

Outreach

NCARB's outreach efforts during this period included presentations at numerous universities, professional chapters, and conferences. NCARB staff members and leadership visited major firms, presented to professional chapters including AIA Kansas City, AIA Illinois, and AIA Chicago, and participated in conferences including AIAS Grassroots and the American School Counselors Association meeting.

These activities demonstrate our commitment to maintaining strong relationships with all stakeholders in the architectural community and ensuring that information about our programs and services reaches diverse audiences.



Q2: FALL

The second quarter of Fiscal Year 2025 brought major advancements in defining the future of architectural licensure. Building on the strategic work of Q1, NCARB released the *Competency Standard for Architects*, which will guide updates to NCARB's core programs and provide the foundation for the Pathways to Practice initiative. During this quarter, NCARB also participated in critical conversations with our leaders and volunteers and continued engaging with external stakeholders on emerging issues affecting the profession.

Establishing a Position on AI

As the technological landscape continues evolving, NCARB is working to understand how advances in artificial intelligence (AI) may impact the practice and regulation of architecture.

Following extensive discussions among licensing board members and the broader regulatory community, the NCARB Board of Directors adopted a position statement on the use of AI in architectural practice in October 2024. The position statement establishes key principles regarding AI's role in practice. Notably, the statement affirms that AI is a tool—not a replacement for professional judgment—and that regulators should not limit technological advances that support the profession's ability to improve public health, safety, and welfare. However, NCARB and its regulatory community agreed that any regulation addressing AI usage must ensure the licensed practitioner remains in responsible control and accountable for all technical submissions under their seal.



In October 2024, NCARB released a statement on the use of AI in architectural practice and its impact on regulation.

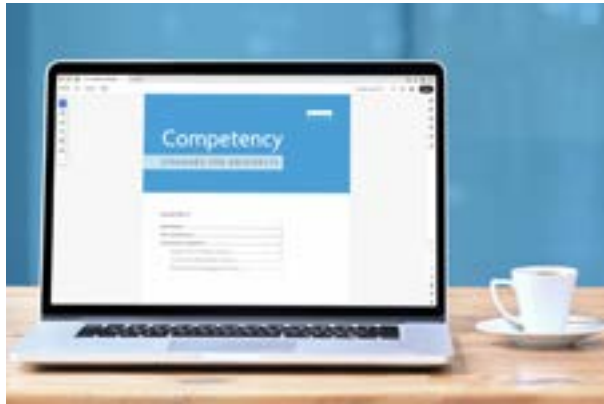
The statement built on critical conversations that began with NCARB's 2023 Futures Symposium, continued through the March 2024 Regional Summit, and culminated in workshops at the June 2024 Annual Business Meeting, where 150 licensing board members explored AI's regulatory implications. Moving forward, NCARB plans to work with licensing boards to explore two key areas:

- Reassessing responsible control parameters to determine whether they appropriately address the use of AI tools
- Identifying best practices for ethical AI usage—including determining whether, when, and how the use of AI and its supporting datasets should be declared

NCARB will continue to monitor the expanding use of AI across practice and is committed to collaborating with licensing boards to ensure the protection of the public.

Release of the *NCARB Competency Standard for Architects*

In October 2024, NCARB released the *Competency Standard for Architects*, marking a pivotal moment in the evolution of architectural licensure. This competency-based framework establishes the foundation that will be used to measure architects'



Developed with input from thousands of practicing architects, NCARB's *Competency Standard* defines the level of knowledge, skill, and ability necessary to demonstrate competency as an architect.

qualifications for initial licensure in the future, representing years of collaborative research and engagement with the architectural community.

The *Competency Standard* was developed through the work of NCARB's Competency Task Force, which used findings from NCARB's 2022 Analysis of Practice as its foundation. The task force researched which competencies were necessary at the point of initial licensure to protect public health, safety, and welfare, shifting the

expected proficiency of newly licensed architects to align with a modern, collaborative approach to practice. After releasing a draft for public feedback in October 2023, the task force continued to refine the framework based on input from nearly 5,000 architects before the Board of Directors finalized it in September 2024.

The resulting framework defines 16 knowledge areas, skills, abilities, and behaviors—called competencies—that describe the capabilities necessary at the point of initial licensure for an individual to protect the public's health, safety, and welfare as a practicing architect. Over the next few years, NCARB will use the *Competency Standard* to update the Architectural Experience Program® (AXP®) and Architect Registration Examination® (ARE®). These changes will focus on aligning the descriptions of the AXP's six experience areas and the objectives tested across ARE 5.0's six divisions with the competencies defined in the *Competency Standard*.

Beyond informing updates to existing programs, the *Competency Standard* will shape NCARB's Pathways to Practice effort, launched in 2023 to expand licensure access to individuals of all career backgrounds by creating a more flexible licensure model. NCARB's Licensure Process Research & Development Task Force will use the competencies to envision new pathways—and refresh traditional pathways—to becoming an architect, without compromising the rigor needed to protect the public.

Assessing COVID-19's Impact on Licensure

Since 2020, NCARB has been closely monitoring how the COVID-19 pandemic affected candidates pursuing an architecture license. To better understand its impact on candidates, particularly on their ability to earn AXP credit, NCARB conducted a survey from September to October 2024.

More than 2,300 candidates and recently licensed architects completed the survey and shared their experiences in architecture starting from the pandemic's onset in February 2020. The survey results, which are shared in the *2025 NCARB by the Numbers*, revealed widespread challenges: project delays and cancellations, layoffs, reduced work hours, rescinded job offers, and concerns related to both physical and mental health. As a result of these disruptions, 37% of respondents reported that COVID-19 significantly slowed their AXP progress. Additionally, 63% believed they would have become licensed sooner if not for the pandemic. These challenges align with NCARB's licensure data: since 2020, NCARB has seen fewer new licensees compared to previous years, as pandemic-era candidates have taken longer to complete the licensure path.

While additional NCARB data shows that many licensure candidates are back on track toward licensure, some candidates whose career trajectories were altered by layoffs or job changes may feel the pandemic's effects for much longer. In the years to come, NCARB will continue to monitor licensure trends and seek feedback from licensure candidates facing barriers on the path to licensure. To learn more about NCARB's work to identify licensure trends shaping architecture, see the [Q4 section of this report](#).

Member Board Chairs and Executives Leadership Summit

Every other year, NCARB gathers leaders from its 55 Member Boards for our Member Board Chairs and Executives Leadership Summit, where attendees engage in strategic discussions and discuss important issues facing the profession.

During this year's event—held in Fargo, North Dakota—board leadership explored the newly released *Competency Standard* and how this framework will inform updates to NCARB's existing programs over the next few years. They also had a chance to share feedback on some of the early draft licensure models being explored by NCARB's Licensure Process Research & Development Task Force. In addition, attendees explored



Mike Kolejka, AIA, LEED AP, NCARB, and Julie Hildebrand shared how the *Competency Standard* will shape the future of NCARB's programs at the 2024 Member Board Chairs and Executives Leadership Summit.

how to communicate changes to architects and licensure candidates in their jurisdiction, as well as how to prepare their boards and local stakeholders for future updates.

Going forward, NCARB will continue to share potential programmatic changes with our Member Boards for collaboration and feedback as we all work together to shape the future of licensure.

Australia-New Zealand-U.S. MRA Takes Effect

Following the approval of a resolution in June 2024 to update the Australia-New Zealand-U.S. reciprocity agreement, NCARB and its international counterparts—the Architects Accreditation Council of Australia (AACA) and the New Zealand Registered Architects Board (NZRAB)—prepared for the new agreement's official implementation in November 2024.

Effective November 6, 2024, the updated mutual recognition agreement (MRA) removes unnecessary barriers to eligibility for interested architects, such as eliminating extended experience requirements and accepting architects who obtained their license/registration through various routes, including alternate education and international architect pathways. Through the new agreement, NCARB, AACA, and NZRAB recognize the

level of competency established through each country's initial licensure processes and acknowledge the value of the various pathways to licensure within each country.

By reducing common barriers to eligibility, the agreement will allow more qualified architects the opportunity to venture into an increasingly global marketplace. In turn, NCARB and its counterparts hope to foster increased knowledge exchange and collaboration between architecture professionals across these countries.

Architectural Licensure Interest Reaches Record High

Holding an active NCARB Record is a key step for individuals pursuing architectural licensure, necessary for both unlicensed individuals seeking to take the national licensing exam as well as for licensed architects interested in applying for an out-of-state (reciprocal) license. In November 2024, NCARB announced a significant milestone: over 125,000 individuals now hold an NCARB Record, an all-time high that signals unprecedented interest in architectural licensure.

NCARB's record number of Record holders includes nearly 70,000 candidates pursuing an architecture license and over 51,000 NCARB-certified architects, as well as several thousand non-certified architects—record highs across all account types. This milestone comes shortly after the COVID-19 pandemic drove a temporary drop in licensure interest, indicating that interest in licensure has fully recovered and is continuing to grow beyond levels seen pre-pandemic.

The surge in NCARB Record holders reflects the cumulative impact of recent programmatic changes aimed at eliminating unnecessary barriers within NCARB's programs and services. Among the changes are the 2023 retirement of the ARE's five-year rolling clock policy—which reinstated more than 6,600 exam credits—and the 2022 launch of free practice exams, which have led to an average 16 percentage point increase in exam pass rates. The organization has also implemented new accommodations for licensure candidates who speak English as a Second Language, streamlined pathways to NCARB certification for individuals who don't have a degree from an accredited architecture program, and launched an alternative method of satisfying the experience program for experienced designers.

Customer Outreach

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

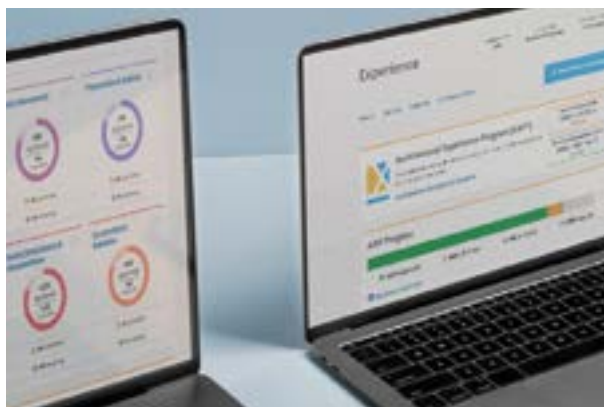
Continuing to support a hybrid environment, NCARB's expert team conducted outreach with options for remote and face-to-face participation, which enables NCARB staff to reach a broad audience of customers. In the fall of 2024, NCARB gave nearly 50 presentations at community colleges, universities, American Institute of Architects (AIA) chapters, architecture firms, and conferences across the United States.



NCARB partnered with NOMA to host an outreach event at our office in Washington, DC.

Enhancements to My NCARB

To support our community of over 120,000 members, volunteers, and customers across the country, NCARB is constantly evolving our tools and systems to ensure the organization stays on top of best practices.



In December 2024, NCARB made changes to the My NCARB website to improve the look and feel of the interface—creating a smoother user experience for our customers.

In December 2024, NCARB implemented updates to the Experience section of My NCARB, which candidates use to document their professional experience and make progress toward the AXP. This redesign streamlines the documentation process, making it more intuitive and user-friendly. The updates also made the Experience section fully mobile accessible, allowing candidates to manage their accounts conveniently from their smartphones or tablets.

These improvements demonstrate NCARB's commitment to leveraging emerging technologies and regularly updating resources to better serve licensure candidates while fulfilling our mission of protecting the public's health, safety, and welfare.

NCARB Live: AI & Architecture

To continue the conversation about AI in the wider architecture community, NCARB hosted an NCARB Live webinar focused on AI and its implications for architectural practice and regulation.

Held in December 2024, the session provided an opportunity to share insights from NCARB's conversations with a broader audience of architects, candidates, educators, and other stakeholders interested in understanding how AI is reshaping architectural practice. Expert panelists—Futures Collaborative Chair Dena Prastos, AIA, NCARB, and Harvard Laboratory for Design Technologies Research Associate George Guida, RIBA, LEED AP BD+C—discussed how AI and computational design are transforming daily workflows and project delivery, while examining the questions these tools raise about the architect's responsibility and accountability. Panelists also addressed practical considerations for how architects and licensure candidates can move forward in practice with these emerging technologies, balancing innovation with professional obligations.

The webinar recording is available on NCARB's [YouTube channel](#), serving as a resource for both licensure candidates and practitioners seeking to understand AI's role in architectural regulation and best practices for its ethical use.

Committee Summit

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



NCARB committee members participated in strategic roundtable discussions during the 2024 Committee Summit.

Held in Washington, DC, the 2024 Committee Summit allowed volunteers, partners, and Member Board Members to engage in discussions exploring various topics, including the *Competency Standard* and its impacts on existing programs over the next years. In various workshop sessions, leadership explored the next steps for the *Competency Standard* and opportunities to establish more accessible, flexible pathways to licensure. Committee members also received important updates from NCARB leaders about progress on key FY25 priorities. Six volunteer groups participated in the FY25 meeting, including:

- Education Committee
- Examination Committee
- Experience Committee
- Licensure Process Research & Development Task Force
- Policy Advisory Committee
- Regional Leadership Committee

External Engagements

Throughout the quarter, NCARB collaborated with other members of the architecture, engineering, and construction community to advance our mission of protecting the

public's health, safety, and welfare. During these events, we worked with our related organizations to discuss issues facing our professions, present on cutting-edge topics in architectural regulation, and explore opportunities to work together in the future.

NOMA Conference

NCARB is committed to partnering with the National Organization of Minority Architects (NOMA) to support minorities in architecture and encourage greater equity in the profession. Part of NCARB's commitment includes attending the annual NOMA conference, which was held in October 2024 in Baltimore, Maryland.



NCARB staff engaged with NOMA conference attendees and answered questions about the path to licensure.

At this year's conference, NCARB Vice President Edward T. Marley, FAIA, NCARB, LEED AP; CEO Michael Armstrong; and NCARB staff participated in key business and educational sessions while connecting with attendees throughout the conference expo. In addition, NCARB staff presented on the new *Competency Standard's* impact on the AXP and shared about recent programmatic changes aimed at increasing equity in the profession. NCARB staff also provided direct customer support for licensure candidates and architects at NCARB's table in the expo hall.

Read more about NCARB's and NOMA's work to identify and address issues facing underrepresented groups in architecture in the [Q4 section of this report](#).

AIA International Conference

NCARB is continuously working to expand and strengthen our international partnerships, providing more opportunities for qualified architects to expand their practice. In October 2024, NCARB staff members attended the American Institute of Architects (AIA) International Conference in Hong Kong to meet with regulatory organizations across the globe. During the conference, NCARB staff had the opportunity to connect with NCARB's counterpart organizations from other countries and discuss potential future MRAs.

Architecture Alliance Meeting

NCARB collaborates closely with several architectural organizations, each of which is responsible for a different aspect of the profession's health. The following organizations form the Architecture Alliance:

- The American Institute of Architects (AIA)
- The American Institute of Architecture Students (AIAS)
- The Association of Collegiate Schools of Architecture (ACSA)
- The National Architectural Accrediting Board (NAAB)
- The National Organization of Minority Architects (NOMA)

Leaders of each organization meet twice a year to provide organizational updates and discuss opportunities for collaboration. At the October 2024 meeting, President Kenneth R. Van Tine, AIA, NCARB, LEED AP; Vice President Marley; Second Vice President John Patrick Rademacher, NCARB, AIA, NOMA; and CEO Armstrong gathered with other organization leaders to share more about the new *Competency Standard for Architects* and discuss the future of architectural licensure.



Q3: WINTER

The third quarter of Fiscal Year 2025 emphasized engagement and collaboration as NCARB deepened its connections with diverse stakeholders across the architecture community. Building on the release of the *Competency Standard for Architects* in the fall, this quarter focused on meaningful dialogue with students, emerging professionals, and partner organizations to ensure the evolution of NCARB's programs is accessible to licensure candidates of all career backgrounds. From a university listening tour with the National Organization of Minority Architects (NOMA) to the annual Licensure Advisory Forum (LAF), NCARB prioritized listening to and learning from the communities we serve while continuing to enhance our digital tools and resources.

Updated AXP Guidelines

As a result of improvements to the Experience section of My NCARB launched in December 2024, NCARB retired the My AXP app in January 2025. To reflect this change,

we updated the *Architectural Experience Program® (AXP®) Guidelines* to remove mentions of the app. In addition, NCARB updated the introductory pages of the *AXP Guidelines* to reflect paths to licensure outside of an accredited education. There were no programmatic or policy changes—the requirements for completing the AXP remain the same.



NCARB President Van Tine and NOMA President Sablan conducted an HBCU listening tour throughout late 2024 and early 2025.

AIAS Forum

President Kenneth R. Van Tine, AIA, NCARB, LEED AP, and NCARB staff attended the annual American Institute of Architecture Students (AIAS) Forum conference, held in early January in Austin, Texas. During the conference, President Van Tine spoke on NCARB's efforts to ensure greater accessibility within the path to licensure, encouraging students to stay engaged and involved throughout their careers. NCARB staff also provided licensure support for students and encouraged attendees to get involved with NCARB's community of architect licensing advisors, who provide peer support and guidance on the path to licensure.

HBCU Listening Tour With NOMA

From September 2024 to January 2025, NCARB and NOMA leadership met with students at the seven Historically Black Colleges and Universities (HBCUs) that offer accredited architecture programs as part of ongoing efforts to ensure all candidates are well-informed and equipped to successfully navigate the path to licensure. Through these visits, NOMA's 2023-24 President Pascale Sablan, NOMA, FAIA, LEED AP, and NCARB's FY25 President Van Tine were able to gather students' experiences and feedback regarding the current path to licensure, share information regarding recent program and policy updates, and offer advice for addressing common challenges faced on the path to licensure.

