
**NCA Executive Committee Meeting
November 15, 8:00 AM – 11:00AM
National Harbor, MD**

Presiding: Walid Afifi, President

**Location: Gaylord National
Mongolia 1 – Hotel, Ballroom Level**



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

Contents

Table of contents	2
Land Acknowledgement.....	3
Meeting Space Location.....	4
Executive Committee Meeting Schedule	5
Agenda	6
Strategic Plan	7
Bylaws	8
NCA Executive Committee	17
National Office Staff.....	24
Executive Committee Board Workshop.....	32
Executive Committee Job Description	32
ITEM 1: ACTION – Consent Agenda	35
August 4-5 Meeting Minutes	36
ITEM 2: ACTION – Proposal for a process related to EC meeting agenda items proposals and related deliberation.....	41
ITEM 3: ACTION – Proposal for adopting IDEA-related minimum standards for scholarly publishing in NCA journals.....	47
ITEM 4: ACTION – Proposal for IDEA survey distributed to authors of manuscripts submitted to NCA journals	56
ITEM 5: ACTION – Proposal for greater EC transparency and involvement from members in EC Action Items.....	67
Reports.....	73
Elected officer, council chair & Executive Director reports.....	74
Taylor & Francis Journals Report	74
Journal Editor Reports	74
Interest Group Reports	74

Land Acknowledgement

Land Acknowledgement from the National Communication Association

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

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

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

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

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

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

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

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

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

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

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

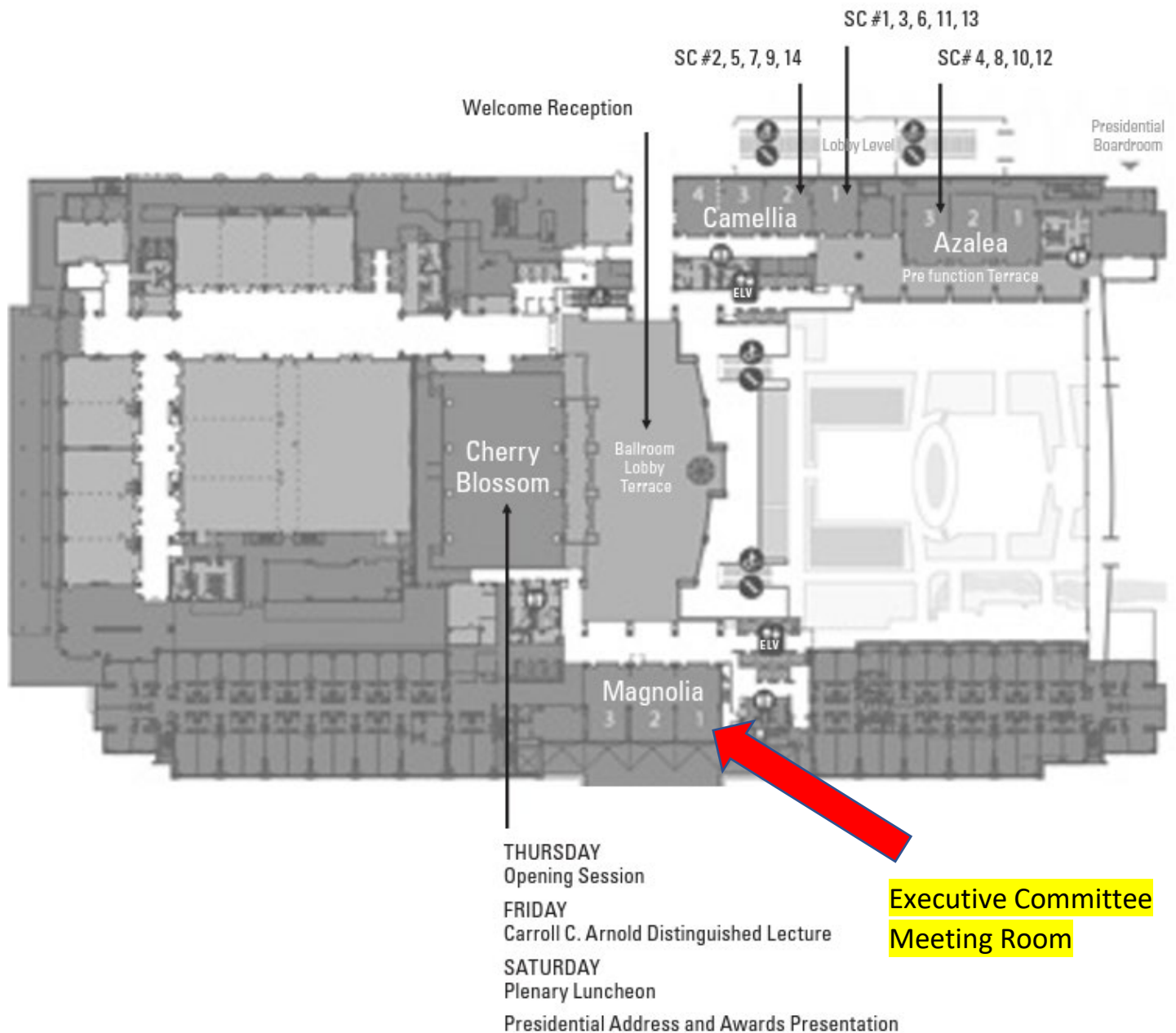
[National Museum of African American History & Culture](#)

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

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

Ballroom Level

CHERRY BLOSSOM, CAMELLIA, AZALEA, and MAGNOLIA MEETING SPACE



Executive Committee Meeting Schedule

2023 Legislative Assembly and Executive Committee Meeting Schedule

- November 15 Executive Committee Meeting
- November 15 and 18 (109th NCA Convention, National Harbor) Legislative Assembly Meeting
- December 1 – Virtual Executive Committee Discussion Meeting (Convention Recap)

2024 Legislative Assembly, Executive Committee, and Regional Meeting Schedule

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

Agenda

[TABLE OF CONTENTS](#)

Wednesday, November 15

Breakfast

7:45 AM – 8:15 AM - 30 minutes

Meeting Begins at 8:15 AM

Thank you to outgoing EC members 5 minutes

DISCUSSION: Legislative Assembly Preparation 10 minutes

[ITEM 1: ACTION – Consent Agenda / EC Minutes – August 4-5](#) 5 minutes

[ITEM 2: ACTION – Proposal for a process related to EC meeting agenda items proposals and related deliberation](#) 20 minutes

[ITEM 3: ACTION – Proposal for adopting IDEA related minimum standards for scholarly publishing in NCA journals](#) 30 minutes

[ITEM 4: ACTION – Proposal for IDEA survey distribution to authors of manuscripts submitted to NCA journals](#) 20 minutes

[ITEM 5: ACTION – Proposal for greater EC transparency and involvement from members in EC Action Items](#) 20 minutes

DISCUSSION: Policy Manual Review 10 minutes

DISCUSSION: Executive Director Goals for 2024 30 minutes

NATIONAL COMMUNICATION ASSOCIATION

STRATEGIC PLAN 2023–2027



CHARTING NCA'S PATH FOR THE FUTURE

Adopted by the NCA Legislative Assembly in November 2022

VISION: Transforming Lives through Communication

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

GOAL 1—CREATE CONDITIONS TO SUPPORT AND EMPOWER MEMBERS

Strategic Objective Statements

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

GOAL 2—PROMOTE COMMUNICATION'S VALUE

Strategic Objective Statements

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

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

Strategic Objective Statements

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

GOAL 4—CULTIVATE A THRIVING AND RESPONSIVE ORGANIZATION

Strategic Objective Statements

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

WWW.NATCOM.ORG

ARTICLE I: NAME AND PURPOSE

Section 1: Name.

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

Section 2: Purpose.

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

ARTICLE II: MEMBERSHIP

Section 1: Membership Categories.

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

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

Section 2: Admission to Membership.

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

Section 3: Rights and Responsibilities.

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

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

ARTICLE III: LEGISLATIVE ASSEMBLY

Section 1: Members.

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

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

Section 2: Election and Terms.

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

The Leadership Development Committee will provide a slate to the Legislative Assembly for approval.

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

Section 3: Duties.

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

Section 4: Meetings.

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

Section 5: Vacancies.

- A. A vacancy in the office of President, First Vice President, Second Vice President, or Second Vice President Elect shall be filled for the balance of the term in which the vacancy occurred by appointment of the Executive Committee of the Legislative Assembly. The person so appointed to fill such vacancy, after the conclusion of that term, shall not automatically succeed to subsequent office as set forth in Section 2(A), (B) and (C), respectively. Rather, such subsequent office shall be filled by member vote, following the same procedures as set forth in Section 2(D) for the Second Vice President election.
- B. A vacancy in the office of Immediate Past President may be filled by appointment of the Officers from the pool of past Presidents of the Association.
- C. Vacancies among the nine at-large and six appointed representative positions (described above in Section 1(A)(n) and (o), respectively) may be filled by appointment of the Executive Committee of the Legislative Assembly. Members selected to fill these vacant positions shall complete the balance of the calendar year in which the position became vacant. The position will then be filled for the remainder of the term, if any,

following the process described in Section 2 above usually used to fill the position.

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

Section 6: Committees

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

ARTICLE IV: OFFICERS

Section 1: Officers.

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

Section 2: Duties.

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

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

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

ARTICLE V: STANDING COMMITTEES

Section 1: Leadership Development Committee.

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

Section 2: Nominating Committee.

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

Section 3: Mentorship and Leadership Council

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

leadership resources, activities, and opportunities for NCA.

Section 4: Publications Council.

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

Section 5: Research Council.

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

Section 6: Teaching and Learning Council.

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

Section 7: IDEA Council.

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

Section 8: Resolutions Committee.

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

providing related recommendations to the Legislative Assembly.

Section 9: Convention Committee.

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

Section 10: Meetings.

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

Section 11: Vacancies.

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

ARTICLE VI: EXECUTIVE DIRECTOR

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

ARTICLE VII: INTEREST GROUPS

Section 1: Divisions.

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

Section 2: Sections.

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

Section 3: Caucuses.

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

Section 4: Creation.

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

Section 5: Dissolution.

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

Section 6: Convention.

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

ARTICLE VIII: PARLIAMENTARY AUTHORITY

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

ARTICLE IX: MISCELLANEOUS

Section 1: Conflict of Interest.

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

Section 2: Indemnification.

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

Section 3: Dissolution.

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

ARTICLE X: AMENDMENTS

Section 1: Proposed Amendments.

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

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

Section 2: Adoption.

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

ARTICLE XI: ADOPTED AMENDMENTS

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

- 1. NCA Journal Editors will no longer serve on the Legislative Assembly. Motion passed – November 2018.
- 2. Standing Committee name changed from Committee on Committees to the Leadership Development Committee. Motion passed – November 2018.
- 3. Member of the Resolutions Committee need not be among the current Legislative Assembly. Motion passed – November 2018.

4. Removal of Second Vice President-Elect from the LA roster. Motion passed – November 2019.
5. Standing Committee name changed from Diversity Council to IDEA (Inclusion, Diversity, Equity, and Access) Council. Motion passed – November 2020.
6. Standing Committee approved by Legislative Assembly – The Mentorship and Leadership Council. – November 2021.