The following architecture schools hosted NCARB and NOMA:

- Florida A&M University, School of Architecture and Engineering Technology
- Prairie View A&M University, School of Architecture
- Tuskegee University, Department of Architecture
- Morgan State University, School of Architecture & Planning
- University of the District of Columbia, College of Agriculture, Urban Sustainability, and Environmental Science
- Hampton University, School of Engineering, Architecture, and Aviation
- Howard University, College of Engineering and Architecture

NCARB will continue to engage with students and licensure candidates as the organization works to re-envision the licensure process over the years ahead.

ICOR Leadership Engagement

NCARB continued to partner with related organizations in the interior design, landscape architecture, engineering, and surveying professions, collectively known as the Interorganizational Council on Regulation (ICOR).

In January, leadership from ICOR member organizations—which include the Council for Interior Design Qualification (CIDQ), the Council of Landscape Architectural Registration Boards (CLARB), the National Council of Examiners for Engineering and Surveying (NCEES), and NCARB—gathered to discuss updates related to the work of the Practice Overlap Task Force. The Practice Overlap Task Force, which includes representatives from each of the ICOR member organizations, has been exploring what is and is not appropriate overlap in the design professions. Through this work, ICOR hopes to provide regulators with resources that can help them protect the public health, safety, and welfare by ensuring practitioners remain within the appropriate boundaries of their qualifications.

Licensure Advisory Forum

In February 2025, NCARB President Van Tine and CEO Michael Armstrong co-hosted the annual Licensure Advisory Forum, bringing together leaders from diverse architecture community organizations for strategic dialogue on pathways to architectural licensure. This forum allows stakeholders across the profession who are outside of the Architecture



Region 2 Chair Bob Cozzarelli presented at the 2025 Regional Summit, which was hosted by Region 2.

Alliance—including the American Indian Council of Architects and Engineers (AICAE), Arquitectos, the Association of Licensed Architects (ALA), the Society of American Registered Architects (SARA), and the Society for Design Administrators (SDA)—to participate in comprehensive discussions regarding the evolution and maintenance of NCARB's programs.

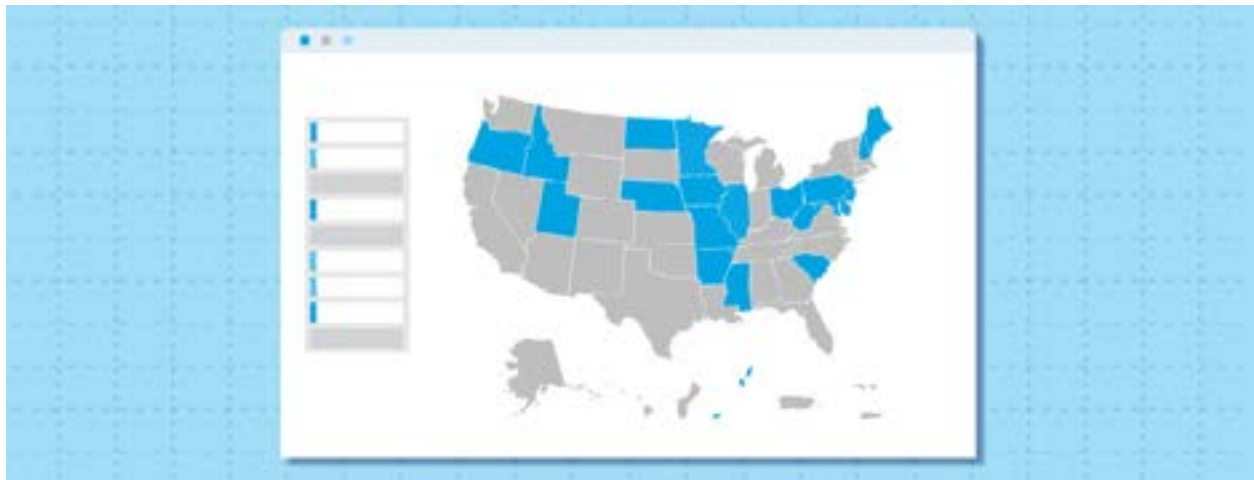
This year's virtual forum featured presentations on NCARB's key initiatives, including the newly released *Competency Standard for Architects* and Pathways to Practice. Through collaborative discussion, LAF attendees shared perspectives and concerns about the current licensure process and insights for NCARB's upcoming work.

MBE Workshop and Regional Summit

Held February 27 – March 1, 2025, in Philadelphia, Pennsylvania, NCARB's annual Member Board Executives (MBE) Workshop and Regional Summit provided opportunities to explore trending topics, discuss upcoming resolutions, and welcome new members to our community.

Designed for the executive leadership and staff of each licensing board, the MBE workshop directly preceded Regional Summit. During the meeting, Member Board Executives shared best practices related to their regulatory roles, explored areas for future collaboration, and heard an update on NCARB's multi-year effort to evolve our licensure programs.

During the Regional Summit—the second largest gathering of NCARB's members each year—NCARB regions that comprise the U.S. architectural licensing boards convened to explore key national initiatives, discuss regional issues, and elect leadership for the year ahead. Attendees also participated in regional meetings throughout the weekend and attended presentations on critical topics, like NCARB's [Pathways to Practice](#) initiative and artificial intelligence and regulation. Additionally, attendees got the opportunity to hear a keynote presentation from Dr. Patrice Buckner Jackson on disrupting burnout and managing change.



NCARB implemented updates to the licensing requirements tool in March.

This year's summit was hosted by NCARB's Region 2, which comprises licensing boards in the mid-Atlantic area of the U.S.

Improvements to NCARB's Licensing Requirements Tool

As part of ongoing work to enhance users' experience with our online systems and tools, NCARB made enhancements to the [licensing requirements tool](#) in March. The licensing requirements tool provides an overview of requirements in each of NCARB's 55 member jurisdictions related to architectural licensure and practice rules.

Improvements to the tool include the addition of a "maybe" response option in addition to the current "yes" and "no" responses, which is displayed on the "National Map View" tab with blue and white stripes. "Maybe" indicates that a jurisdiction may or may not accept a specific requirement, depending on its criteria.

NCARB will continue working with licensing boards to confirm their responses for each question; however, candidates should always contact their licensing board directly for the most accurate and current information.

RAND's *Building Impact Report*

In March 2025, RAND released an independent study analyzing the gap between architectural academia and practice. Commissioned by the American Institute of Architects (AIA) and NCARB, with support from the Association of Collegiate Schools of



Released in March, RAND's *Building Impact* report featured key findings related to architectural education and practice.

Architecture (ACSA), the [Building Impact report](#) identifies several key findings related to the accessibility, affordability, and applicability of architectural education.

Some key insights and recommendations from the report include:

- **Architecture program application processes, requirements, and costs—as well as post-graduation licensure requirements—create barriers that keep students from pursuing a career in architecture.** Establishing more accessible entry points is essential to reducing the burden on students and increasing interest in the profession for years to come.
- **Both students and practitioners indicate a desire to incorporate a greater emphasis on technical skills and hands-on experience during architecture school.** Current tensions between what should be taught at school versus on the job leave graduates underprepared to make the transition from student to working professional.
- **Architecture programs lack key resources, such as funding and time to implement strong, lasting partnerships with architecture firms.** Supporting these partnerships could lead to improvements such as stronger research efforts and mentorship systems.

A follow-up to the 1996 *Building Community* report (also known as the “Boyer Report”), the *Building Impact* report featured surveys and interviews with hundreds of architecture

students, faculty, and practitioners. As NCARB continues exploring opportunities to create more Pathways to Practice, findings from the *Building Impact* report will shape our research and development.

My NCARB Improvements for AXP Supervisors & Mentors

As part of NCARB's ongoing redesign of our online system, we announced updates to the AXP Supervisors & Mentors section of My NCARB in March 2025.

In addition to an updated look and feel, the system now includes a detailed overview of AXP candidates' progress, providing supervisors with helpful context to best support their candidates. Supervisors now also receive larger reminders for pending supervisor requests and individual reminders for pending experience reports, including when a report is pending over 30 days.

This redesign aimed to streamline how supervisors review candidates' professional experiences, making the process more intuitive and user-friendly. Moving forward, we will continue to monitor areas of improvement in our online system so that we can best support all NCARB customers.



NCARB implemented updates to My NCARB in March, streamlining how supervisors review candidates' professional experiences.



Q4: SPRING

The final quarter of Fiscal Year 2025 was a pivotal period for NCARB as the organization balanced the continuous improvement of existing programs with significant preparation for transformative change through our Pathways to Practice initiative. Key accomplishments included implementing updates to the Architect Registration Examination® (ARE®), releasing our annual *NCARB by the Numbers* data report, and launching NCARB's first-ever podcast series.

NCARB wrapped up the fiscal year with our Annual Business Meeting in Scottsdale, Arizona, which provides an opportunity for licensing board members to hear updates on the past year, vote on important resolutions, and elect leadership for the year ahead. As we closed FY25, our organization demonstrated its commitment to going further—maintaining rigorous standards while creating more accessible pathways to licensure.

Webinar Series for Architecture Students

Since 2016, NCARB has partnered with the American Institute of Architecture Students (AIAS) to support the development of the next generation of architects. Throughout the spring of 2025, NCARB and AIAS collaborated to host a series of joint webinars for architecture students. Designed to provide students with key information about the path to licensure, the webinars shared critical information about NCARB's programs and services, including the Architectural Experience Program® (AXP®), the ARE, and the steps necessary to earn initial licensure and NCARB certification.

Throughout the webinar series, AIAS and NCARB experts shared information to help demystify the licensure process and shared free resources for students looking to become architects. The series included four webinars:

- **Destination Architect: What You Need to Know About Licensure.** This session offered a primer for current students interested in pursuing a career in architecture. It covered all the basic licensure components, including education (both accredited and non-accredited programs), the AXP, and the ARE.
- **Destination Architect: What International Students Need to Know About U.S. Licensure.** During the session, NCARB and AIAS experts shared in-depth details about licensure requirements for international students interested in becoming licensed in the U.S.
- **Destination Architect: What You Need to Know About Examination.** NCARB and AIAS panelists discussed the exam's structure, effective study strategies, and key resources to help attendees get started on the ARE as a student.
- **Destination Architect: What You Need to Know About Gaining Experience.** This session aimed to help attendees better understand the basics of the AXP and how to find an architecture firm that will support their licensure goals.

By partnering with AIAS, NCARB was able to ensure that a broader pool of architecture students received accurate, up-to-date information about licensure requirements. Attendees also had the opportunity to ask questions and engage with NCARB staff experts and volunteer architect licensing advisors.

As we continue to position our volunteers as ambassadors to the emerging professional community, these educational partnerships remain a critical component of NCARB's outreach and engagement strategy.

Spring Architecture Alliance Meeting

In April, NCARB hosted the Architecture Alliance's spring meeting at our office in Washington, DC. In addition to NCARB, the Architecture Alliance includes the American Institute of Architects (AIA), AIAS, the Association of Collegiate Schools of Architecture (ACSA), the National Architectural Accrediting Board (NAAB), and the National Organization of Minority Architects (NOMA). Together, these organizations work to collaborate on shared challenges facing the architecture profession.

During the meeting, President Kenneth R. Van Tine, AIA, NCARB, LEED AP; Vice President Edward T. Marley, FAIA, NCARB, LEED AP; Second Vice President John Patrick Rademacher, NCARB, AIA, NOMA; and CEO Michael Armstrong engaged with leadership from NCARB's fellow Alliance organizations. The organizations shared updates on their strategic direction, discussed challenges facing organizational culture, and explored findings on the relationship between architectural education and practice based on RAND's recently released *Building Impact* report. For more about the *Building Impact* report, see the [Q3 section of this report](#).



Members of the Architecture Alliance met at NCARB's office in Washington, DC, to discuss areas of shared interest and explore opportunities to collaborate.

Updates to ARE 5.0

NCARB works regularly with our psychometricians and hundreds of volunteer architects to ensure the ARE aligns with exam best practices and current architectural practice. As part of our ongoing efforts to improve the ARE, NCARB implemented two updates to the exam on April 28, 2025:



NCARB launched several updates to the ARE in April 2025 as part of our ongoing efforts to maintain examination best practices.

1. **NCARB retired drag-and-place item types from the exam.** NCARB strives to align with evolving testing best practices, which indicate that other item types used on the ARE assess candidates' qualifications more effectively than drag-and-place items. Going forward, candidates will only see three item types on the exam: multiple choice, check-all-that-apply, and hotspot. The format and scoring of the remaining item types did not change.
2. **All candidates now automatically see provisional feedback at the end of their exam.** Previously, candidates needed to indicate if they would like to see provisional feedback at the end of an exam division, informing candidates of their overall likelihood of passing or failing the division. In order to help address technical and user error issues related to viewing provisional feedback, NCARB adjusted provisional feedback so that it automatically displays at the end of an exam division.

In addition to these changes, NCARB added clarifying language to the instructions for scheduling an exam appointment with accommodations, updated the *AIA Code of Ethics and Professional Conduct* listed in the Reference Guide to the most current version, and aligned the lists of AIA Contract Documents in the *ARE 5.0 Guidelines* to accurately reflect the content on the exam. The exam objectives covered by each division, as well as the tools and resources available to candidates during the exam, did not change.

Sustainable Design Workshop Series

In partnership with our continuing education (CE) provider, NCARB launched its first CE webinar series in May 2025, offering a multi-part masterclass on sustainable design. The series allowed participants to gain up to six Health, Safety, and Welfare learning units.



NCARB launched its first-ever continuing education masterclass, offering an immersive webinar series on sustainable design.

Taught by award-winning educator and author Rob Fleming, AIA, LEED AP, NOMA, this immersive workshop series was designed to help architects learn more about environmentally friendly approaches to building design, including how to design for net-zero carbon, address the climate crisis, increase social well-being, and improve resiliency.

This series emphasizes NCARB's ongoing commitment to providing high-quality educational resources that help architects maintain and enhance their professional competencies in critical areas such as sustainability and environmental design. NCARB will continue exploring additional opportunities to expand our CE offerings for Certificate holders in the years ahead.

Convening on Architectural Education and Competencies for Licensure

NCARB hosted a two-day virtual Convening on Architectural Education and Competencies for Licensure on May 29 – 30, 2025, in collaboration with ACSA and the Coalition of Community College Architecture Programs (CCCAP).

During the convening, over 230 members of the architectural education community from across the country gathered to engage in critical conversations about the continuum of architectural education and student preparation for licensure. The convening addressed two critical areas:

- **Transfer and articulation partnerships between community colleges and universities.** The interactive format allowed educators to explore strategies for enhancing their own transfer and articulation partnerships while sharing their successes, challenges, and practical advice with colleagues from across the country.
- **How students develop competency through architecture education.** During the event, attendees discussed how the competencies established in the *NCARB Competency Standard for Architects* might be acquired in educational settings—including a presentation from the NCARB Education Committee on their year-long

investigation into which competencies outlined in the *Competency Standard* could be acquired during formal education. Participants also heard from competency-based education experts outside architecture, who provided valuable insights on integrating competencies into credit-based educational frameworks.

This convening represents the first in an ongoing series of conversations about architectural education and licensure preparation. NCARB will continue to collaborate with our partners in architectural education as we work to strengthen the pathways from education to professional practice.

Inside NCARB by the Numbers Podcast

NCARB released a new podcast exploring key trends and programmatic shifts shaping architectural licensure in May 2025. Through interviews with architects, licensure candidates, and subject matter experts, [*Inside NCARB by the Numbers*](#) highlights the data driving the evolution of licensure standards and examines the impact programmatic changes have on individuals working toward licensure.



NCARB's first-ever podcast, *Inside NCARB by the Numbers*, explored key trends on the path to licensure.

Hosted by NCARB Vice President of Marketing & Communications Andy McIntyre, *Inside NCARB by the Numbers* is a six-part podcast series that captures the human experiences behind the trends shared in the organization's annual data publication, *NCARB by the Numbers*. The podcast features six episodes that dive into the details behind a different aspect of the path to licensure, including the personal and professional factors that influence the time it takes to become a licensed architect.

Interspersed with data insights from NCARB's staff experts, the podcast features interviews with current licensure candidates and architects, who share how they overcame challenges on the path to licensure, offer advice for emerging professionals, and celebrate recent policy shifts that encourage greater equity and accessibility.

All 55 Jurisdictions Retire the Rolling Clock

In May 2025, NCARB announced the full retirement of the exam's five-year rolling clock policy as the final jurisdictional licensing boards adopted NCARB's new score validity policy.

NCARB officially retired the rolling clock policy—which placed a five-year expiration on passed divisions of the national licensing exam for architects—in May 2023. However, some licensing boards had formalized the rolling clock within their rules and regulations, requiring regulatory or statutory rule changes before the new policy could be implemented. NCARB worked with these licensing boards to help align their requirements with NCARB's and ensure the adoption of the new score validity policy. The score validity policy recognizes successful scores for the current and immediately preceding exam versions (ARE 5.0 and ARE 4.0, respectively) rather than recognizing passed exams only during a fixed time period.

As part of the rolling clock policy's retirement, NCARB reinstated all previously expired exam divisions of the most recent past version of the exam. Many candidates who had exam credits reinstated had since stopped pursuing licensure, with thousands of impacted candidates having been inactive for 7 – 8 years. As of May 2025, NCARB reinstated approximately 7,000 ARE credits to over 3,400 candidates. Over 200 impacted candidates have since completed the exam, and another nearly 1,500 are in progress.