Elected Officers



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

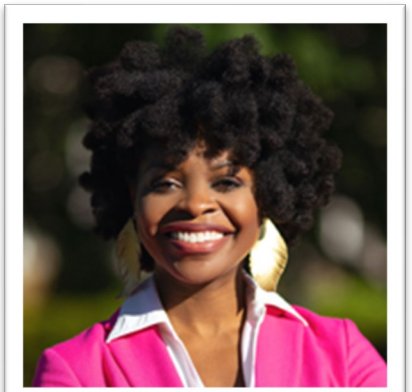
President

Term: 2021-2024

w-afifi@ucsb.edu

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

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



Marnel Niles Goins, Ph.D., Marymount University

First Vice President

Term: 2022-2025

mngoins@marymount.edu

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

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



Jeanetta D. Sims, Ph.D., University of Central Oklahoma
Second Vice President
Term: 2023-2026
jsims7@uco.edu

Dr. Jeanetta Sims is known as a highly collaborative, respectful leader who believes in listening, honoring people, and scaling through Mt. Fuji moments. She is a tenured professor and former dean of the University of Central Oklahoma's (UCO) Graduate College and University College as well as the co-creator with students of the Broncho Education and Learning Lab (BELL). She championed UCO's HLC Quality Initiative which culminated in a new first year experience called Broncho Blueprint. Dr. Sims is a 30+ award-winning scholar, educator, poet, and founder of Diverse Student Scholars. Along with numerous academic publications, she is the author of poetry and prose in the Moments in Soul-journ series and We Are Here series. In 2022, she was named a DaVinci Institute Fellow, Women Who Inspire Award recipient, a Marketing Management Association Fellow, and the inaugural recipient of NCA AACCD's Dorothy Pennington Award.



Roseann M. Mandziuk, Ph.D., Texas State University
Immediate Past President
Term 2020-2023
rm07@txstate.edu

Roseann M. Mandziuk is a University Distinguished Professor in the Department of Communication Studies. She earned her Ph.D. in Rhetorical Studies from the University of Iowa, her M.S. in Communication from Illinois State University, and her B.A. in Speech and in English from Wayne State University. She has been a member of the faculty at Texas State University since 1987. Roseann's research focuses upon images of women, the rhetorical uses of history, and the construction of public memory in museums and monuments. She has co-authored a scholarly book about the rhetoric of Sojourner Truth, published numerous articles and book chapters examining historical and contemporary rhetoric, and served as Editor of *Women's Studies in Communication (WSC)*. She has received two Fulbright Scholar Awards, in India and in Poland, and has presented numerous international research lectures. She also was selected as an American Council on Education Fellow.

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

Finance Committee



Rich West, Ph.D., Emerson College

Finance Committee Chair

Term: 2021-2023

richard_west@emerson.edu

Rich West received his Ph.D. in Interpersonal Communication from Ohio University and his M.A. in Communication Education from Illinois State University. He is currently Professor of Communication Studies at Emerson College, where he has served as a Dean, Director, and Department Chair. West is a former President of both the National Communication Association and the Eastern Communication Association. West is the co-author/editor of 10 books that have been published in nearly 10 languages. Two of his anthologies have received NCA's Outstanding Book Award in a) Family Communication ("The Family Communication Sourcebook") and in b) Applied Communication ("Routledge Handbook of Communication and Bullying"). Dr. West has received a number of academic accolades over the years. He was awarded Emerson's prestigious Norman and Irma Mann Stearns distinction and recognized as Distinguished Faculty. In addition, Illinois State University and Ohio University named him "Outstanding Alum in Communication"; ISU also recognized him for "Distinction in Forensics" and "Outstanding Graduate in Teacher Education."



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

Finance Committee Director

Term: 2022-2024

jimmiem@unr.edu

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

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



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

Candice Thomas-Maddox (Ed.D., West Virginia University) is a professor in the School of Communication Studies at Ohio University-Lancaster. Dr. Thomas-Maddox has taught courses in public speaking, communication theory, interpersonal communication, persuasion, intercultural communication, risk communication, organizational communication, and empirical research methods.

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

Association of Ohio. In 2001, Dr. Thomas-Maddox was named the Outstanding Communication Educator by the Speech Communication Association of Ohio.

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

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

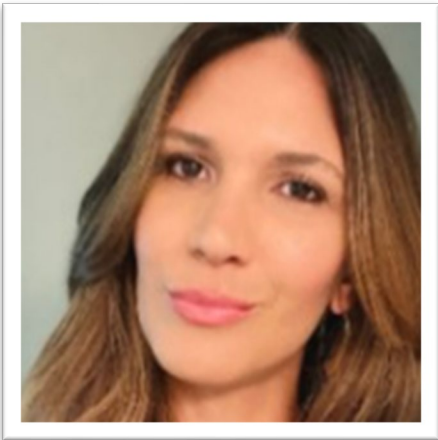
Council Chairs



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

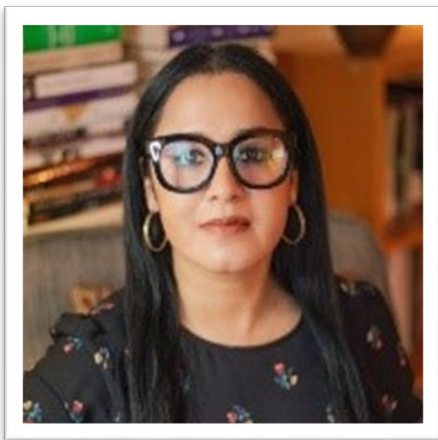
James L. “Jim” Cherney (Ph.D. Indiana University, 2003) is Associate Professor and Director of the Communication Core in the Department of Communication Studies at the University of Nevada, Reno. He reaches ableist rhetoric, particularly as it operates around access, sport, visibility, law, and popular culture. He has published articles in outlets including Western Journal of Communication, Disability Studies Quarterly, Communication & Sport, and Argumentation and Advocacy. His book *Ableist Rhetoric: How We Know, Value, and See Disability*, was published by Penn State University Press in 2019. He has

received the Jim Ferris Award for Outstanding Achievement in Disability and Communication from the Disability Issues Caucus, which he has served in various officer positions for over 16 years. He currently represents the caucus on the NCA’s IDEA Council.