The rolling clock represents just one aspect of the licensure process that NCARB is re-evaluating. Through its Pathways to Practice initiative, NCARB is working to expand licensure access by creating a more accessible licensure model outside of the traditional approaches to education, experience, and examination. This approach positions NCARB to work with its member licensing boards to create more pathways to licensure without compromising the standards needed to protect the public.

Exploring the Impact of Disabilities on Licensure

As part of NCARB and NOMA's joint *Building on Belonging* study, NCARB released a new report in June 2025 highlighting the impact that disabilities have on candidates pursuing an architecture license. The report identified several areas on the path to licensure where respondents with disabilities are more likely to experience major barriers than those without disabilities.

Building on Belonging is the second phase in NCARB and NOMA's joint *Baseline on Belonging* research initiative, which seeks to identify, understand, and address disparities in architectural licensing.

The [*Building on Belonging: Accessibility and the Impact of Disabilities on Architectural Licensure*](#) report is the result of a survey launched in February 2025 exploring how disabilities and chronic health conditions affect individuals working toward earning their architecture license. Nearly 2,000 licensure candidates and recently licensed architects—including individuals with disabilities and those without—participated in the survey. The survey results reveal significant disparities for candidates with disabilities, including challenges navigating the exam and the experience program.



In June, NCARB released a new report on the impact of disabilities as part of its ongoing *Building on Belonging* effort with NOMA.

To help ensure that licensure is accessible for candidates of all career backgrounds, NCARB has recently implemented a number of programmatic and policy changes—including improving the process for candidates to apply for Americans With Disabilities Act (ADA) exam accommodations. NCARB will continue to work with exam delivery vendors to

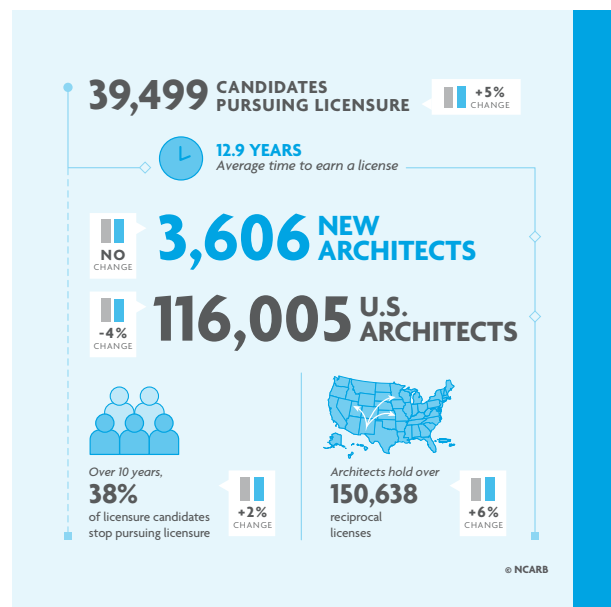
enhance this process. Additionally, NCARB will use findings from the disability survey to inform its efforts to create more accessible pathways to licensure through its Pathways to Practice initiative in the years ahead.

2025 NCARB by the Numbers

NCARB also released the latest edition of our annual data report, *NCARB by the Numbers*, which highlights trends on the path to licensure and demographic representation. The report, which is based on data from the 2024 calendar year, highlights that the average time to earn an architecture license has decreased for the first time since the onset of the COVID-19 pandemic.

In addition to the decreased time to licensure, the 2025 edition highlights several recent trends related to the overall health of the licensure pipeline. Key findings from the 2025 *NCARB by the Numbers* include:

- **Nearly 40,000 candidates actively worked toward becoming architects in 2024**, a 5% increase compared to 2023. This is the highest number of licensure candidates NCARB has seen since 2018, a sign that the pipeline of new architects is healthy and growing.
- **Time to licensure (from start of college) fell below the 13-year mark for the first time since 2016.** The average time to earn a license—which typically includes passing the national licensing exam, documenting experience, and earning a college degree—was six months shorter in 2024 than in 2023.



The 2025 edition of *NCARB by the Numbers* highlighted a decline in the total number of U.S. architects, likely a result of the baby boomer generation beginning to retire.

- **The total number of U.S. architects fell by 4% to 116,000.** This is likely a result of retirements from the baby boomer generation, who have long made up a significant portion of the architect population. However, as the increased candidate population moves through the licensure pipeline, NCARB anticipates seeing a larger number of new architects in the years ahead, counteracting the impact of baby boomer retirements.
- **Architects are increasingly getting licensed across state boundaries.** While the number of architects has fallen, the number of out-of-state (reciprocal) licenses held by U.S. architects increased to over 150,000, a record high.
- **New architects and licensure candidates are increasingly diverse.** In 2024, 42% of new architects identified as women, and 33% identified as people of color. The licensure candidate population is even more diverse, with 49% identifying as people of color and 46% identifying as women. Over the coming years, this increased representation should filter into the practitioner population.
- **Time to complete the exam has fallen to 2.3 years on average**, two months less than the average time in 2023.

The 2025 edition of *NCARB by the Numbers* also includes exclusive insights into the impact of the COVID-19 pandemic on candidates navigating the path to licensure.

Through this annual data report, NCARB ensures that the architecture and regulatory communities have access to clear, concise data that can guide programmatic and policy changes. Moving forward, NCARB will continue to use this data to drive the strategic evolution of its programs and services as it seeks to protect the health, safety, and welfare of the public.

Upcoming IPAL Changes

Throughout the spring of 2025, NCARB prepared to implement several changes to the Integrated Path to Architectural Licensure (IPAL) initiative, which went into effect on July 1, 2025. IPAL allows students to work toward completing the AXP and ARE while earning a degree, with specific approaches designed by individual academic programs. The changes to IPAL are designed to make the IPAL option accessible to a wider range of academic programs, while refining the student requirements to be more focused and achievable.

The July 1, 2025, changes include:

- **Education:** Under the new policy, a broader range of academic programs will be eligible for participation in IPAL, including two-year community college programs that have an agreement in place for articulation into a NAAB-accredited program and four-year undergraduate programs that qualify for admission into a NAAB-accredited master's program.
- **Experience:** While IPAL students will still be required to be consistently employed in a work setting that qualifies for the AXP, they will no longer be required to complete the entire AXP at the time of their graduation. Instead, IPAL students will be required to complete at least 75% of the AXP at the time of their graduation,



Currently, 33 programs at 28 schools across the country offer an IPAL option, providing their students with an education that connects to real-world practice.

with experience documented across all six experience areas. Experience gained prior to enrolling in an academic degree program or between academic programs can be applied to the requirement.

- **Examination:** IPAL students will no longer be required to attempt all six ARE divisions by graduation. Instead, IPAL students will be required to take all six of NCARB's free divisional practice exams. While not required, IPAL students will still be eligible to take divisions of the ARE prior to graduation.
- **Post-Graduation Exam Eligibility:** Students made eligible to test through IPAL may maintain their eligibility post-graduation—without needing to switch their eligibility to a licensing jurisdiction—until after they have passed all six ARE divisions.

AIA Conference



NCARB staff provided one-on-one support to attendees at the AIA Conference on Architecture, answering questions about NCARB programs and offering advice on navigating the path to licensure.

In June, nearly 13,000 attendees convened in Boston for the annual AIA Conference on Architecture & Design. NCARB staff and leadership attended to help licensure candidates and architects from around the world meet their career goals and present on critical topics like international practice and diversity, equity, and inclusion in the profession.

As in previous years, NCARB staffed a popular booth in the expo hall, and staff experts were on hand to answer questions

about licensure, certification, continuing education, and other architecture-related topics. NCARB also hosted staff from the Massachusetts licensing board to answer jurisdiction-specific questions. The conference provided valuable opportunities for NCARB to connect with the broader architectural community, share information about our programs and initiatives, and gather feedback from practitioners, educators, and students.

Annual Business Meeting

On June 19 – 22, 2025, members from the 55 U.S. architecture licensing boards convened for the NCARB's 2025 Annual Business Meeting. The meeting serves as a forum for NCARB members to elect the incoming Board of Directors, vote on resolutions, and shape the agenda for the Council's next fiscal year (which begins on July 1).

To kick off the event, FY25 President Van Tine reflected on NCARB's accomplishments over the past year.

Next, attendees heard from keynote speaker Rick Maurer, who explored opportunities to create a culture that supports positive change. Attendees also received an update on NCARB's current financial status from Secretary/Treasurer Sylvia Kwan, FAIA, NCARB, NOMA, LEED AP, and a report from NCARB CEO Michael Armstrong on the organization's efforts during the past fiscal year—including recent improvements to our programs and services, efforts to gather and act on customer feedback, and opportunities to leverage data to make future-focused decisions.


During the meeting, members elected the organization's FY26 Board of Directors and voted on several resolutions—including two that would expand access to international reciprocity. Through an updated agreement with Canada and a new agreement with South Africa, the NCARB Certificate will soon [facilitate reciprocity](#) across four continents. In addition, members passed updates to the [NCARB Certification Guidelines](#), including a resolution that will remove the three-year waiting period between initial licensure and eligibility for the Education Alternative to NCARB Certification.

To close out the meeting, incoming FY26 President Marley shared his vision for the organization in the year ahead. During his term, Marley plans to keep the organization paced in a state of evolution, addressing key opportunities for growth in the year ahead.



NCARB's members elected FY26 leadership and voted on FY25 resolutions during the organization's Annual Business Meeting.

LEADERSHIP REPORTS



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



FY25 BOARD OF DIRECTORS

NCARB is led by its Board of Directors, which in FY25 consisted of 15 volunteers elected annually by the 55 Member Boards: five officers, six regional directors, two at-large directors, one public director, and one executive from a licensing board.

The FY25 Board of Directors' accomplishments include the following highlights:

- Finalized the *NCARB Competency Standard for Architects*, a framing document that will serve as the foundation for a shared expectation of competency at the point of initial licensure across NCARB's programs and services
- Released a statement outlining NCARB's position on the use of artificial intelligence in architecture and its potential impact on regulation

- Continued efforts to expand access to international reciprocity by negotiating an updated Mutual Recognition Agreement with NCARB's counterpart in Canada and a new Mutual Recognition Agreement with NCARB's counterpart in South Africa
- Guided efforts of volunteers and staff on NCARB's ongoing Pathways to Practice effort, offering feedback and direction on future licensure models, assessment methods, and programmatic updates
- Explored future regulatory adjustments needed to adopt multiple Pathways to Practice and identified communications strategies for key stakeholders
- Reviewed feedback from NCARB volunteers regarding their experience working with NCARB and identified opportunities for further research and improvement
- Identified opportunities to partner with the Coalition of Community College Architecture Programs (CCCAP) to encourage greater integration of community college programs into licensure pathways
- Supported the development of two resolutions to update NCARB's *Certification Guidelines*, including a housekeeping update to language around international architects and an adjustment to eligibility requirements for architects without a degree from an accredited program
- Approved changes to the Integrated Path to Architectural Licensure (IPAL) to improve access for a wider pool of interested students—these changes went into effect on July 1, 2025
- Reviewed proposed updates to the experience program and the exam to align with the *Competency Standard*, releasing experience updates for a Member Board comment period and approving changes to both programs for implementation in FY26
- Supported efforts to advocate for reasonable regulation across the United States
- Led critical discussion and engagement with NCARB's external partners
- Maintained a rolling budget approach, allowing the organization to adapt strategically to the current economic trends and pursue new opportunities throughout the year

President

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

Vice President

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

Second Vice President

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

Secretary/Treasurer

Sylvia Kwan, FAIA, NCARB, NOMA, LEED AP
San Rafael, California

Past President

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

Director, Region 1

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

Director, Region 2

Edward W. Tucker, FAIA, NCARB
Huntington, West Virginia

Director, Region 3

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

Director, Region 4

Linda Alfson Schemmel, AIA, NCARB
West Des Moines, Iowa

Director, Region 5

James Devine, NCARB, AIA, LEED AP
Bismarck, North Dakota

Director, Region 6

Scott E. Harm, AIA, NCARB
Puyallup, Washington

Member Board Executive Director

Shannon R. Himes
Columbus, Ohio

Public Director

Stephanie V. Hopkins
Baltimore, Maryland

At-Large Director

Coffee Polk, NCARB, AIA, LEED AP
Las Vegas, Nevada

At-Large Director

Kevin J. Singh, AIA, LEED AP BD+C, NCARB
Ruston, Louisiana



PRESIDENT'S REPORT

Kenneth R. Van Tine, AIA, NCARB, LEED AP **2024 – 2025 NCARB President**

This report is adapted from President Van Tine's 2025 Annual Business Meeting speech.

It has been a pleasure to work with—and for—all of you as NCARB's president this past year. Throughout Fiscal Year 2025, NCARB made real progress toward creating more accessible Pathways to Practice.

Together, we have *gone further* to advance NCARB's mission, and we have *gone further* to anticipate the needs of our members, customers, and the public—all while maintaining a focus on both the present and the future.

I am so proud of the work we accomplished. To close out my term as president, I want to take a few minutes to reflect on those accomplishments.

Responsibility to the Next Generation

At the 2024 Annual Business Meeting, I asked our members to think about what we, as regulators, owe to the next generation of architects. We have a responsibility to ensure licensure candidates have developed the skills needed to protect the public's health, safety, and welfare. It's also our responsibility to make sure that the licensure process accurately reflects the competency of those who are going through it—and that it doesn't weigh candidates down with unnecessary burdens.

Looking back, I can't help but think about my own journey. I started out at a community college and worked full-time on the midnight shift while also attending school full-time. That experience reminds me how important it is to keep the door open and remove unnecessary barriers for everyone who wants to become an architect.



President Van Tine and leaders from several related organizations participated in a panel on evolving licensure requirements during the Annual Business Meeting.

Improving Accessibility

NCARB spent FY25 exploring opportunities to open the door wider while still maintaining the rigor needed to protect the public. Here are just a few of the ways that we've made our programs more accessible for both architects and licensure candidates in the last 12 months:

International Reciprocity

In November, we implemented an updated Mutual Recognition Agreement (MRA) with our counterparts in Australia and New Zealand. This new agreement allows a broader range of qualified architects to take advantage of international opportunities by including all NCARB Certificate holders, regardless of their educational background.

In addition, volunteers and staff developed two new MRAs that NCARB's members approved at the 2025 Annual Business Meeting:

- A refreshed agreement with Canada that expands access to a larger pool of qualified architects
- A new agreement with South Africa, which expands NCARB's international reciprocity to a fourth continent and continues to make global practice accessible to all Certificate holders

Building on Belonging

Through our joint *Building on Belonging* study with NOMA, NCARB continued to research challenges that candidates face on the path to licensure. Over the past year, we gathered new insights into topics like mentorship and the impact of disabilities on licensure candidates. The findings have provided helpful insights and information that NCARB will use to guide our programmatic evolution in the years ahead.

Access to the Certificate

NCARB also explored potential barriers in the requirements for architects interested in pursuing the NCARB Certificate—especially barriers that might disproportionately impact those from underrepresented groups. Our Diversity, Equity, and Inclusion (DEI) Committee continues to evaluate our programs in order to provide fair, equitable, and accessible pathways for all. Through their work, NCARB's members passed a resolution that will expand eligibility for NCARB's Education Alternative program, which provides a pathway for architects who don't hold a degree from a National Architectural Accrediting Board (NAAB)-accredited program. This adjustment removes an administrative burden, without sacrificing public protection.

Pathways to Practice

Throughout the year, we continued to reimagine what licensure might look like as part of our Pathways to Practice effort. Pathways to Practice is easily one of the most transformative projects NCARB has undertaken during my time of service with this organization.

This is a massive undertaking that will take several more years to complete, so I want to celebrate the important milestones we achieved during FY25.

NCARB Competency Standard for Architects

We finalized and launched the new *NCARB Competency Standard for Architects*. The *Competency Standard* is critical to our Pathways to Practice work because it serves as the foundation that we will be building our future programs on. As we look toward the future, the *Competency Standard* will be used to define the skills and abilities that an architect must demonstrate to become licensed.

NCARB's Competency Task Force spent two years developing the *Competency Standard*. Along the way, they heard from thousands of practicing architects and hundreds of licensing board members. Input and feedback from both groups has played an essential part in developing the *Competency Standard*.

Updating the AXP and ARE



President Van Tine engaged with NCARB customers at the 2025 AIA Conference on Architecture & Design.

Once the *Competency Standard* was finalized, NCARB volunteers began to align our existing programs—the Architectural Experience Program® (AXP®) and Architect Registration Examination® (ARE®)—with the *Competency Standard*.

NCARB's Experience Committee and Examination Committee worked hard to determine how the AXP and ARE should be adjusted to reflect the level of competency defined in the *Standard*.

NCARB shared the recommended changes to the experience program with our licensing board members for feedback. Following any refinement and finalization by the Board of Directors, NCARB will begin sharing the AXP and ARE changes with the larger NCARB community in FY26.

Architectural Education

Throughout the year, NCARB also continued to explore our relationship with architectural education. The NCARB Board of Directors continues to support and enhance the value of architectural education. This includes recognizing the value of multiple educational pathways—such as community college programs and four-year degree programs—in addition to traditional accredited programs. These conversations will continue as we pursue our ongoing Pathways to Practice efforts.

Future Licensure Models

And finally, we worked to refine our models for what licensure might look like in the future. Our members had opportunities throughout the year to hear from the Licensure Process Research & Development Task Force. Thanks to member feedback, the task force was able to transition from their initial concept development into assessing what licensure models will be both feasible *and* effective. Our members and the rest of the NCARB community will have more opportunities to provide feedback on Pathways to Practice in the year ahead.

As you can tell, we've done a lot this year ... but there is still plenty of work to do. I encourage you to lean into this work. Together, we have the opportunity to transform architectural regulation for the better.



VICE PRESIDENT'S REPORT

Edward T. Marley, FAIA, NCARB, LEED AP 2024 – 2025 NCARB Vice President

This report is adapted from Vice President Edward T. Marley's Annual Business Meeting speech.

If you asked me 45 years ago what I would be doing at this point in my career, my response would not have included NCARB, let alone becoming NCARB president.

I took my first steps toward a career in architecture back in 1973, when my junior high school counselor asked what I wanted to do in the future. I told him I would like to be a draftsman, and he replied, you should consider becoming an architect, and so here I am. When I came into the profession, it was through the traditional path—education was

much more affordable, experience was documented through your employer, and there were nine exams, administered via paper and pencil.

Over the years, I have developed a passion for raising up the next generation of architects, from being an Intern Development Program (IDP) State Coordinator to raising scholarship funds for the University of Arizona College of Architecture. I always encourage architecture students to be long-sighted—based on my experience, you never know where your career will take you.

Now, I am honored to lead NCARB into our next chapter of finding ways to make our programs even more accessible, facilitating multiple paths into the profession while ensuring the rigor of the process. With the theme of ongoing evolution in mind, I'd like to outline my vision for the year ahead by addressing six key themes.

Looking Ahead

First, let's continue to be a proactive organization.

As an organization, NCARB focuses on proactively adapting to the changing architectural landscape. Rather than waiting for the profession to evolve, NCARB seeks out opportunities for change and responds immediately when change occurs. None of the initiatives I'm highlighting will be successful if we don't continue to be proactive in our approaches. Through the years, we have actively sought out change and responded with action. Today, we evolve not just for the sake of change, but for the greater benefit of our constituents.

Second, NCARB must continue to be an innovative thought leader.

What attracted me to serve in NCARB was the fact that NCARB is willing to lead by example. We are never content with being just good enough. We always look for the next great opportunity to better serve our constituents. "Let's Go Further" is not just a tag line—it's a way of life here at NCARB.

At the same time, I believe we are also thoughtful and deliberate leaders as we pursue innovation. I am committed to seeing our current initiatives through, continuing the great work that was started as far back as the presidential tenure of Alfred Vidaurri Jr., NCARB, NOMA, FAIA.

Third, we should continue to nourish the Leadership Institute.

Three years ago, I suggested that we as an organization needed to do more to develop the skills of our future leaders. As a part of my commitment to leading this organization, I worked with staff to develop NCARB's Leadership Institute with the goal of training our volunteers to be more effective leaders, not just for NCARB but in their communities and their firms. The Institute's curriculum covers four key themes: Leading Self, Leading Others, Leading the Business, and Leading into the Future.



Vice President Marley and other Leadership Institute faculty addressed the Institute's inaugural cohort at NCARB's office in Washington, DC.

For its inaugural year, we formed a committee of two past presidents—Kristine Harding, NCARB, FAIA, and Alfred Vidaurri—and Member Board Executive Kate Nosbisch to help lead this effort. In addition to these key leaders, we brought in subject matter experts to round out our faculty team. In this next fiscal year, we will continue to lay the groundwork for the development of future NCARB leaders with our newly collected cohort of 12 individuals.

Fourth, we need to sustain the momentum behind Pathways to Practice.

We will be continuing the work that Jon Baker, FAIA, NCARB, LEED AP, launched during his presidential term. We have made tremendous progress, but there is still a lot of work to be done. Over the coming year, we will continue to refine our future approach to our licensure programs.

We will continue our work to determine how each education pathway—including high school, community college, four-year degree programs, accredited programs, and additional experience can be integrated to align with our new *Competency Standard*. We will continue to strengthen our relationship with the Coalition of Community College Architecture Programs (CCCAP) and will be ramping up our outreach and communications

efforts to four-year degree programs. We also need to ensure that our community of licensing advisors is established and supported at all education programs, regardless of degree duration.

Fifth, we must implement NCARB's new *Competency Standard for Architects*.



Vice President Marley engaged with attendees at the 2025 AIA Conference in Boston, Massachusetts.

This year, we'll also launch the first set of program updates to align the Architectural Experience Program® (AXP®) and Architect Registration Examination® (ARE®) with the *Competency Standard*. We will also be continuing our work on the development of future assessment tools for each of the competencies.

Back in President Vidaurri's term, he charged the Education, Experience and Examination committees with a hypothetical exercise: look at their individual leg of the three-legged stool as the only means to achieve licensure and describe what that would look like. The discussions from that effort led into the work of the Competency and Licensure Process Research & Development task forces established under the presidency of Bayliss Ward, NCARB, AIA.

Using the core competencies developed by the Competency Task Force, the Licensure Process Research & Development Task Force will be wrapping up its work in FY26. I have charged the Education, Experience, and Examination committees to work on the refinement of competency assessment criteria across Pathways to Practice's future assessment methods. Those committees will work on joint charges that will produce a programmatic framework that allows competencies to be attained through more than one avenue.

Sixth, we must value engagement with our Member Boards.

These initiatives won't be completed during my term, but our commitment to leadership continuity ensures that they will be thoroughly thought out and implemented at the right time. NCARB staff members are researching the impact that programmatic changes

might have, if any, on each jurisdiction's statutes and regulations. We are strategically positioned to support our Member Boards in making the changes necessary for the smooth implementation of these initiatives.

While our primary focus for the next few years is in support of our licensure candidates and Certificate holders, we cannot lose sight of the fact that our primary mission is to support our Member Boards. To that end, I have proposed three charges to the Member Board Executives Committee.

The first is to collaborate with the Research & Development Task Force to provide feedback on the Pathways to Practice initiative. The second is to develop a subcommittee to look at ways to support regulatory enforcement across jurisdictions. The third is to collaborate with the Continuing Education Committee to design a spot audit process for continuing education courses based on the Health, Safety, and Welfare subjects identified in NCARB's *Continuing Education Guidelines*. We will also rely on continuing the Leadership Roundtable of former presidents and former Board Members to be an informed sounding board for our ongoing work.

Each of these efforts will ensure that we keep an eye on the future, even while we continue to address the concerns of today. I'm excited for the year ahead and the work we will do together.



SECOND VICE PRESIDENT'S REPORT

John Patrick Rademacher, NCARB, AIA, NOMA
2024–2025 NCARB Second Vice President

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

As NCARB's second vice president, I have the privilege of serving on the Executive Committee, helping to ensure continuity in leadership and consistency in the development and implementation of NCARB's far-reaching programs and initiatives. This role also allows me to foster and expand relationships with our allied organizations, those that represent the regulation and professions responsible for the design of the built environment. A key highlight of every second vice president term is the opportunity to work with the Member Board Executives Committee. This collaboration provides valuable insights into the actions initiated by the Council and their impact on the 55 jurisdictions we support.

You've been involved with NCARB since 2015. How has the organization evolved over the years? What do you hope to see in the future for NCARB?

NCARB continues to drive innovation as a thought leader in the regulatory environment. We have evolved to be at the forefront of regulation, setting the standard for the development, delivery, and support of the licensure process. As the needs of those we serve—including Member Boards, licensure candidates, architects, and the public—continue to evolve, NCARB adapts to meet those challenges. Our future is rooted in our ongoing commitment to advancing the licensure process, as NCARB is the only organization that supports individuals from the start of their journey toward becoming licensed architects through to the practice of the profession.

What keeps you committed and motivated to continue to volunteer?

My commitment and motivation are shaped by the individuals I've had the honor of serving in my leadership roles at NCARB. Each encounter challenges me to be better in supporting our Member Board Members, volunteers, licensure candidates, Certificate holders, and all those who share the responsibility of safeguarding the people who inhabit the built environment we, as architects, create.

You have been licensed to practice architecture in more than 30 states and jurisdictions, including your home state of Ohio. How has being NCARB-certified helped you in your career, and why is having an accessible reciprocity model important?

The NCARB Certificate has given me the opportunity to support our firms' clients as they expand their reach to serve new markets. By offering professional services in jurisdictions where our clients seek to grow, I help provide the confidence that a trusted team will be by their side, building for the future. An accessible reciprocity model is a crucial element in fostering these valuable business relationships, unhindered by jurisdictional boundaries.

What initiatives will you focus on as NCARB's 2025-2026 vice president?

Our continued focus is on the development and implementation of the Pathways to Practice initiative. Moving forward, my focus will be on strengthening and expanding relationships that support our efforts to provide fair, accessible, and widely accepted access to licensure throughout the entire licensure and regulation process.



SECRETARY/TREASURER'S REPORT

Sylvia Kwan, FAIA, NCARB, NOMA, LEED AP
2024 – 2025 NCARB Secretary/Treasurer

This report is adapted from Secretary/Treasurer Kwan's presentations at the Annual Business Meeting.

Resolutions

NCARB's members considered four resolutions at this year's Annual Business Meeting. All four resolutions were passed, including two that expanded international reciprocity. Those resolutions included:

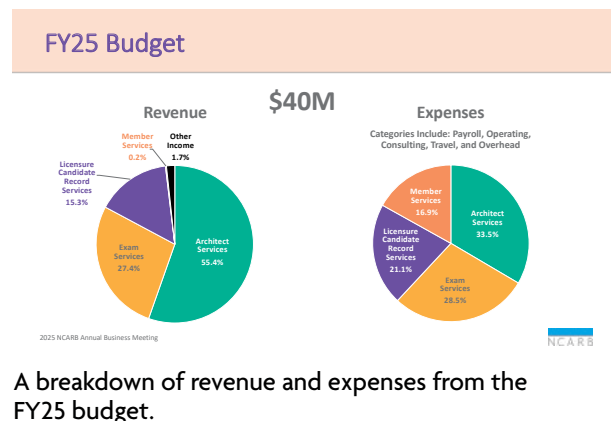
- **A revised Mutual Recognition Agreement (MRA) that replaces the existing MRA between NCARB and our counterparts in Canada, eliminating the post-licensure**

experience requirements as a qualification and accepting pathways outside the standard path to NCARB certification.

- **A new MRA between NCARB and our counterparts in South Africa** that recognizes our shared foundation of competency requirements for licensure and accepts pathways outside of the standard path to NCARB certification.
- **A housekeeping update to the *Certification Guidelines* to replace the word “foreign” with the word “international,”** aligning with current language best practices.
- **An adjustment to the eligibility requirements for the Education Alternative in the *Certification Guidelines*,** removing the three-year waiting period between initial licensure and eligibility for the Education Alternative to NCARB Certification.

Budget

Back in June 2024, immediately following the close of the 2024 Annual Business Meeting, the newly seated Board of Directors took action to approve the FY25 budget. At that time, we approved a \$40 million operating budget, with 98% of the revenue coming from Records services and exam deliveries. The remaining 2% comes from Member Board dues, conference registration fees, and investment income.



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

Cash Operating Results

In FY25, we exceeded our incoming goal, ending the year approximately \$2.3 million ahead of budget.

We have seen steady, sustained growth in the number of NCARB Certificate holders—exceeding 52,000—and our architect Record holders have sought reciprocal licensure at

a record pace in the past 12 months. The number of exam deliveries also increased from FY24 to FY25, exceeding budget expectations. Lastly, the number of licensure candidates opening new NCARB Records is healthy and has recovered from the dip caused by the COVID-19 pandemic.

Expenses were approximately \$650K less than anticipated in the budget, with staff vacancies throughout the year contributing to lower-than-expected operating costs.

We are ending the fiscal year in a cash surplus, and our operating fund will finish the year well within its target range.

Status of Funds

Our ability to operate a balanced cash budget is supported by our operating and invested reserve funds, which have grown considerably over the last decade.

Our Strategic Reserves are used to fund strategic opportunities when they arise, as well as to help reduce the impact of potential risks. Over the past decade, we have had significant growth in the Council's Strategic Reserves, a good portion of which was due to market gains in the investments.

A couple of years ago, we also reduced the target balance in the operating funds to make more funds available to expand innovation and strategic efforts. This provided an opportunity to expand our investments and create the Strategic Growth fund, which is geared to increase investment earnings in order to help fund strategic initiatives in the future.

The Council currently has approximately \$23 million distributed between the Strategic Reserves and the Strategic Growth fund.

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

Strategic Reserves

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

Innovation

In FY25, the Board approved up to \$1.6 million of the Council's Strategic Reserves funds to support the following product enhancements:

- **Exploring future licensure processes.** Competency expectations need to reflect the realities of current practice and establish an appropriate level of rigor necessary for a newly licensed individual to protect the health, safety, and welfare of the public. NCARB aims to provide pathways that maintain that rigor with the goals of reducing the social and financial impediments attached to a single path and improving access to the profession for traditionally underrepresented groups.
- **Developing cutting-edge content for our Continuum Education program.** We continue to fund new online, on-demand continuing education (CE) content for our Continuum Education program. This is a benefit for NCARB Certificate holders that provides free CE courses in a variety of HSW content areas.
- **Redesigning NCARB's customer management system,** also known as My NCARB. This is the personalized interface that our Record holders experience when they log in to our portal. For many of our customers, it's their main point of connection with us, and where they go to see and update their career information.

Moving Forward

In summary, our finances and reserves remain healthy. We have made a conscious decision to strategically invest in opportunities and mitigate risk. We want to leverage our financial assets for the benefit of the Council, while making sure we have sufficient reserves as a backstop to cover any unexpected eventualities.



PAST PRESIDENT'S REPORT

Jon Alan Baker, FAIA, NCARB, LEED AP
2024–2025 Past President

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

As a newly appointed member of the California Architects Board (CAB) in 2005, I saw areas where we could strengthen our relationship with NCARB. I decided on my own to attend a Region 6 meeting in Tucson to better understand NCARB and see if there was an opportunity to improve our relationship. As I began to understand NCARB's mission and how it could support our state board, I decided to get more involved through committee participation. I found great professional satisfaction in helping to improve the licensure process while building a productive relationship between NCARB and the CAB.

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

I have had the privilege of participating in many of the cultural and operational changes to NCARB, as well as refinements of our licensing process over the years. From the Integrated Path to Architectural Licensure (IPAL) to improvements in diversity, equity, and inclusion (DEI), we have seen NCARB evolve into the most effective leader in the professional licensure space. Our efforts to improve access to the profession for a much wider field of potential candidates through our Pathways to Practice initiative are, of course, the most transformational change to the licensure process in many years. Recognizing that professional competency and skill development can be developed in various settings and accepting that not all candidates have adequate resources or even the same learning style to access the profession through the traditional pathways is a monumental shift that will benefit candidates, consumers, and the profession.


How has NCARB evolved since you first volunteered?

NCARB has become extremely effective through greater emphasis on collaboration with members, allied organizations, the candidate community, and our member licensing boards. NCARB's leadership and organizational skill set is second to none. The open-mindedness and disciplined approach to thoughtful and thorough research has led to very good and effective strategic decision-making.

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

I believe NCARB can continue its current upward trajectory by continuing to listen, learn, and leverage its relationship with each Member Board. NCARB's staff and Board leadership are highly respected and extremely well-positioned to ensure NCARB is an exemplary leader in the licensure field. Remaining focused on the current long-term Pathways to Practice initiative will transform the opportunities available to future licensure candidates who might otherwise never have the opportunity to access this profession.

COMMITTEE REPORTS



NCARB has more than a dozen standing committees, subcommittees, and task forces that meet throughout the year to review topics such as education, the experience program, the exam, certification, and more. Made up of volunteers from across the profession—including licensing board members, practicing architects, licensure candidates, and external partners—these groups help steer the organization by reflecting on our programs and policies and making recommendations for improvement.

Standing Committees

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



CREDENTIALS COMMITTEE

Committee Purpose

The Credentials Committee oversees the nomination and election process for positions on the Board of Directors, verifies candidate qualifications for office as defined in the *NCARB Bylaws*, examines and verifies voting delegate credentials, reports to the membership regarding quorum at the Annual Business Meeting, and tabulates and reports election results. The Credentials Committee contributes to the evolution and improvement of the nomination and elections process and provides feedback on existing procedures to the Board of Directors.

Report

Highlights

- In FY25, the Credentials Committee reviewed existing election and nomination procedures and offered advice to the Board of Directors to improve recruitment and nominations efforts.
- The committee also supported candidate nominations by providing information on the roles, responsibilities, and logistics of elections for interested candidates.
- The committee oversaw the annual elections process of the NCARB Board of Directors by reporting on membership quorum, verifying delegate credentials, overseeing candidate visits, and reporting on election results.



DIVERSITY, EQUITY, AND INCLUSION COMMITTEE

Committee Purpose

The Diversity, Equity, and Inclusion (DEI) Committee monitors progress toward DEI goals, collaborates with other committees to assess the impact of initiatives, and champions DEI efforts to membership.

Report

Highlights

- In FY25, the DEI Committee focused on developing two resolutions for membership consideration related to the NCARB Certificate: one to adjust instances of the word “foreign” to “international” within the *Certification Guidelines*, and one to remove

the three-year waiting period between licensure and eligibility to pursue the Education Alternative to NCARB Certification. Both resolutions were approved by membership at the Annual Business Meeting.

- The DEI Committee also worked to finalize a draft DEI Roadmap and offered insight into *Building on Belonging* research efforts.
- The committee collaborated with the Licensure Process Research & Development Task Force to provide early feedback on the equity and accessibility of the proposed licensure process.
- In addition, the DEI and Education committees worked together to review the National Architectural Accrediting Board (NAAB) program and student criteria and propose suggestions to better align with the *NCARB Competency Standard*. The Board of Directors will review these suggestions for consideration at future Accreditation Review Forums.