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

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



Devika Chawla, Ph.D., Ohio University
Publications Council Chair
Term: 2022-2024
chawla@ohio.edu

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

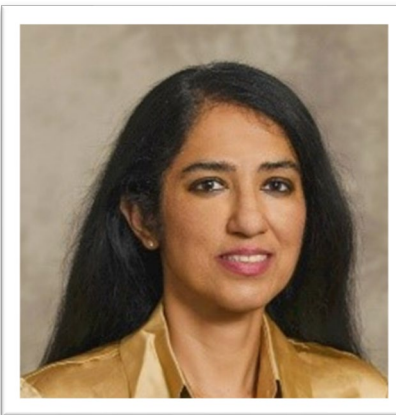
available to them. Most of her field research has taken place in the context of marriage and family life in contemporary urban north India. Dr. Chawla is the author of *Home, Uprooted: Oral Histories of India's Partition* (Fordham University Press), which won the 2015 Outstanding Book Award from the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



Shaunak Sastry, Ph.D., University of Cincinnati
Research Council Chair
Term: 2023-2025
sastrysk@ucmail.uc.edu

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

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



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

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

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



National Office Representative

Shari Miles-Cohen, Ph.D., National Communication Association

Executive Director

Non-voting Member

(she, her, hers)

Smiles-cohen@natcom.org

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

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

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

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

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

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

Executive Office



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

pdurham@natcom.org

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



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

jdanowski@natcom.org
Cell: 217-836-9409

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

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

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

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

Communications Department



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

jmcnally@natcom.org

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

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

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

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



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

kriemensperger@natcom.org

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

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

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



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

pwest@natcom.org

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

Convention and Meetings Department

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



Lduckett@natcom.org

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

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

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

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

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

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



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

hhayes@natcom.org

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

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



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

shassan@natcom.org

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

Department of Research, Publications, and Professional Advancement



Dane Claussen, Ph.D., MBA

**Director of Research, Publications, and Professional Advancement
(he, him, his)**

dclaussen@natcom.org

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

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

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



Monica Yang
Research Assistant
(she, her, hers)

myang@natcom.org

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

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

Membership Department



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

aneal@natcom.org

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

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

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

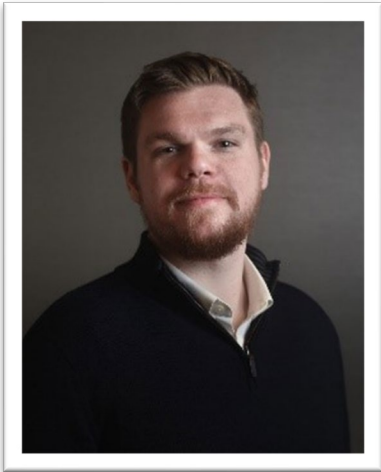


Jennifer Fletcher
Membership Associate
(she, her, hers)

jfletcher@natcom.org

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

Finance & Administration Department



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

jritchie@natcom.org

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

received his Master's in Business Administration from the University of Maryland and graduated from Marist College with a Bachelor's of Science degree in Accounting. He obtained the Not-for-Profit Certificate in Core Concepts from the American Institute of CPAs.



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

bbush@natcom.org

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

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

paralegal studies from the University of the District of Columbia.

Executive Committee Board Workshop

Executive Committee Job Description

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



NCA Executive Committee

JOB DESCRIPTION

EXPECTATIONS OF THE BOARD AS A WHOLE

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

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

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

EXPECTATIONS OF INDIVIDUAL BOARD MEMBERS

Each individual board member is expected to

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

BOARD MEMBERS ARE ALSO EXPECTED TO

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

BoardSource

TEXT MAY NOT BE REPRODUCED WITHOUT WRITTEN PERMISSION.
© 2016 BOARDSOURCE.ORG

Consent Agenda

[\(Back to agenda\)](#)**ITEM 1: ACTION – Consent Agenda**

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

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

Motion:

To approve the consent agenda.

Items to be approved:

1. August 4-5 EC Meeting Minutes
-

DRAFT

Minutes

National Communication Association
Executive Committee of the Legislative Assembly
NCA National Office
Washington, DC
August 4-5, 2023

Participating in the meeting:

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

Not present: Jimmie Manning, Finance Committee Director.

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

Friday, August 4

1. Call to Order

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

2. Introductions/Announcements

NCA staff introduced themselves to the Executive Committee.

3. Business/Discussion Items

a. ACTION: Consent Agenda

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

1. June 9 EC Meeting Minutes.

2. June 26 EC Meeting Minutes.

ii. Motion carried unanimously.

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

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

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

c. ACTION: Interim Mentorship and Leadership Council Chair

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

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

d. DISCUSSION: Policy Manual Guidelines Regarding Charge of Executive Committee, Executive Director,

and Finance Committee.

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

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

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

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

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

- ii. *A motion was made to endorse the 2024 proposed budget. Seconded. Motion carried unanimously.*

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

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

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

Saturday, August 5

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

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

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

1. Call to Order

Afifi called the meeting to order at 9:00 a.m.

- 2. EXECUTIVE SESSION: The Executive Committee moved to executive session to discuss the Executive Director annual review.
- 3. Reports
 - a. The National Office provided updates on the current activities of each department.
 - b. Miles-Cohen provided an update on the membership survey.
- 4. Business/Discussion Items
 - a. DISCUSSION: Policy Manual Review
 - i. Mandziuk provided an update on the policy manual review. Discussion ensued.
 - b. ACTION: Proposal to Establish an NCA Membership Task Force
 - i. Neal provided information on the proposed task force. Discussion ensued.
 - ii. *A motion was made to approve the NCA Membership Task Force. Seconded. Motion carried unanimously.*
 - c. DISCUSSION: Task Force on Academic Freedom and Tenure in Higher Education in the U.S.
 - i. Afifi provided an update on the current language of the call. Discussion ensued.
 - d. ACTION: Interest Group Proposal – Death and Dying Division
 - i. Afifi provided a summary of the interest group proposal. Discussion ensued.
 - ii. *A motion was made to endorse the Death and Dying Division and forward to the Legislative Assembly for final approval. Seconded. Motion carried with 6 yes, 1 no, and 2 abstentions.*
 - e. ACTION: Interest Group Proposal – Sub-Saharan African Caucus
 - i. Afifi provided a summary of the interest group proposal. Discussion ensued.

- ii. *A motion was made to endorse the Sub-Saharan African Caucus and forward to the Legislative Assembly for final approval. Seconded. Motion failed with 3 yes, 5 no, and 1 abstention.*
- iii. The proposal is forwarded to the Legislative Assembly without Executive Committee endorsement.