EDUCATION COMMITTEE

Committee Purpose

The Education Committee advises the Board on matters related to education and continuing education. It contributes to the development of programs and initiatives impacting architecture education and investigates shortcomings or opportunities in the education component of licensure. Examples of initiatives include oversight of the *NCARB Education Standard*, education alternatives for NCARB certification, Integrated Path to Architectural Licensure (IPAL), and life-long learning opportunities.

Report

Highlights

- In collaboration with the Association of Collegiate Schools of Architecture (ACSA) and the Coalition of Community College Architecture Programs (CCCAP),

the Education Committee hosted a virtual convening in spring 2025. Read more about the convening in the [Q4 section of this report](#).

- The committee also continued work started by the FY24 Education Committee related to a model for community college architecture program curriculum and explored potential articulation agreements between community colleges and universities.
- In support of NCARB's ongoing Pathways to Practice effort, the Education Committee continued efforts to determine what competencies could be gained through architectural education, as well as how those competencies would be demonstrated.
- The committee also collaborated with the Continuing Education Subcommittee to propose draft revisions to the *Continuing Education Guidelines* to align with the *NCARB Competency Standard*.
- In addition, the DEI and Education committees worked together to review the NAAB program and student criteria and propose suggestions to better align with the *NCARB Competency Standard*. The Board of Directors will review these suggestions for consideration at future Accreditation Review Forums.

CONTINUING EDUCATION SUBCOMMITTEE

Subcommittee Purpose

The Continuing Education Subcommittee contributes to the development and evaluation of continuing education-related initiatives. Examples include NCARB's continuing education programs and collaboration with the American Institute of Architects (AIA) to evaluate the Health, Safety, and Welfare content of proposed seminars and tours for their national convention.

Report

Highlights

- Committee members evaluated expiring NCARB Continuum Education products to determine if they should be renewed or retired, as well as course proposals for new continuing education (CE) courses.

- As needed, committee members reviewed new NCARB CE courses for readability, quality control, and to ensure course language adhered to standard guidelines for avoiding stereotypes and biases.
- The committee also collaborated with the Education Committee to propose draft revisions to the *Continuing Education Guidelines* to align with the *NCARB Competency Standard*.



PORTFOLIO ASSESSMENT TEAM

Team Purpose

The Portfolio Assessment Team (PAT) is charged with evaluating portfolios prepared by architects to support their application for NCARB certification through alternative education requirements. Certificate Portfolios allow U.S. architects without a degree from a NAAB-accredited program to meet the requirements of the *NCARB Education Standard* by demonstrating learning through their experience as licensed architects.

Report

Highlights

- Architects' interest in obtaining NCARB certification through the Education Alternative's Certificate Portfolio path remained steady. Members of the committee continued to review portfolios as necessary throughout the year.



EXAMINATION COMMITTEE

Committee Purpose

The Examination Committee oversees the research initiatives related to the development, delivery, and assessment of the Architect Registration Examination® (ARE®) for use by all 55 licensing boards. This committee is composed of appointees necessary to provide insight from the perspective of licensing boards, licensure candidates, licensed practitioners, educators, and the public.

Report

Highlights

- The Examination Committee reviewed exam policies to address concerns about the inefficiency of the drag-and-place item type, as well as constraints on calculation

items that limit opportunities for exam development. As a result, the committee recommended updates to the exam form assembly rules to the NCARB Board of Directors.

- These changes were approved by the Board in September 2024 and implemented in April 2025.
- In addition, the committee explored and recommended potential updates to the ARE for FY26. These revisions were approved by the Board and will go into effect in April 2026, including:
 - Revisions to ARE objectives to better position the exam in alignment with the *NCARB Competency Standard*.
 - Revisions to case study formatting to address inefficiencies in development, forms assembly, and delivery.

ARE 5.0 FORMS ASSEMBLY SUBCOMMITTEE

Subcommittee Purpose

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

Report

Highlights

- In FY25, the ARE 5.0 Forms Assembly Subcommittee completed several ARE quality control review assignments to prepare new test forms for delivery to ARE 5.0 candidates, so that all items delivered to candidates are properly formatted.

- The subcommittee also ensured that all items aligned to the ARE item writing standards and that assembled exam forms didn't contain overlapping items or cue other items within the same form.



ARE 5.0 ITEM DEVELOPMENT SUBCOMMITTEE

Subcommittee Purpose

The ARE 5.0 Item Development Subcommittee creates new and reviews previously developed items for the ongoing delivery of the ARE. Subcommittee members focus on writing, reviewing, and editing items to ensure examination content aligns with assessment objectives and item authoring standards.

Report

Highlights

- At the start of FY25, committee members participated in focused training sessions on ARE item writing standards and test development best practices.

- The subcommittee received assignments to create new discrete and case study items, supporting the continuous replenishment of the exam pool.
- During committee meetings, volunteers conducted peer reviews to refine items from homework assignments, previously developed items, and those authored during the FY25 Item Development Workshops, ensuring content validity and relevance.



ARE 5.0 ITEM MAINTENANCE SUBCOMMITTEE

Subcommittee Purpose

The ARE 5.0 Item Maintenance Subcommittee is responsible for performing reviews of statistically flagged ARE 5.0 items and annual maintenance on the ARE, practice exams, and business continuity exam. Subcommittee members provide subject matter expertise on all six ARE divisions for a variety of item bank maintenance tasks, including reviews of item content, updates to outdated items and item documentation, and item remediation when necessary.

Report

Highlights

- Subcommittee members reviewed operational and pretested items flagged for statistical performance and determined if they should be edited, retired, or were fine as is.
- Volunteers also evaluated and updated legacy items for compliance with current ARE standards.



EXPERIENCE COMMITTEE

Committee Purpose

The Experience Committee contributes to the development of programs and initiatives impacting the architecture experience requirement, including the Architectural Experience Program® (AXP®).

Report

Highlights

- The FY25 Experience Committee evaluated the effectiveness of and need for the AXP's reporting requirement and recommended changes for consideration by the Board of Directors. The Board of Directors put the changes forward for membership comment before approving the changes to be implemented in November 2025.

- The committee also evaluated the alignment of current AXP requirements to the *NCARB Competency Standard for Architects*, proposing adjustments to better reflect current practice expectations. Revised descriptions of the six practice areas will also go into effect in November 2025.



MEMBER BOARD EXECUTIVES COMMITTEE

Committee Purpose

The Member Board Executives (MBE) Committee considers issues of concern to the licensing boards and Member Board Executives, develops the agenda for the spring MBE Workshop, and serves as a focus group to advise the Board of Directors and Council staff.

Report

Highlights

- The FY25 MBE Committee successfully developed and reported out the quality of the NCARB transmittals.
- Committee members successfully planned and executed the MBE Workshop.

- The committee worked to develop training for new MBEs and continued efforts to create a model operations guide for MBEs.
- Committee members also continued efforts to recommend guidelines for reporting disciplinary actions on NCARB's national database.



POLICY ADVISORY COMMITTEE

Committee Purpose

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

Report

Highlights

- The FY25 PAC reviewed proposed resolutions and assessed their impact on existing Council policies, programs, and licensure. The committee collaborated with sponsoring committees to refine and submit proposed resolutions.

- The committee provided recommendations to the Board of Directors on potential updates to the process for developing amendments for resolutions. While the committee did not recommend any changes to the amendment process, they did recommend additional research in FY26 on the resolution development timeline.
- The PAC also engaged with the Licensure Process Research & Development Task Force to understand potential policy changes resulting from Pathways to Practice to identify and address any impediments to implementation.



PROFESSIONAL CONDUCT COMMITTEE

Committee Purpose

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

Report

Highlights

- In FY25, the PCC completed reviews of more than 33 cases with varying levels of complexity, including two exam breach cases. The PCC also shared some data regarding annual disciplinary cases in the *2025 NCARB by the Numbers*.

- The PCC worked with input from legal counsel and in accordance with NCARB's *Bylaws*, exam candidate conduct policies, and the *Professional Conduct Committee: Rules of Procedure* to determine appropriate disciplinary sanctions, if any, for all cases.
- Additionally, PCC members reviewed conduct and disciplinary language in NCARB documents and had no recommended updates in FY25.

REGIONAL LEADERSHIP COMMITTEE

Committee Purpose

The Regional Leadership Committee (RLC) addresses issues specific to the regions of the Council, plans the spring Regional Summit, provides input into the planning and development of additional membership engagement efforts, and collaborates with regional directors to provide feedback to their region.


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

Report

Highlights

- The committee reviewed the continued effectiveness of the Regional Summit and planned the FY25 Regional Summit, developing the event's agenda and content.
- The committee also worked on developing a model approach and cadence for facilitating regional directors' information-sharing with the region, as well as suggested communication between regional directors and chairs.
- The committee explored recommendations from NCARB's Regional Realignment Work Group, including exploring potential model bylaws for regions, reviewing regional dues, and discussing the services offered across various regions.

SPECIAL INITIATIVES



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



FUTURES COLLABORATIVE

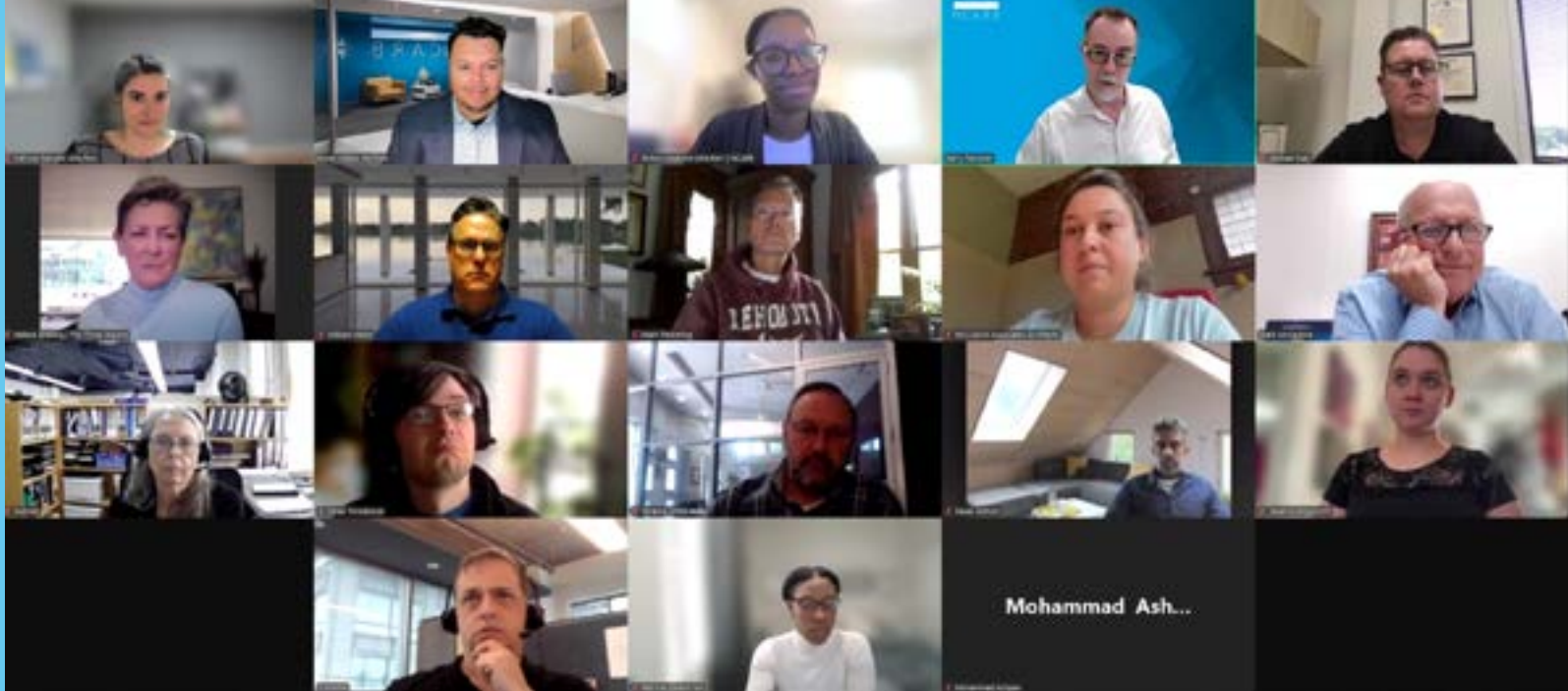
Collaborative Purpose

The Futures Collaborative explores emerging trends shifting the practice of architecture and their potential impact in the regulatory environment. Its efforts will guide the ongoing development of forecasts of possible future outcomes and inform strategic conversations across the Council. The collaborative also leads the development of NCARB's Futures Symposium, an event that brings together expert speakers, industry innovators, and NCARB volunteers to discuss advancements shaping the future of architecture.

Report

Highlights

- With a focus on drafting the 2025 Futures Symposium agenda, the collaborative identified and analyzed architectural and regulatory trends locally and worldwide, assessing their potential as opportunities or threats to NCARB, model regulation, and architecture practice in U.S. jurisdictions. The exploration included current and future practices and research in sustainable design, social responsibility, digital innovation, and regulatory adaptation.
- Collaborative members investigated the emerging role of architects in the space industry, focusing on the implications for architectural regulation.
- The collaborative supported other NCARB committees and the Board of Directors by sharing insights and research findings relevant to their charges and decision-making.
- Collaborative members began to identify topics for the 2025 Futures Symposium, ensuring a diverse range of subjects that reflect cutting-edge practices and future architectural trends.
- Collaborative members worked with NCARB staff to co-host two future-focused NCARB Live webinars, AI and Architecture and Designing for Deconstructability, which were offered for continuing education credit during the fiscal year.



INTERNATIONAL QUALIFICATIONS EVALUATION WORK GROUP

Work Group Purpose

The International Qualifications Evaluation Work Group provides critical analysis of the relationship between competency and assessment requirements for licensure in the U.S. and in other countries. Work group members contribute to the consideration of Mutual Recognition Agreements (MRAs) and offer guidance on specific requirements. This work group also serves as a critical resource in re-evaluating defined competency and assessment requirements to update existing MRAs.

Report

Highlights

- Over the year, the work group used NCARB's new *Competency Standard for Architects* to evaluate international qualifications for initial licensure.

- The work group also completed comparative evaluations of competency requirements and pathways for licensure between NCARB and two international regulatory bodies.
- These evaluations led to one new MRA and one updated MRA, with resolutions passed at the 2025 Annual Business Meeting.

LEADERSHIP ROUNDTABLE

Roundtable Purpose

Made up exclusively of former NCARB Board of Directors members who have developed expertise through their leadership service, the Leadership Roundtable was established to serve as a sounding board and resource for NCARB during a time of significant evolution.

Report

Highlights

- Throughout the year, the Leadership Roundtable engaged with committees to hear updates and provide recommendations on select charges and initiatives.
- Roundtable members participated in collaborative discussions, sharing insights from their tenure on the Board and helping to inform decision-making processes across multiple committees.



LICENSURE PROCESS RESEARCH & DEVELOPMENT TASK FORCE

Task Force Purpose

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

Report

Highlights

- The task force continued research efforts, with a focus on ensuring the proposed assessment approaches support validity, reliability, defensibility, fairness, and viability.

- The task force worked to finalize a proposed design that allows for the demonstration of architectural competencies through multiple assessment methods.
- Members engaged with the Policy Advisory Committee on expected policy updates to identify and address any potential impediments to the implementation of a new design.
- Members also collaborated with the Diversity, Equity, and Inclusion (DEI) Committee to gather perspectives on the equity and accessibility of a proposed licensure process design.

LICENSURE PROCESS RESEARCH & DEVELOPMENT SUBCOMMITTEE

Subcommittee Purpose

The Licensure Process Research & Development (R&D) Subcommittee works in collaboration with the Licensure Process R&D Task Force to support and refine development efforts. Members of this subcommittee serve as a resource on potential changes related to the education, experience, and examination requirements for licensure and engage in work groups focused on new assessment models for licensure.

Report

Highlights

- The subcommittee served as a focus group on program evolution ideas from the program committees and the Licensure Process R&D Task Force.

- Subcommittee members also participated in work groups to refine the future assessment methods selected for development by the Licensure Process R&D Task Force.



COMMITTEE SUMMIT

Each year, hundreds of volunteers—including licensure candidates, architects, educators, and other professionals—help NCARB develop and maintain its major programs and initiatives. In early December 2024, NCARB volunteers gathered in Washington, DC, for the organization’s annual Committee Summit.

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

During this year’s Committee Summit, volunteers, partners, and Member Board Members engaged in discussions exploring various topics, including the newly released

Competency Standard and its impacts on NCARB's programs over the coming years. Committee members also had the opportunity to engage with the Board of Directors and regional chairs in separate workshop sessions developed to help each group work together to advance NCARB's mission. Collaboration and feedback are essential as NCARB's members and volunteers work to shape the future of licensure.

BUSINESS OPERATIONS



Learn more about NCARB's staff operations over the past fiscal year, including the organizational structure and financials. Plus, read a report from NCARB CEO Michael Armstrong on key highlights from FY25.



CEO REPORT

I am honored to continue serving as NCARB's Chief Executive Officer and to work alongside our dedicated Board of Directors, volunteers, and staff as we advance our mission of protecting the public through effective regulation of the architecture profession. This past fiscal year has been marked by significant progress in expanding access to licensure while maintaining the rigorous standards that ensure public safety. Under the leadership of President Kenneth R. Van Tine, AIA, NCARB, LEED AP, we have taken bold steps to reimagine what the path to architectural licensure can and should be.

Highlights From FY25

Retiring the Rolling Clock

One of our most impactful changes in FY25 was the elimination of the rolling clock policy, which had placed a five-year expiration date on passed exam divisions.

This outdated policy was creating unnecessary barriers for candidates who were making steady progress toward licensure. Under our new policy, exams passed in the current or most recent iteration of an exam division remain valid indefinitely. This single policy change reinstated nearly 7,000 exam credits for over 200 candidates who had already completed the exam, and another 1,500 who were still in progress. We brought back into the licensure pipeline individuals who may have given up hope or believed their path to becoming a licensed architect had closed. This change reflects our commitment to removing arbitrary obstacles while maintaining rigorous standards.

Advancing Multiple Paths to Licensure

Through our engagement with state boards, state American Institute of Architects (AIA) chapters, and licensing advisors, we have been actively advocating for all U.S. jurisdictions to honor multiple paths to licensure at the point of initial licensure. This is not a radical departure from existing practice—it's an alignment of initial licensure with what already happens through reciprocity. We currently have 18 states that allow multiple paths to initial licensure, yet 49 states recognize multiple paths through reciprocal licensure.

The reception to this initiative has been overwhelmingly positive. We anticipated resistance from those who came through the traditional path, but instead we've found widespread receptivity to the idea that there are multiple ways to demonstrate competency. Part of our success has come from spotlighting architects who achieved licensure through nontraditional paths. We estimate that roughly 15 percent of all licensed architects did not graduate from a National Architectural Accrediting Board (NAAB)-accredited program. These individuals are not just surviving in the profession—they are thriving and contributing meaningfully to their communities.

Expanding International Recognition

At NCARB's Annual Business Meeting, we took important steps to strengthen the value of the NCARB Certificate as a passport for international practice. We updated our existing Mutual Recognition



CEO Armstrong signed the updated Australia-New Zealand-U.S. reciprocity agreement alongside executives from our international counterparts.

Agreement (MRA) with Canada and approved a new MRA with South Africa. We have also been working to reinforce our existing agreements with Australia, New Zealand, and the United Kingdom to ensure that our domestic focus on multiple paths to licensure is reflected in how we approach international mobility. It's encouraging that our international partners are receptive to these adjustments, and we look forward to seeing how our multiple paths approach will be recognized globally.

Exploring New Assessment Models

As we move forward in evolving our programmatic approach to licensure, we anticipate that a new assessment toolkit will start to come into focus in the coming year—representing a fundamental shift in how we think about competency. Rather than narrowly fitting candidates into the traditional three-part framework of education, experience, and examination, we are taking a more holistic approach to measuring competency. We recognize that individuals demonstrate competency in different ways. Some candidates may struggle with standardized exams but can demonstrate their knowledge through portfolio work or workplace performance. Others may not have access to traditional academic programs but can prove their competency through alternative education and experience pathways.

This new toolkit will include elements of the traditional approach to licensure, but it will be reimagined and expanded to allow for greater flexibility and access. We are moving toward a system that recognizes the varied skills, perspectives, and backgrounds of future architects and acknowledges that people learn and demonstrate knowledge differently. This work is exciting precisely because it evolves us toward a competency-based model, and we are committed to doing it thoughtfully and deliberately.

Looking Forward

Fiscal Year 2025 has been an incredibly positive year: positive in terms of the progress we've made, positive in terms of the reception from our Member Boards and stakeholders, and positive in terms of volunteer engagement—we now have nearly 400 architects from around the country volunteering on NCARB committees. It's also been positive in terms of the talent, innovation, creativity, and mindfulness that our staff members bring to their work every day, balancing the need for greater access to licensure with the rigorous demands of public protection.



CEO Armstrong and NCARB's Board of Directors engaged in a quarterly Board meeting at NCARB's office in Washington, DC.

I believe we are on an upward trajectory. We are positioned for growth in terms of our potential, our relevance, our credibility, and our sustainability. The work we are doing matters—to aspiring architects, to the profession, and most importantly, to the public we serve. I remain deeply optimistic about NCARB's future and grateful for the opportunity to lead this organization during such a transformative time.



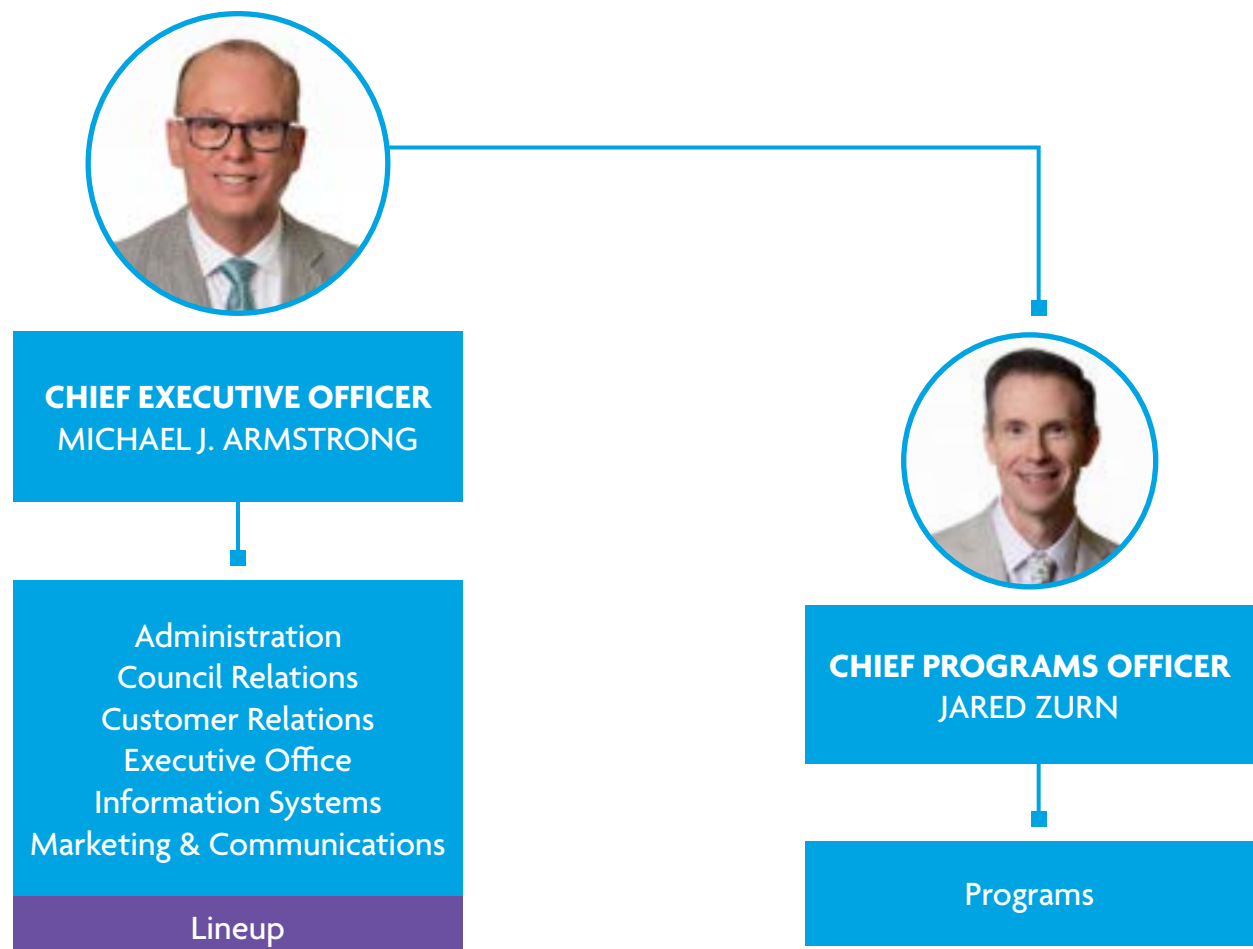
ORGANIZATIONAL CHARTS

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

- Executive Office
- Administration
- Customer Relations
- Council Relations
- Information Systems
- Marketing & Communications
- Organizational Health
- Programs
- Lineup

Office of the CEO

Headquartered in Washington, DC, NCARB has approximately 120 employees who work to provide the best possible service to our Member Boards and customers. The staff, consisting of experts in architecture as well as other fields, is divided into several departments that provide a wealth of diverse experiences and skill sets to the organization.



National Council of Architectural Registration Boards detailed organizational structure as of October 1, 2025

Chief Executive Office

NCARB's Executive Office team is responsible for guiding the organization's strategic direction and maintaining accountability to NCARB's Board of Directors and member licensing boards. The Executive Office coordinates with department heads to implement Council policies, manages organizational priorities, and serves as the primary liaison between NCARB's leadership and external stakeholders. The Executive Office also includes NCARB's Organizational Health and Strategic Operations teams.



MICHEAL ARMSTRONG
CHIEF EXECUTIVE OFFICER



Vanessa Williamson

Assistant Vice President, Executive Office

- Manager, Executive Office



Heather Coles

Assistant Vice President, Organizational Health



Nathan Grabowski

Assistant Vice President, Strategic Operations

- Research Lead
- Planning Strategist

Administration

The Administration team manages NCARB's finances, human resources, and office facilities. In addition, they provide logistical support for all NCARB meetings and conferences, including those being held virtually.



DOUG MORGAN
VICE PRESIDENT, ADMINISTRATION

■ **Senior Manager, Meetings + Events**

■ **Manager, Administration**



Robert Dickinson, CPA
Assistant Vice President,
Finance

- Accounting Manager
- Senior Accountant
- Accountants



Jennifer Moore
Assistant Vice President,
Human Resources

- HR Generalist
- Human Resources Specialist

Council Relations

The Council Relations team works with NCARB's members, who are the 55 U.S. architectural licensing boards, to help implement national programs and advocate for reasonable regulation. They also maintain our external partnerships and assist NCARB leadership in appointing and supporting NCARB volunteers. The department is also responsible for NCARB's relationships with our international counterparts, including developing new mutual recognition agreements.



JOSHUA C. BATKIN
VICE PRESIDENT, COUNCIL RELATIONS



Maurice Brown

**Assistant Vice President,
Advocacy & External
Engagement**

- Sr. Manager, Policy & International Relations
- Manager, External & International Engagement
- Manager, Advocacy & External Engagement



Caitlin Stromberg

**Assistant Vice President,
Member Relations & Volunteer
Engagement**

- Manager, Member Board Outreach
- Assistant, Member Relations
- Manager, Volunteer Engagement
- Research Specialist, Member Relations

Customer Relations

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



ROXANNE ALSTON
VICE PRESIDENT, CUSTOMER RELATIONS

■ **Office Manager**



Katrina Humphrey
Assistant Vice President,
Customer Relations

- Managers, Customer Relations
 - Customer Relations Specialists II
 - Sr. Customer Relations Specialists
 - Customer Relations Specialists
- Sr. Program Specialist, Customer Relations



Casandra Walker
Assistant Vice President,
Customer Relations

- Managers, Customer Relations
 - Sr. Customer Relations Specialists
 - Customer Relations Specialists II
 - Customer Relations Specialists
- Sr. Program Specialist, Customer Relations

Information Systems

The Information Systems team leads the development, implementation, and ongoing modernization of our technology, including My NCARB, a line of business applications, the organization's infrastructure, and the help desk. The department also supports data collection and analytics, which provide insights into NCARB programs and initiatives.



ROUEL DE GUZMAN
VICE PRESIDENT, INFORMATION SYSTEMS

- Security Analyst
- Systems Administrator



Parisa Ilchi-Bradley
Assistant Vice President,
Product Management

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



Kunle Olowoyeye
Assistant Vice President,
Information Systems

- Senior Principle Software Engineer
 - Lead Software Engineers
 - Senior Software Engineers
 - Software Engineer
- Lead Cloud Solutions Engineer
- Lead Software Engineer
 - Senior Software Engineer

Marketing & Communications

The Marketing & Communications team gets the word out about NCARB's initiatives, program updates, and news, and develops marketing materials, videos, website content, and social media campaigns. In addition, the Marketing & Communications team includes the Data & Analytics team, who collect, analyze, and interpret data from the AXP, ARE, NCARB Certificate, and other programs to identify trends, measure outcomes, and inform continuous improvement efforts.



ANDREW MCINTYRE
VICE PRESIDENT, MARKETING & COMMUNICATIONS



Amanda Pica

**Assistant Vice President,
Marketing & Communications**

- Manager, Content Strategy
 - Senior Content Producer
 - Content Producer
- Manager, Digital Marketing
- Manager, Visual Design
 - Sr. Visual Designer
 - Visual Designer
 - Multimedia Specialist

Open Position

**Assistant Vice President,
Data & Analytics**

- Data Analyst
- Data Scientist
- Data Engineer

Programs

The Programs team focuses on developing, maintaining, and continuously improving NCARB's core programs that guide architects from education through professional practice. The team manages the development and delivery of the Architect Registration Examination® (ARE®) and the Architectural Experience Program® (AXP®), as well as NCARB's education and certification offerings. Beyond program development, the department coordinates outreach and manages the Architect Licensing Advisors Community.



JARED ZURN, AIA, NCARB, CAE
CHIEF PROGRAMS OFFICER



Michelle Cohn,
AIA, NCARB, LEED AP BD+C, PMP

**Assistant Vice President,
Assessments**

- Sr. Manager, Quality Assurance
- Manager, Assessments Development
 - Test Development Coordinators
- Managers, Maintenance & Security



Patricia Ramallo

**Assistant Vice President,
Operations & Outreach**

- Manager, Operations & Outreach
- Specialist, Operations
- Coordinator, Operations & Outreach



Jeremy Fretts

**Assistant Vice President,
Education & Certification**

- Manager, Certifications
- Manager, Continuing Education
- Manager, Education Services

Lineup

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



LINEUP

Board Members

- **Mike Armstrong**, President
- **Miguel Rodriguez**, NCARB BOD Rep
- **Derek Haese**, NCARB Staff Rep
- **Johanna Snide**, Independent Director
- **Guc Ozenci**, Independent Director




Derek Haese

Assistant Vice President

- Sales Executive
 - Project Delivery Specialist
 - Sales Development Representative

NCARB BYLAWS



NCARB's organization structure, functions, and processes are governed by the *NCARB Bylaws*. Changes to the *NCARB Bylaws* must be approved by the Member Boards.

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

ARTICLE I—NAME

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

ARTICLE II—DEFINITIONS

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

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

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

ARTICLE III—PURPOSE

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

ARTICLE IV—MEMBERSHIP

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

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

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

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

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

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

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

ARTICLE V—MEETINGS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ARTICLE VI—REGIONS

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

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

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

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

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

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

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

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

ARTICLE VII —THE BOARD OF DIRECTORS

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

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

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

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

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

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

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

SECTION 4. Removal.

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

SECTION 5. Nomination and Election of Directors.

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

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

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

SECTION 6. Vacancies.

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

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

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

ARTICLE VIII—OFFICERS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ARTICLE IX—COUNCIL SERVICES TO MEMBERS OF THE ARCHITECTURAL PROFESSION

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

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

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

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

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

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

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

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

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

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

ARTICLE X—COUNCIL SERVICES TO MEMBER BOARDS

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

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

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

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

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

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

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

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

SECTION 1. Dues and Fees.

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

SECTION 2. Operating Fund.

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

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

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

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

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

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

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

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

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

ARTICLE XII—COMMITTEES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ARTICLE XIII—INDEMNIFICATION

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

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

ARTICLE XIV—AMENDMENTS

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

ARTICLE XV—TRANSITION

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

SECTION 2. 2023-2024 Term.

A. Elected Officers.

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

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

- (i) The office of President, the Vice President shall fill such vacancy for the remainder of the term and the following term.

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

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

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

A. Elected Officers.

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

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

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

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

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

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

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

A. Elected Officers.

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

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

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

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

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

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

A. Elected Officers.

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

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

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

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

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

STRATEGIC PLAN



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



STRATEGIC PLAN

OUR MISSION

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

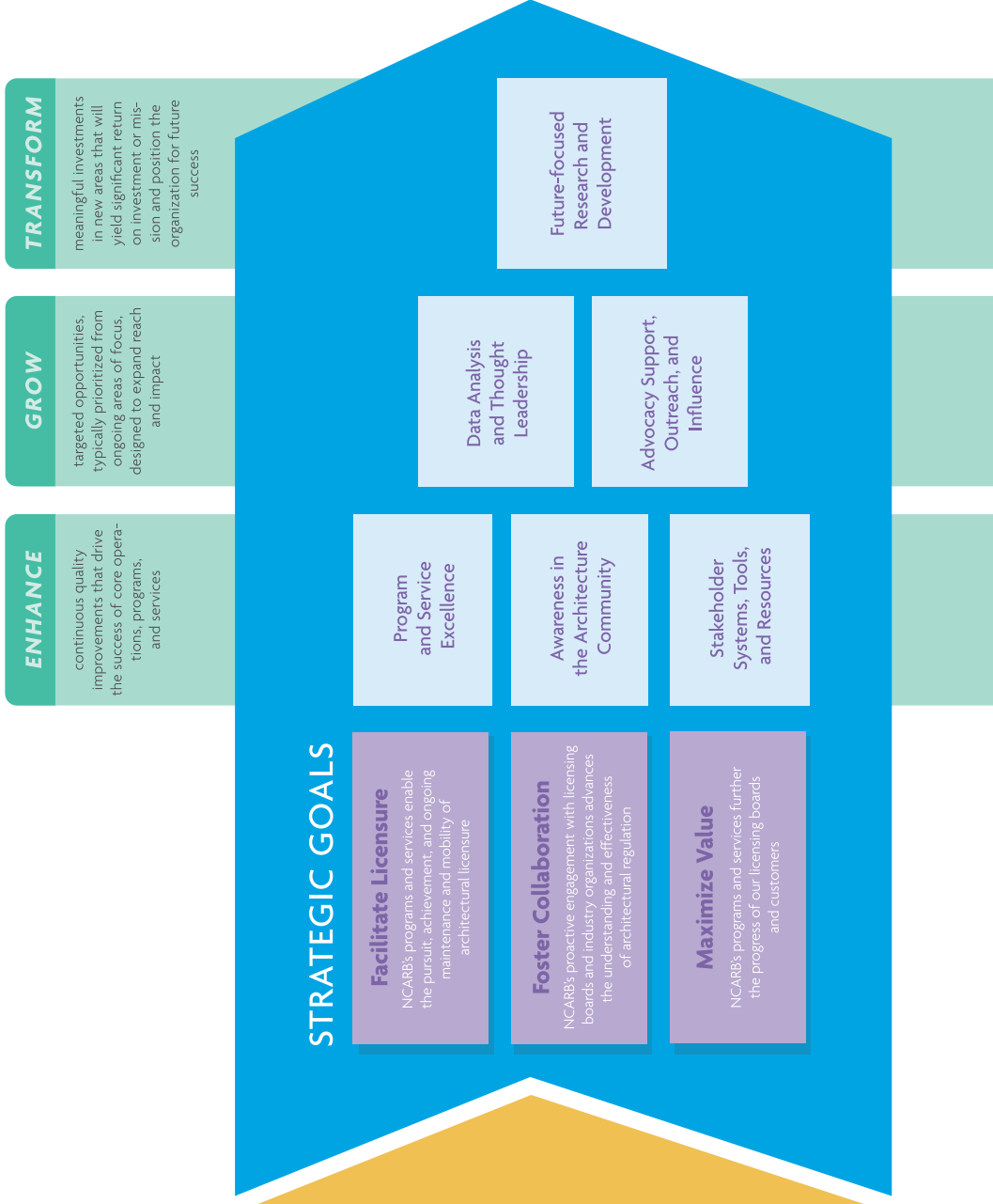
OUR VISION

Ensuring safe spaces and places for all communities.