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

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

5. Strategic Planning

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

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

Respectfully submitted,
Dr. Shari Miles-Cohen
Executive Director

ACTION ITEMS

[\(Back to agenda\)](#)**ITEM 2: ACTION – Proposal for a process related to EC meeting agenda items proposals and related deliberation**

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

Motion

To endorse the proposed process for the addition of items on the agenda of EC meetings, and the related deliberation process.

Contents

1. Original Proposal
 2. Questions / Comments and Responses
 3. Revised Proposal
-

Original Proposal

Proposal for a process related to EC meeting agenda items proposals and related deliberation

Developed by Walid Afifi, President, and Justin Danowski, Director of Governance

Summary

There is no official policy on who can propose agenda items for the EC's consideration. This proposal lays out the process for submitting agenda items to the President and the ED for consideration for inclusion in the EC agenda.

Strategic Priorities Relevant to the Proposal

This proposal addresses the following Strategic Plan goals:

Goal 1: Create conditions to support and empower members.

...with particular relevance to sub-goal 1.2: Enhance member access, engagement, and sense of ownership in the association.

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

...with particular relevance to sub-goal 3.2: Create and provide structures, programs, practices, and policies within NCA that ensures that all members are able to engage in the association and thrive in their professional pursuits.

Goal 4: Cultivate a thriving and responsive organization.

...with particular relevance to sub-goal 4.2: Foster reflexive governance and administrative practices and informed decision making.

Financial Implications

Staff time: The proposal requires that NCA members who are not on the EC work with a National Office Staff member (designated by the Governance Director) in developing their agenda item.

Funds gained/spent. N/A

Recommendation

The proposal is as follows:

- The National Office will develop a webpage that clearly specifies how members can submit a proposal to the Executive Committee for consideration. Staff will ensure the webpage includes the necessary information members require to ensure the submission process is simple, and will be available to proposers for guidance on how to create strong proposals.
- At least two messages a year will be sent to the membership about the website and submission process.
- Proposers are encouraged to be present in the EC meeting (in person or through video or phone conference) during the EC's discussion of the proposal, with the recommendation that they (a) present a brief description of the proposal, a brief summary of the feedback, and a brief review of their response to the feedback to the EC during the meeting in which the proposal is being considered and (b) have a time-delimited opportunity to respond to EC questions prior to a vote on the proposal. The EC retains the right for a closed discussion about any proposed action item after the presentation and Q&A session with the proposer(s).
- The President and Executive Director are responsible for finalizing the meeting agenda. Proposal submission does not mandate the item be heard. If a proposed item is postponed by the President or Executive Director, the author(s) must be informed about inclusion in a subsequent meeting. If the decision is to refuse inclusion of a proposed item on the agenda, that decision must be explained to the author(s). The President and Executive Director retain the right to remove a proposed item.

Motion

To endorse the proposed process for the addition of items on the agenda of EC meetings, and the related deliberation process.

Background/History

Increasing transparency, accountability to members, and member involvement related to NCA actions are critical goals of the association.

Exhibits/Supporting Materials

NA

Executive Committee Comments / Responses

Jeanetta Sims

I appreciate the submission of a process for members to share agenda items to the Executive Committee. Creation of a website with two annual reminders per year of the process is good. My query concerns the language in the third bullet. Is it possible for the language to be set up with greater flexibility for the various ways in which a member may need to "present" and "respond" to the EC as well as the ways in which the EC may need to respond to a proposer and may need to vote on a proposal? An example re-write of the third bullet that provides greater flexibility for both proposers and for the EC while still retaining key elements in the original draft is below:

"Though not required, proposers are encouraged to make an oral presentation of their proposal to the EC either in person (if proposers have funds and/or are able to travel to the EC meeting) or via video or teleconference. The EC will share feedback with the proposers and, if needed, provide a time-delimited opportunity for proposers to respond to questions. The EC retains the right for a closed discussion about any proposed action item after an initial presentation."

RESPONSE: ADOPTED

Roseann Mandziuk

Suggest that a specific timeline be proposed here – rather than have these items come in throughout the year, perhaps submit between January and May, then items are processed and considered at the August EC meeting each year.

Why? The period between August and November does not include a full EC meeting until November, and that is a truncated one. So, imposing a specific period of the year for these submissions structures expectations for when the EC will be responsive to these items.

RESPONSE: THANKS FOR THIS SUGGESTION, AND I CAN APPRECIATE THE RATIONALE. ULTIMATELY, I THINK I PREFER THAT NCA MEMBERS HAVE THE SAME OPPORTUNITY TO SUGGEST ACTIONS AS EC MEMBERS, THROUGHOUT THE YEAR

Revised Proposal

Proposal for a process related to EC meeting agenda items proposals and related deliberation

Developed by Walid Afifi, President, and Justin Danowski, Director of Governance

Summary

There is no official policy on who can propose agenda items for the EC's consideration. This proposal lays out the process for submitting agenda items to the President and the ED for consideration for inclusion in the EC agenda.

Strategic Priorities Relevant to the Proposal

This proposal addresses the following Strategic Plan goals:

Goal 1: Create conditions to support and empower members.

...with particular relevance to sub-goal 1.2: Enhance member access, engagement, and sense of ownership in the association.

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

...with particular relevance to sub-goal 3.2: Create and provide structures, programs, practices, and policies within NCA that ensures that all members are able to engage in the association and thrive in their professional pursuits.

Goal 4: Cultivate a thriving and responsive organization.

...with particular relevance to sub-goal 4.2: Foster reflexive governance and administrative practices and informed decision making.