OUR DIVERSITY COMMITMENT

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

LET'S GO FURTHER



FINANCIAL STATEMENTS



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

**NATIONAL COUNCIL OF ARCHITECTURAL
REGISTRATION BOARDS**

CONSOLIDATED FINANCIAL STATEMENTS

YEARS ENDED JUNE 30, 2025 AND 2024



INDEPENDENT AUDITORS' REPORT

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

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of National Council of Architectural Registration Boards and Lineup Management Services, LLC (collectively, the Council), which comprise the consolidated statements of financial position as of June 30, 2025 and 2024, and the related consolidated statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Council as of June 30, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

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

Responsibilities of Management for the Consolidated Financial Statements

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

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

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
TABLE OF CONTENTS
YEARS ENDED JUNE 30, 2025 AND 2024**

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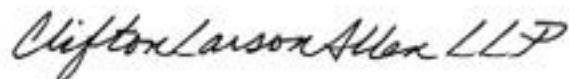
Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

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

In performing an audit in accordance with GAAS, we:

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

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



CliftonLarsonAllen LLP

Arlington, Virginia
October 24, 2025

NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
JUNE 30, 2025 AND 2024

| | <u>2025</u> | <u>2024</u> |
|--|----------------------|----------------------|
| ASSETS | | |
| Cash and Cash Equivalents | \$ 4,924,600 | \$ 3,518,870 |
| Investments | 27,935,690 | 22,293,120 |
| Accounts Receivable, Net | 81,290 | 1,356,272 |
| Prepaid Expenses and Other Assets | 1,226,160 | 1,000,910 |
| Investments - Deferred Compensation | 790,960 | 813,880 |
| Operating Right of Use Asset, Net | 9,700,835 | 10,588,067 |
| Property, Equipment, and Capitalized Software, Net | <u>5,178,400</u> | <u>6,400,350</u> |
| Total Assets | <u>\$ 49,837,935</u> | <u>\$ 45,971,469</u> |
| LIABILITIES AND NET ASSETS | | |
| LIABILITIES | | |
| Accounts Payable and Accrued Expenses | \$ 1,267,309 | \$ 2,037,032 |
| Accrued Payroll and Related Liabilities | 2,864,270 | 2,318,550 |
| Deferred Revenue | 3,448,070 | 3,046,920 |
| Lease Liabilities - Operating Leases | 14,133,233 | 15,319,748 |
| Deferred Compensation | <u>790,960</u> | <u>813,880</u> |
| Total Liabilities | <u>22,503,842</u> | <u>23,536,130</u> |
| NET ASSETS | | |
| Without Donor Restrictions: | | |
| Undesignated | 26,753,011 | 21,845,613 |
| Regional Conferences' Net Assets | <u>581,082</u> | <u>589,726</u> |
| Total Net Assets | <u>27,334,093</u> | <u>22,435,339</u> |
| Total Liabilities and Net Assets | <u>\$ 49,837,935</u> | <u>\$ 45,971,469</u> |

See accompanying Notes to Consolidated Financial Statements.

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
CONSOLIDATED STATEMENTS OF ACTIVITIES
YEARS ENDED JUNE 30, 2025 AND 2024**

| | 2025 | 2024 |
|--|----------------------|----------------------|
| REVENUE - NCARB AND REGIONAL ACTIVITIES | | |
| Customer Relations Income | \$ 30,150,406 | \$ 27,125,935 |
| Examination Income | 12,405,326 | 11,563,165 |
| Member Board Dues | 55,000 | 55,000 |
| Interest and Dividends, Net of Fees | 632,489 | 514,790 |
| Education Income | 155,405 | 204,757 |
| Annual Meetings, Regional Activities, and Other Income | 89,302 | 178,071 |
| Total Revenue, NCARB and Regional Activities | <u>43,487,928</u> | <u>39,641,718</u> |
| EXPENSES - NCARB AND REGIONAL ACTIVITIES | | |
| Program Services: | | |
| Examination Directorate | 7,588,444 | 8,024,916 |
| Information Systems Directorate | 9,909,105 | 9,668,325 |
| Customer Relations Directorate | 5,318,249 | 5,343,374 |
| Council Relations Directorate | 3,866,927 | 4,222,524 |
| E + E Directorate | 3,176,732 | 3,612,809 |
| Marketing and Communications Directorate | 2,063,900 | 2,176,820 |
| Total Program Services | <u>31,923,357</u> | <u>33,048,768</u> |
| Supporting Services: | | |
| Executive Office | 4,914,030 | 5,261,979 |
| Administration Directorate | 3,322,005 | 3,179,692 |
| Total Supporting Services | <u>8,236,035</u> | <u>8,441,671</u> |
| Total Expenses, NCARB and Regional Activities | <u>40,159,392</u> | <u>41,490,439</u> |
| CHANGE IN NET ASSETS BEFORE LINEUP LLC ACTIVITIES AND REALIZED AND UNREALIZED GAIN ON INVESTMENTS | 3,328,536 | (1,848,721) |
| LINEUP LLC ACTIVITIES | | |
| Lineup LLC Revenue | 602,407 | 469,591 |
| Lineup LLC Business Development Expenses | <u>(717,912)</u> | <u>(1,343,081)</u> |
| Change In Net Assets - Lineup LLC | (115,505) | (873,490) |
| REALIZED AND UNREALIZED GAIN ON INVESTMENTS | <u>1,685,723</u> | <u>1,884,719</u> |
| CHANGE IN NET ASSETS | 4,898,754 | (837,492) |
| Net Assets - Beginning of Year | <u>22,435,339</u> | <u>23,272,831</u> |
| NET ASSETS - END OF YEAR | <u>\$ 27,334,093</u> | <u>\$ 22,435,339</u> |

See accompanying Notes to Consolidated Financial Statements.

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED JUNE 30, 2025**

| | Program Expenses | | | | | Marketing and Communications Directorate |
|--|-------------------------|---------------------------------|--------------------------------|-------------------------------|---------------------|--|
| | Examination Directorate | Information Systems Directorate | Customer Relations Directorate | Council Relations Directorate | E + E Directorate | |
| Employment/Human Resources | \$ 1,600,055 | \$ 5,571,125 | \$ 3,928,170 | \$ 1,146,442 | \$ 1,529,832 | \$ 1,622,936 |
| Operating Expenses | 582,520 | 4,293,541 | 1,311,260 | 204,215 | 693,255 | 263,432 |
| Consulting | 4,957,904 | 22,000 | 47,577 | 401,491 | 265,758 | 165,300 |
| Travel and Meeting Expenses | 439,986 | 22,039 | 28,927 | 1,866,020 | 681,615 | 12,207 |
| Contributions | 7,979 | 400 | 2,315 | 72,059 | 6,272 | 25 |
| Other Board of Directors/Office Expenses | - | - | - | 176,700 | - | - |
| Total | \$ 7,588,444 | \$ 9,909,105 | \$ 5,318,249 | \$ 3,866,927 | \$ 3,176,732 | \$ 2,063,900 |

| | Program Expenses | | Supporting Expenses | | | Total |
|--|----------------------|------------------------|---------------------|----------------------------|---------------------------|----------------------|
| | Business Development | Total Program Expenses | Executive Office | Administration Directorate | Total Supporting Expenses | |
| Employment/Human Resources | \$ 438,778 | \$ 15,837,336 | \$ 2,500,597 | \$ 2,320,827 | \$ 4,821,424 | \$ 20,658,762 |
| Operating Expenses | 156,905 | 7,505,128 | 484,281 | 613,890 | 1,097,951 | 8,603,079 |
| Consulting | 67,062 | 5,927,092 | 429,398 | 307,206 | 736,604 | 6,663,696 |
| Travel and Meeting Expenses | 55,167 | 3,105,961 | 1,328,214 | 55,457 | 1,383,671 | 4,489,632 |
| Contributions | - | 89,050 | 171,560 | 24,825 | 196,385 | 285,435 |
| Other Board of Directors/Office Expenses | - | 176,700 | - | - | - | 176,700 |
| Total | \$ 717,912 | \$ 32,641,269 | \$ 4,914,030 | \$ 3,322,005 | \$ 8,236,035 | \$ 40,877,304 |

See accompanying Notes to Consolidated Financial Statements.

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

| | Program Expenses | | | | | Marketing and Communications Directorate |
|--|-------------------------|---------------------------------|--------------------------------|-------------------------------|---------------------|--|
| | Examination Directorate | Information Systems Directorate | Customer Relations Directorate | Council Relations Directorate | E + E Directorate | |
| Employment/Human Resources | \$ 1,855,053 | \$ 5,389,490 | \$ 4,053,838 | \$ 1,178,160 | \$ 1,584,254 | \$ 1,624,574 |
| Operating Expenses | 590,574 | 4,145,112 | 1,200,193 | 222,692 | 643,852 | 319,357 |
| Consulting | 5,053,861 | 107,560 | 55,848 | 274,780 | 292,919 | 219,738 |
| Travel and Meeting Expenses | 724,358 | 25,930 | 32,957 | 2,119,752 | 1,090,995 | 13,151 |
| Contributions | 1,070 | 233 | 540 | 327,647 | 789 | - |
| Other Board of Directors/Office Expenses | - | - | - | 99,493 | - | - |
| Total | \$ 8,024,916 | \$ 9,668,325 | \$ 5,343,374 | \$ 4,222,524 | \$ 3,612,809 | \$ 2,176,820 |

| | Program Expenses | | Supporting Expenses | | | Total |
|--|----------------------|------------------------|---------------------|----------------------------|---------------------------|----------------------|
| | Business Development | Total Program Expenses | Executive Office | Administration Directorate | Total Supporting Expenses | |
| Employment/Human Resources | \$ 789,935 | \$ 16,275,302 | \$ 2,414,756 | \$ 2,427,872 | \$ 4,842,628 | \$ 21,117,930 |
| Operating Expenses | 277,480 | 7,399,260 | 851,045 | 487,035 | 1,138,080 | 8,537,340 |
| Consulting | 152,643 | 6,157,349 | 413,140 | 230,347 | 643,487 | 6,800,836 |
| Travel and Meeting Expenses | 121,980 | 4,129,123 | 1,520,341 | 15,224 | 1,535,565 | 5,664,688 |
| Contributions | 1,043 | 331,322 | 191,630 | 19,214 | 210,844 | 542,166 |
| Other Board of Directors/Office Expenses | - | 99,493 | 71,067 | - | 71,067 | 170,560 |
| Total | \$ 1,343,081 | \$ 34,391,849 | \$ 5,261,979 | \$ 3,179,692 | \$ 8,441,671 | \$ 42,833,520 |

See accompanying Notes to Consolidated Financial Statements.

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
CONSOLIDATED STATEMENTS OF CASH FLOWS
YEARS ENDED JUNE 30, 2025 AND 2024**

| | <u>2025</u> | <u>2024</u> |
|---|----------------------------|----------------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | |
| Change in Net Assets | \$ 4,898,754 | \$ (837,492) |
| Adjustments to Reconcile Change in Net Assets to Net Cash Provided (Used) by Operating Activities: | | |
| Depreciation | 2,601,250 | 2,588,623 |
| Realized and Unrealized Gain on Investments | (1,685,723) | (1,884,719) |
| Effects of Changes in Operating Assets and Liabilities: | | |
| Accounts Receivable | 1,274,982 | (1,340,282) |
| Prepaid Expenses and Other Assets | (225,250) | 20,930 |
| Accounts Payable and Accrued Expenses | (769,723) | (902,408) |
| Accrued Payroll and Related Liabilities | 545,720 | (279,470) |
| Lease Liability | (299,283) | (260,278) |
| Deferred Revenue | 401,150 | (369,240) |
| Net Cash Provided (Used) by Operating Activities | <u>6,741,877</u> | <u>(3,264,336)</u> |
| CASH FLOWS FROM INVESTING ACTIVITIES | | |
| Acquisitions of Investments | (8,961,569) | (3,232,228) |
| Sales of Investments | 5,004,722 | 8,350,117 |
| Purchases of Fixed Assets | <u>(1,379,300)</u> | <u>(1,990,123)</u> |
| Net Cash (Used) Provided by Investing Activities | <u>(5,336,147)</u> | <u>3,127,766</u> |
| NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS | 1,405,730 | (136,570) |
| Cash and Cash Equivalents - Beginning of Year | <u>3,518,870</u> | <u>3,655,440</u> |
| CASH AND CASH EQUIVALENTS - END OF YEAR | <u><u>\$ 4,924,600</u></u> | <u><u>\$ 3,518,870</u></u> |

See accompanying Notes to Consolidated Financial Statements.

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024**

NOTE 1 NATURE OF ACTIVITIES AND SIGNIFICANT ACCOUNTING POLICIES

Nature of Operations

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

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

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

A summary of NCARB's significant accounting policies follows:

Principles of Consolidation

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

Basis of Presentation

The consolidated financial statement presentation follows the Financial Accounting Standards Board (FASB) *Accounting Standards Codification* (ASC). As required by the *Not-for-Profit Entities* Topic of the FASB ASC, the Council is required to report information regarding its financial position and activities according to two classes of net assets: without donor restrictions and with donor restrictions. As of and for the years ended June 30, 2025 and 2024, there were no net assets with donor restrictions.

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

Net Assets Without Donor Restrictions, Designated – Net assets consisting of funds designated by the board of directors (the Board) to be used for specific purposes. The Business Development Fund was created to support the development and sale of proprietary software products to third parties. Since the inception of the Business Development Fund, a cumulative amount of \$4,000,000 has been expended for this purpose through June 30, 2025 and 2024. The Fund was fully expended as of June 30, 2025.

NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

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

Income Tax Status

NCARB is exempt from income taxes on its exempt activities under the provisions of Section 501(c)(6) of the Internal Revenue Code. However, NCARB is subject to income taxes on any unrelated business income. For the years ended June 30, 2025 and 2024, NCARB had unrelated business income from Lineup software sales of \$602,407 and \$447,458, respectively. As a single member limited liability company, Lineup does not file a separate income tax return and its activities are included in NCARB's tax returns. Thus, Lineup is treated as a disregarded entity for income tax purposes.

Use of Estimates

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

Cash and Cash Equivalents

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

Overnight repurchase agreements involve investment risks, including the possible loss of principal. The mortgage-backed securities bought and sold daily are collateralized by one or more pools of residential mortgage loans that conform to the standards of the Federal National Mortgage Association or the Federal Home Loan Mortgage Corporation at the time of securitization. The Council had \$2,932,545 and \$1,814,724 in its overnight repurchase agreements account at June 30, 2025 and 2024, respectively.

Investments

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

NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

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

Investment Income

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

Accounts Receivable

Accounts receivable consist primarily of registration fees for the Council's annual meeting. Accounts receivable are presented at the net amount due to the Council. The Council's management periodically reviews the status of all accounts receivable balances for collectibility. Each receivable balance is assessed based on management's knowledge of the customer, the Council's relationship with the customer, and the age of the receivable balance. Based on management's assessment, there are no uncollectible receivables as of June 30, 2025 and 2024, respectively.

Property, Equipment, and Capitalized Software

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

Impairment Policy

Long-lived assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of long-lived assets is measured by a comparison of the carrying amount of the asset to future undiscounted net cash flows expected to be generated by the asset. If such assets are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the estimated fair value of the assets. Assets to be disposed of are reportable at the lower of the carrying amount or fair value, less costs to sell. During the years ended June 30, 2025 and 2024, management did not consider the value of any property or equipment or intangible assets to be impaired.