Financial Implications

- A. Staff time: The proposal requires that NCA members who are not on the EC work with a National Office Staff member (designated by the Governance Director) in developing their agenda item.
- B. Funds gained/spent: N/A

Recommendation

The proposal is as follows:

- The National Office will develop a webpage that clearly specifies how members can submit a proposal to the Executive Committee for consideration. Staff will ensure the webpage includes the necessary information members require to ensure the submission process is simple, and will be available to proposers for guidance on how to create strong proposals.
- At least two messages a year will be sent to the membership about the website and submission process.
- Proposers are encouraged to be present in the EC meeting (in person or through video or phone conference) during the EC's discussion of the proposal, with the recommendation that they (a) present a brief description of the proposal, a brief summary of the feedback, and a brief review of their response to the feedback to the EC during the meeting in which the proposal is being considered and (b) have a time-delimited opportunity to respond to EC questions prior to a vote on the proposal. The EC retains the right for a closed discussion about any proposed action item after the presentation and Q&A session with the proposer(s).
- ***Though not required, proposers are encouraged to make an oral presentation of their proposal to the EC either in person (if proposers have funds and/or are able to travel to the EC meeting) or via video or teleconference. The EC will share feedback with the proposers and, if needed, provide a time-delimited opportunity for proposers to respond to questions. The EC retains the right for a closed discussion about any proposed action item after an initial presentation.***
- The President and Executive Director are responsible for finalizing the meeting agenda. Proposal submission does not mandate the item be heard. If a proposed item is postponed by the President or Executive Director, the

author(s) must be informed about inclusion in a subsequent meeting. If the decision is to refuse inclusion of a proposed item on the agenda, that decision must be explained to the the author(s). The President and Executive Director retain the right to remove a proposed item.

Motion

To endorse the proposed process for the addition of items on the agenda of EC meetings, and the related deliberation process.

Background/History

Increasing transparency, accountability to members, and member involvement related to NCA actions are critical goals of the association.

Exhibits/Supporting Materials

NA

[\(Back to agenda\)](#)**ITEM 3: ACTION – Proposal for adopting IDEA-related minimum standards for scholarly publishing in NCA journals**

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

Motion

To endorse the statement of IDEA-related minimum standards for scholarly publishing and encourage ongoing work toward the development of publications-related structures and processes in ways consistent with these IDEA commitments and principles.

Contents

1. Original Proposal
 2. Questions / Comments and Responses
 3. Revised Proposal
-

Original Proposal

Proposal for adopting IDEA-related minimum standards for scholarly publishing in NCA journals

Developed by Walid Afifi, President, representing the IDEA Publications working group

Summary

An informal working group that included a representative of the IDEA council (Elizabeth Desnoyers-Colas), a representative of the Publication Council (Angharad Valdivia), a representative of the Research Council (Iccha Basnyat), two representatives from Taylor & Francis (Fiona Richmond and Alexandra Kanovsky), and NCA President (Walid Afifi) met across a three-month period to examine the existing literature related to bias in the publishing industry, as well as best practices to reduce that bias. The goal is to create equal access to publishing in NCA journals for all submitting authors. This effort stemmed from years of receiving informal accounts regarding experienced and/or perceived bias in the publishing process from members of NCA.

Toward that goal, the working group is proposing that NCA commit to a statement of IDEA-related minimum standards for scholarly publishing, adopted largely from a comprehensive process pursued by the Royal Society of Chemistry, which resulted in a statement intended for large-scale adoption (see here:

<https://www.rsc.org/policy-evidence-campaigns/inclusion-diversity/joint-commitment-for-action-inclusion-and-diversity-in-publishing/the-minimum-standards-for-scholarly-publishing-2/>)

The expectation is that this adoption then opens the door to ongoing efforts to create a set of structures and policies that are consistent with the adopted statement (see Recommendation for proposed statement). It will also make us a leader among academic associations, and (to our knowledge) the only association in the discipline, to commit to IDEA values within publications in this way. We also believe that adoption of this statement will make clear to our members our commitment to IDEA values, especially as it relates to our publications.

Strategic Priorities Relevant to the Proposal

This proposal addresses the following Strategic Plan goals:

Goal 1: Create conditions to support and empower members

...with particular relevance to sub-goal 1.1: Support excellence in communication-related scholarship, pedagogy, and service

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

...with particular relevance to sub-goal 3.2: Create and provide structures, programs, practices, and policies within NCA that ensures that all members are able to engage in the association and thrive in their professional pursuits.
...and sub-goal 3.3: promote and advocate for inclusivity, diversity, equity, and access in the field of communication and within NCA

Financial Implications

- A. Staff time: The adoption of the statement requires no additional staff time.
- B. Funds gained/spent: There may be benefits to the number of submissions received and pressure on journals to publish more, which may be associated with increased journal pages and additional revenue.

Recommendation

The statement of IDEA-related minimum standards for scholarly publishing:

As a group, we acknowledge that biases exist in scholarly publishing and we commit to scrutinizing our own processes to minimize these. We are openly pooling our resources, expertise and insight to accelerate research culture change.

Our aim is to produce a set of minimum standards for inclusion and diversity, upon which all members of the publishing community can build to improve inclusion, diversity, equity, and access in the industry.

We believe the minimum standards will:

- enable leaders in publishing, editorial decision makers (which may involve staff or academics) and editorial boards to evaluate their performance and progress on inclusion and diversity within their organisations and publications;
- enable publishers, editorial decision makers, authors, and reviewers to identify and take achievable, specific actions to improve inclusion and diversity in scholarly publishing

Our list of minimum standards:

1. Ensure inclusion, diversity, equity, and access values are integrated into publishing activities and strategic planning.
2. Work to understand the demographic diversity of authors, editorial decision makers and reviewers, such as gender, geography, and ethnicity data, among other identities.
3. Acknowledge the barriers within publishing which authors, editorial decision makers and reviewers from under-represented communities experience and take actions to address them.
4. Define and communicate the specific responsibilities authors, editorial decision makers, reviewers and staff members have towards inclusion and diversity.
5. Review and revise as appropriate the appointment process for editors and editorial boards to capture the widest talent pool possible.
6. Publicly report on progress on inclusion, diversity, equity, and access in scholarly publishing at least once a year.

We expect this statement to support ongoing work being conducted by the working group and the Publications Council, among other groups, to improve publications-related structures and processes in ways consistent with these IDEA commitments and principles.

Motion

To endorse the statement of IDEA-related minimum standards for scholarly publishing and encourage ongoing work toward the development of publications-related structures and processes in ways consistent with these IDEA commitments and principles.

Background/History

See the framework and process that the Royal Society of Chemistry followed to develop this statement and these standards here:

<https://www.rsc.org/policy-evidence-campaigns/inclusion-diversity/joint-commitment-for-action-inclusion-and-diversity-in-publishing/the-minimum-standards-for-scholarly-publishing-2/>

See evidence for bias in the publishing industry under exhibits/supporting materials.

Exhibits/Supporting Materials

Exhibit 1: Supporting Materials

Exhibit 1

Evidence for bias in the publishing industry can be found here:

- COPE Council. COPE Discussion Document: Diversity and inclusivity — English. <https://doi.org/10.24318/RLqSoVsZ>; ©2021 Committee on Publication Ethics (CC BY-NC-ND 4.0); Version 1: December 2021.
- Aly, M., Colunga, E., Crockett, M. J., Goldrick, M., Gomez, P., Kung, F. Y. H., McKee, P. C., Pérez, M., Stilwell, S. M., & Diekman, A. B. (2023). Changing the culture of peer review for a more inclusive and equitable psychological science. *Journal of Experimental Psychology: General*. Advance online publication. <https://doi.org/10.1037/xge0001461>
- Smith, O.M., Davis, K.L., Pizza, R.B. et al. Peer review perpetuates barriers for historically excluded groups. *Nat Ecol Evol* 7, 512–523 (2023). <https://doi.org/10.1038/s41559-023-01999-w>
- Haffar, S., Bazerbachi, F., & Murad, M. H. (2019, April). Peer review bias: a critical review. In *Mayo Clinic Proceedings* (Vol. 94, No. 4, pp. 670-676). Elsevier. <https://doi.org/10.1016/j.mayocp.2018.09.004>
- For several reviews: <https://www.councilscienceeditors.org/deia-and-peer-review>

Small selection of relevant manuscripts within communication

- Afifi, W. A., & Cornejo, M. (2020). #CommsoWEIRD: The question of sample representativeness in interpersonal communication research. In M. L. Doerfel & J. L. Gibbs (Eds), *Organizing inclusion: Moving diversity from demographics to communication processes* (pp. 238-259). New York: Routledge.
- Chakravartty, P., Kuo, R., Grubbs, V., & McIlwain, C. (2018). # CommunicationSoWhite. *Journal of Communication*, 68(2), 254-266.
- Steudeman, M. J. (2020). Own your complicity, then fix it: Reflections on whiteness in rhetoric & public affairs. *Departures in Critical Qualitative Research*, 9(1), 33-40.
- Valiavska, A., & Gist-Mackey, A. N. (2023). Decade of Race Publications: Meta content Analysis of Race in Communication Scholarship from 2010–2020. *Howard Journal of Communications*, 1-16.

Proposal for adopting IDEA-related minimum standards for scholarly publishing in NCA journals

Jeanetta Sims

I appreciate and am willing to adopt the IDEA-related minimum standards for scholarly publishing. Can the statement, if/once approved, be incorporated into the setup of the IDEA survey? An example is provided as feedback to that particular Item.

RESPONSE:

I LOVE THIS IDEA. I PROPOSE WE LINK THE STATEMENT IN THE INTRO TO THE SURVEY AS RATIONALE.

Jim Cherney

I fully support efforts to diversify our journals by avoiding bias based on "gender, geography, and ethnicity data," or any other discriminatory action based on belonging to a traditionally marginalized and/or oppressed group, but I think that we want to frame this as a question of access.

My concern is the arguments made by conservative authors for "ideological diversity" in our journals, which -- frankly -- I believe are often *reductio ad absurdum* attempt to undermine the credibility, necessity, and efficacy of efforts to eliminate exclusionary practices grounded in privilege.

I strongly oppose any measure which would seek to increase "diversity" by providing privileged access to already privileged groups. If conservative authors are not getting published merely because they are conservative, then their arguments and research have failed in the marketplace of ideas.

I think our standard should be to provide access, and a privileged person such as a cis-het White man already has access to our journals. Those who are excluded for the reasons noted above do not have equitable access, and we definitely ought to provide that. But any policy we create should not provide a foundation for authors to argue that they have been excluded by the so-called "liberal bias," which in many cases actually critiques efforts to avoid discrimination and exclusion such as this proposed policy. As I read the language here, people who have made these arguments at NCA conventions (Vatz, Kuypers, etc.) in the past would have a foundation for arguing this policy requires our journals avoid "ideological" and "liberal" bias. I believe it would be possible to challenge these efforts, but would prefer that we write this policy in a way that avoids the problem from the outset.

To be clear, I fully believe that this not what the policy seeks to do, but empowering "specific actions to improve inclusion and diversity in scholarly publishing," needs to be qualified with the phrase "by providing equitable access" or some similar language.

The problem is exclusion; efforts to promote IDEA values are based in a desire to eliminate unjustified exclusion based on prejudice and substantiated by privilege. The only true solution to exclusion is access, which is providing someone the choice whether or not to join a group or be present in a particular space. It is possible for a group to be diverse and still exclusive (think "tokens"), and it is possible for a group to be inclusive and still be exclusive ("think people 'included' against their will"). If we want to eliminate the problem of exclusion, our focus must be on equitable access, which is access free from bigotry and privilege provided by historically prejudicial systems.

RESPONSE: THANK YOU. SPOT ON. SEE PROPOSED REVISION.

Roseann Mandziuk

I have several questions here, as the spirit of these standards is good, but the implementation is unclear.

First, who is responsible for enacting these actions? “Ensure”, “Work to”, “acknowledge”: These are active verbs that imply a monitoring and administration of these standards.

RESPONSE:

THANKS FOR THIS, SINCE AS YOU NOTE, SUCCESS REQUIRES THOUGHTS ABOUT IMPLEMENTATION. I WOULD ARGUE THAT THE NCA NATIONAL OFFICE IS RESPONSIBLE FOR ENSURING THAT THESE STANDARDS ARE REFLECTED IN OUR PRACTICES, AND WORK WITH THE PUBLICATIONS COUNCIL ON ENACTMENT STRATEGIES. I DON'T THINK THAT BELONGS IN A STATEMENT, BUT OPEN TO THINK ABOUT WHERE THAT MIGHT BE MADE CLEAR.