Leases

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

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024**

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

Leases (Continued)

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

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

Revenue Recognition

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

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

Customer Relations Income

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

NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

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

Revenue Recognition (Continued)

Examination Income

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

Member Board Dues

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

Deferred Revenue

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

Contract Balances

The timing of revenue recognition may not align with the right to invoice the customer. The Council records accounts receivable when it has the unconditional right to issue an invoice and receive payment, regardless of whether revenue has been recognized. If revenue has not yet been recognized, a contract liability (deferred revenue) is also recorded. If revenue is recognized in advance of the right to invoice, a contract asset (unbilled receivable) is recorded. Opening contract balances as of July 1, 2023, consisted of \$15,990 of accounts receivable and \$3,416,160 of deferred revenue.

Functional Allocation of Expenses

The costs of providing various programs and other activities of the Council have been summarized on a functional basis in the consolidated statements of activities and consolidated statements of functional expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024**

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

Functional Allocation of Expenses (Continued)

Salaries and benefits are allocated based on estimates of the percentage of the employee time spent on relevant activities as determined by the annual budget. Rent and other overhead costs are allocated based on individual department headcounts.

Subsequent Events

The Council has evaluated subsequent events through October 24, 2025, the date the consolidated financial statements were available to be issued.

NOTE 2 LIQUIDITY

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

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

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

| | 2025 | 2024 |
|--|----------------------|----------------------|
| Financial Assets: | | |
| Cash and Cash Equivalents | \$ 4,924,600 | \$ 3,518,870 |
| Investments | 27,935,690 | 22,293,120 |
| Accounts Receivable | 81,290 | 1,356,272 |
| Investments - Deferred Compensation | 790,960 | 813,880 |
| Total Financial Assets | <u>33,732,540</u> | <u>27,982,142</u> |
| Less Amounts Not Available for General Expenditure: | | |
| Investments - Deferred Compensation | (790,960) | (813,880) |
| Regional Conferences' Net Assets | <u>(581,082)</u> | <u>(589,726)</u> |
| Financial Assets Available to Meet Cash Expenditures Within One Year | <u>\$ 32,360,498</u> | <u>\$ 26,578,536</u> |

NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 3 INVESTMENTS

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

| | 2025 | 2024 |
|---|----------------------|----------------------|
| Fixed-Income Securities: | | |
| Exchange-Traded Funds | \$ 9,495,262 | \$ 5,535,321 |
| Mutual Funds | 1,648,426 | - |
| Equity Securities: | | |
| Exchange-Traded Funds | 12,640,104 | 11,690,160 |
| Mutual Funds | 1,299,708 | 1,784,567 |
| U.S. Treasury Notes | - | 1,217,223 |
| Alternative Investments | 2,082,344 | 1,891,039 |
| Certificates of Deposit | - | 105,832 |
| Cash and Money Market Funds | 769,846 | 68,978 |
| Total Investments Other than Deferred Compensation Holdings | <u>\$ 27,935,690</u> | <u>\$ 22,293,120</u> |

Deferred compensation holdings consist of the following at June 30:

| | 2025 | 2024 |
|--------------------------------------|-------------------|-------------------|
| Equity Mutual Funds | \$ 400,972 | \$ 420,777 |
| Fixed Income Exchange Traded Funds | 389,988 | 393,103 |
| Total Deferred Compensation Holdings | <u>\$ 790,960</u> | <u>\$ 813,880</u> |

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

| | 2025 | 2024 |
|-----------------------------|----------------------|----------------------|
| Short-Term Reserve | \$ 4,086,284 | \$ 2,118,861 |
| Strategic Reserve | 16,117,377 | 13,131,707 |
| Growth Fund | 7,732,029 | 7,042,552 |
| Total Council's Investments | <u>\$ 27,935,690</u> | <u>\$ 22,293,120</u> |

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

| | 2025 | 2024 |
|---|---------------------|---------------------|
| Interest and Dividends | \$ 713,983 | \$ 593,608 |
| Realized and Unrealized Gain on Investments | 1,685,723 | 1,884,719 |
| Investment Fees | (81,494) | (78,818) |
| Total Investment Income | <u>\$ 2,318,212</u> | <u>\$ 2,399,509</u> |

NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 4 FAIR VALUE MEASUREMENTS

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

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

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

Level 3 – Inputs that are unobservable for the asset or liability and include situations where there is little, if any, market activity for the asset or liability. The inputs into the determination of fair value are based upon the best information in the circumstances and may require significant management judgment or estimation. There were no Level 3 inputs for any assets or liabilities held by the Council at June 30, 2025 and 2024.

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

NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 4 FAIR VALUE MEASUREMENTS (CONTINUED)

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

| | 2025 | | | Total |
|---|----------------------|-------------------|-------------|----------------------|
| | Level 1 | Level 2 | Level 3 | |
| Investments: | | | | |
| Investments at Fair Value: | | | | |
| Fixed-Income Exchange-Traded Funds | \$ 9,495,262 | \$ - | \$ - | \$ 9,495,262 |
| Fixed-Income Mutual Funds | 1,648,426 | - | - | 1,648,426 |
| Equity Exchange-Traded Funds | 12,640,104 | - | - | 12,640,104 |
| Equity Mutual Funds | 1,299,708 | - | - | 1,299,708 |
| Total Investments at Fair Value | <u>\$ 25,083,500</u> | <u>\$ -</u> | <u>\$ -</u> | 25,083,500 |
| Alternative Investments Valued at | | | | |
| Net Asset Value | | | | 2,082,344 |
| Cash and Certificates of Deposit, at Cost | | | | 769,846 |
| Total Investments | | | | <u>\$ 27,935,690</u> |
| Deferred-Compensation Assets: | | | | |
| Equity Mutual Funds | \$ 400,972 | \$ - | \$ - | \$ 400,972 |
| Fixed Income Exchange Traded Funds | 389,988 | - | - | 389,988 |
| Total Deferred Compensation Assets | <u>\$ 790,960</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 790,960</u> |
| Deferred Compensation Liability | <u>\$ -</u> | <u>\$ 790,960</u> | <u>\$ -</u> | <u>\$ 790,960</u> |
| | | | | |
| | 2024 | | | Total |
| | Level 1 | Level 2 | Level 3 | |
| Investments: | | | | |
| Investments at Fair Value: | | | | |
| Fixed-Income Exchange-Traded Funds | \$ 5,535,321 | \$ - | \$ - | \$ 5,535,321 |
| Equity Exchange-Traded Funds | 11,690,160 | - | - | 11,690,160 |
| Equity Mutual Funds | 1,784,567 | - | - | 1,784,567 |
| US Treasury Notes | 1,217,223 | - | - | 1,217,223 |
| Total Investments at Fair Value | <u>\$ 20,227,271</u> | <u>\$ -</u> | <u>\$ -</u> | 20,227,271 |
| Alternative Investments Valued at | | | | |
| Net Asset Value | | | | 1,891,039 |
| Cash and Certificates of Deposit, at Cost | | | | 174,810 |
| Total Investments | | | | <u>\$ 22,293,120</u> |
| Deferred-Compensation Assets: | | | | |
| Equity Mutual Funds | \$ 420,777 | \$ - | \$ - | \$ 420,777 |
| Fixed Income Exchange Traded Funds | 393,103 | - | - | 393,103 |
| Total Deferred Compensation Assets | <u>\$ 813,880</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 813,880</u> |
| Deferred Compensation Liability | <u>\$ -</u> | <u>\$ 813,880</u> | <u>\$ -</u> | <u>\$ 813,880</u> |

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

NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 4 FAIR VALUE MEASUREMENTS (CONTINUED)

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

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

| | 2025 Fair Value | 2024 Fair Value | Unfunded Commitments |
|--|---------------------|---------------------|-------------------------|
| Alternative Investments: | | | |
| Alkeon Growth Offshore Fund, Ltd. ¹ | \$ 1,239,888 | \$ 1,023,383 | \$ - |
| Starwood Real Estate Income Trust - Class D ² | 842,456 | 867,656 | - |
| Total Alternative Investments | <u>\$ 2,082,344</u> | <u>\$ 1,891,039</u> | <u>\$ -</u> |

- 1) Alkeon Growth Offshore Fund Ltd.'s investment objective is to achieve maximum capital appreciation. The fund pursues this objective by investing its assets primarily in equity securities of U.S. and foreign companies that the investment manager believes are well positioned to benefit from demand for their products or services, including companies that can innovate or grow rapidly relative to their peers in their markets. Redemptions are permitted quarterly with 20 calendar days' notice.
- 2) Starwood Real Estate Income Trust's investment objective is to invest primarily in stabilized, income-oriented commercial real estate. The trust's portfolio is principally comprised of properties located in the United States but may be diversified on a global basis through the acquisition of properties outside the United States, with a focus on Europe. Redemptions can be submitted daily and are processed monthly, though there are monthly limits. The request must be received in good order on the second to last business day of the applicable month. There is no daily liquidity option available.

NOTE 5 PROPERTY, EQUIPMENT, AND CAPITALIZED SOFTWARE

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

| | 2025 | 2024 |
|---|---------------------|---------------------|
| Furniture and Equipment | \$ 857,642 | \$ 854,504 |
| Leasehold Improvements | 2,946,683 | 2,946,683 |
| Computer Software | 8,106,638 | 9,291,351 |
| Examination Services System | 986,853 | 986,853 |
| Total Property, Equipment, and Capitalized Software | 12,897,816 | 14,079,391 |
| Less: Accumulated Depreciation and Amortization | <u>(7,719,416)</u> | <u>(7,679,041)</u> |
| Net Property, Equipment, and Capitalized Software | <u>\$ 5,178,400</u> | <u>\$ 6,400,350</u> |

NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 6 LINE OF CREDIT

The Council has access to a revolving line of credit collateralized with its assets that are held at the financial institution. The line of credit allows maximum borrowings up to \$5,000,000 and bears interest at a variable rate based upon the outstanding balance and estimated repayment period. During the years ended June 30, 2025 and 2024, no amounts were drawn on the line of credit and no amounts were outstanding under the line of credit as of June 30, 2025 and 2024.

NOTE 7 RETIREMENT PLANS

The Council has a 457(b) salary deferral plan for key executives. As part of the plan, the Council reports assets and liabilities of equal amounts attributable to the amount deferred and the related investment earnings. Information regarding the Council's invested assets of deferred compensation is disclosed in Note 3 and the fair value of the deferred compensation assets and liability is disclosed in Note 4. The balance in the deferred compensation plan is \$658,610 and \$677,118 at June 30, 2025 and 2024, respectively.

The Council also has a funded nonqualified deferred compensation plan for certain executives under Code Section 457(f) of the IRC. As of June 30, 2025 and 2024, the Council reported \$132,350 and \$136,762, respectively in deferred compensation plan assets, representing the fair value of the assets held in the trust account, with corresponding amounts reported as deferred compensation plan liabilities, representing the amounts due to the participants under the plan. The Council contributions to the plan were \$120,000 for the years ended June 30, 2025 and 2024, respectively.

The Council maintains a defined contribution 401(k) retirement plan (the Plan) for employees. Employees are immediately eligible to contribute a percentage of their compensation to the Plan. The Plan provides qualified non-elective contributions of 3% of employee compensation. The Plan also provides for self-directed investments by employees. The Council may make annual discretionary contributions to the Plan. In order to be eligible for this discretionary contribution, an employee must complete six months of service before a plan entry date (January 1 or July 1), must complete 500 hours of service during the plan year, and must be actively employed on the last day of the plan year (December 31). Employees begin vesting in the discretionary contribution at the end of their second year of service, fully vesting at the end of six years of service. The Council made qualified nonelective contributions of \$781,823 and \$825,392, respectively, and supplemental contributions of \$294,000 and \$-0-, respectively, for the years ended June 30, 2025 and 2024.

NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024

NOTE 8 OPERATING LEASES

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

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

The Council incurred rental expense of \$1,348,652 and \$1,339,672 for the years ended June 30, 2025 and 2024, respectively.

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

Future minimum lease payments, exclusive of the Council's pro rata share of additional operating expenses, under noncancelable office space leases at June 30, 2025, are as follows:

| <u>Year Ending June 30,</u> | <u>Amount</u> |
|-----------------------------|----------------------|
| 2026 | \$ 1,765,129 |
| 2027 | 1,749,811 |
| 2028 | 1,747,488 |
| 2029 | 1,763,509 |
| 2030 | 1,807,567 |
| Thereafter | 7,185,176 |
| Less: Imputed Interest | (1,885,447) |
| Total | <u>\$ 14,133,233</u> |

The ROU assets reported in the accompanying consolidated statements of financial position as ROU asset - operating totaled \$9,700,835 and \$10,588,067 on June 30, 2025 and 2024, respectively.

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

| | <u>2025</u> | <u>2024</u> |
|---|--------------|--------------|
| Operating Lease Costs | \$ 1,433,188 | \$ 1,442,088 |
| Cash Paid for Amounts Included in the Measurement of Lease Liability: | | |
| Operating Cash Flows from Operating Leases | \$ 1,757,212 | \$ 1,702,366 |
| Weighted-Average Remaining Lease Term - Operating Lease | 102 Months | 116 Months |
| Weighted-Average Discount Rate - Operating Lease | 2.90% | 2.88% |

**NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
JUNE 30, 2025 AND 2024**

NOTE 9 COMMITMENTS AND CONTINGENCIES

Hotel Space

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

Employment Contract

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

Legal Matters

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

NOTE 10 REGIONAL CONFERENCES

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

| | 2025 | 2024 |
|------------------------------------|-------------------|-------------------|
| Assets: | | |
| Cash and Cash Equivalents | \$ 480,627 | \$ 488,570 |
| Investments | 107,883 | 105,832 |
| Total Assets | <u>\$ 588,510</u> | <u>\$ 594,402</u> |
| Liabilities and Net Assets: | | |
| Accounts Payable | \$ 2,499 | \$ 4,676 |
| Other Liabilities | 4,929 | - |
| Net Assets: | | |
| Balance - Beginning of Year | 589,726 | 591,324 |
| Change in Net Assets | <u>(8,644)</u> | <u>(1,598)</u> |
| Balance - End of Year | 581,082 | 589,726 |
| Total Liabilities and Net Assets | <u>\$ 588,510</u> | <u>\$ 594,402</u> |



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ACRONYMS



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

Acronyms

| | | |
|----------|----------------|---|
| A | AACA | Architects Accreditation Council of Australia |
| | ABET | Accreditation Board for Engineering and Technology |
| | ABM | Annual Business Meeting |
| | ACEC | American Council of Engineering Companies |
| | ACSA | Association of Collegiate Schools of Architecture |
| | ADA | Americans With Disabilities Act |
| | AIA | American Institute of Architects |
| | AIA | Australian Institute of Architects (AU) |
| | AIAS | American Institute of Architecture Students |
| | ALA | Association of Licensed Architects |
| | APEC | Asia-Pacific Economic Cooperation |
| | ARB | Architects Registration Board |
| | ARE | Architect Registration Examination |
| | ARPL | Alliance for Responsible Professional Licensing |
| | ASCE | American Society of Civil Engineers |
| | ASID | American Society of Interior Designers |
| | ASINEA | Association of Institutes of Teaching and Architecture for the Republic of Mexico |
| | AXP | Architectural Experience Program |
| B | B.Arch. | Bachelor of Architecture |
| | BEA | Broadly Experienced Architect |
| | BEFA | Broadly Experienced Foreign Architect |
| | BIM | Building Information Modeling |
| | BOD | Board of Directors |
| C | CACE | Council of Architectural Component Executives |
| | CACB | Canadian Architectural Certification Board |
| | CCCAP | Coalition of Community College Architecture Programs |
| | CIDA | Council for Interior Design Accreditation |
| | CIDQ | Council for Interior Design Qualification |
| | CLARB | Council of Landscape Architectural Registration Boards |
| | CLEAR | (International) Council on Licensure, Enforcement and Regulation |
| | COMPIAR | Comité Mexicano para la Práctica Internacional de la Arquitectura |
| | CONARC | Consejo Nacional de Registro de la Certificación Profesional de Arquitectos |
| | CSI | Construction Specifications Institute |
| D | D.Arch. | Doctor of Architecture |
| E | EDU | Education Committee |
| | EESA | Education Evaluation Services for Architects |
| | ESL | English as a Second Language |
| | EXCOM | Executive Committee |

Acronyms

| | | |
|----------|----------------|--|
| F | FARB | Federation of Associations of Regulatory Boards |
| | FBD | Freedom by Design |
| | FCARM | La Federación Nacional de Colegios de Arquitectos de la República Mexicana |
| H | HBCU | Historically Black Colleges and Universities |
| I | IBC | International Building Code |
| | ICBO | International Conference of Building Officials |
| | ICC | International Code Council |
| | ICOR | Interorganizational Council on Regulation |
| | IDP | Intern Development Program |
| | IgCC | International Green Construction Code |
| | IPAL | Integrated Path to Architectural Licensure |
| | IPEC | Integrated Path Evaluation Committee |
| M | M.Arch. | Master of Architecture |
| | MBC | Member Board Chair |
| | MBE | Member Board Executive |
| | MBM | Member Board Member |
| N | NAAB | National Architectural Accrediting Board |
| | NAED | National Academy of Environmental Design |
| | NBTN | NCARB by the Numbers |
| | NCARB | National Council of Architectural Registration Boards |
| | NCEES | National Council of Examiners for Engineering and Surveying |
| | NOMA | National Organization of Minority Architects |
| | NSPE | National Society of Professional Engineers |
| | NZRAB | New Zealand Registered Architects Board |
| P | PAC | Policy Advisory Committee |
| | PAT | Portfolio Assessment Team |
| | PCC | Professional Conduct Committee |
| R | RIBA | Royal Institute of British Architects |
| | ROAC | Regulatory Organizations of Architecture in Canada |
| S | SARA | Society of American Registered Architects |
| | SDA | Society for Design Administration |
| U | UIA | International Union of Architects |
| | USGBC | U.S. Green Building Council |