Second, where would such a set of standards reside? Is this intended to be in the policy manual? In the front of each journal? In the editorial orientation materials? Provided to each member of editorial boards?

RESPONSE:

ANOTHER GOOD SET OF QUESTIONS. I WOULD SUGGEST IN THE DESCRIPTION OF EACH OF OUR JOURNALS, IN THE POLICY MANUAL, SOMETHING THAT EVERY EDITOR APPLICATION MUST ADDRESS AND THAT IT BE PROVIDED IN MATERIALS GIVEN TO ANY REVIEWER. THESE QUESTIONS ARE ONES THAT THE WORKING GROUP HAS BEGUN TO CONSIDER UNDER BEST PRACTICES.

Revised Proposal

Proposal for adopting IDEA-related minimum standards for scholarly publishing in NCA journals

Developed by Walid Afifi, President, representing the IDEA Publications working group

Summary

An informal working group that included a representative of the IDEA council (Elizabeth Desnoyers-Colas), a representative of the Publication Council (Angharad Valdivia), a representative of the Research Council (Iccha Basnyat), two representatives from Taylor & Francis (Fiona Richmond and Alexandra Kanovsky), and NCA President (Walid Afifi) met across a three-month period to examine the existing literature related to bias in the publishing industry, as well as best practices to reduce that bias. The goal is to create equal access to publishing in NCA journals for all submitting authors. This effort stemmed from years of receiving informal accounts regarding experienced and/or perceived bias in the publishing process from members of NCA.

Toward that goal, the working group is proposing that NCA commit to a statement of IDEA-related minimum standards for scholarly publishing, adopted largely from a comprehensive process pursued by the Royal Society of Chemistry, which resulted in a statement intended for large-scale adoption (see here: <https://www.rsc.org/policy-evidence-campaigns/inclusion-diversity/joint-commitment-for-action-inclusion-and-diversity-in-publishing/the-minimum-standards-for-scholarly-publishing-2/>)

The expectation is that this adoption then opens the door to ongoing efforts to create a set of structures and policies that are consistent with the adopted statement (see Recommendation for proposed statement). It will also make us a leader among academic associations, and (to our knowledge) the only association in the discipline, to commit to IDEA values within publications in this way. We also believe that adoption of this statement will make clear to our members our commitment to IDEA values, especially as it relates to our publications.

Strategic Priorities Relevant to the Proposal

This proposal addresses the following Strategic Plan goals:

Goal 1: Create conditions to support and empower members

...with particular relevance to sub-goal 1.1: Support excellence in communication-related scholarship, pedagogy, and service

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

...with particular relevance to sub-goal 3.2: Create and provide structures, programs, practices, and policies within NCA that ensures that all members are able to engage in the association and thrive in their professional pursuits.

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

Financial Implications

- A. Staff time: The adoption of the statement requires no additional staff time.
- B. Funds gained/spent: There may be benefits to the number of submissions received and pressure on journals to publish more, which may be associated with increased journal pages and additional revenue.

Recommendation

The statement of IDEA-related minimum standards for scholarly publishing:

As a group, we acknowledge that biases exist in scholarly publishing and we commit to scrutinizing our own processes to minimize these. We are openly pooling our resources, expertise and insight to accelerate research culture change.

Our aim is to produce a set of minimum standards for inclusion and diversity, upon which all members of the publishing community can build to improve inclusion, diversity, equity, and access in the industry.

We believe the minimum standards will:

- enable leaders in publishing, editorial decision makers (which may involve staff or academics) and editorial boards to evaluate their performance and progress on inclusion and diversity within their organisations and publications;
- enable publishers, editorial decision makers, authors, and reviewers to identify and take achievable, specific actions to improve inclusion and diversity in scholarly publishing

Our list of minimum standards:

1. Ensure inclusion, diversity, equity, and access values are integrated into publishing activities and strategic planning.
2. Work to understand the demographic diversity of authors, editorial decision makers and reviewers, such as gender, geography, and ethnicity data, among other identities.
3. Acknowledge the barriers within publishing which authors, editorial decision makers and reviewers from under-represented communities experience and take actions to address them.
4. Define and communicate the specific responsibilities authors, editorial decision makers, reviewers and staff members have towards inclusion and diversity.
5. Review and revise as appropriate the appointment process for editors and editorial boards to capture the widest talent pool possible.
6. Publicly report on progress on inclusion, diversity, equity, and access in scholarly publishing at least once a year.

We expect this statement to support ongoing work being conducted by the working group and the Publications Council, among other groups, to improve publications-related structures and processes in ways consistent with these IDEA commitments and principles.

Motion

To endorse the statement of IDEA-related minimum standards for scholarly publishing and encourage ongoing work toward the development of publications-related structures and processes in ways consistent with these IDEA commitments and principles.

Background/History

See the framework and process that the Royal Society of Chemistry followed to develop this statement and these standards here:

<https://www.rsc.org/policy-evidence-campaigns/inclusion-diversity/joint-commitment-for-action-inclusion-and-diversity-in-publishing/the-minimum-standards-for-scholarly-publishing-2/>

See evidence for bias in the publishing industry under exhibits/supporting materials.

Exhibits/Supporting Materials

- *Evidence for bias in the publishing industry can be found here:*
- COPE Council. COPE Discussion Document: Diversity and inclusivity — English.

- Aly, M., Colunga, E., Crockett, M. J., Goldrick, M., Gomez, P., Kung, F. Y. H., McKee, P. C., Pérez, M., Stilwell, S. M., & Diekman, A. B. (2023). Changing the culture of peer review for a more inclusive and equitable psychological science. *Journal of Experimental Psychology: General*. Advance online publication. <https://doi.org/10.1037/xge0001461>
- Smith, O.M., Davis, K.L., Pizza, R.B. et al. Peer review perpetuates barriers for historically excluded groups. *Nat Ecol Evol* 7, 512–523 (2023). <https://doi.org/10.1038/s41559-023-01999-w>
- Haffar, S., Bazerbachi, F., & Murad, M. H. (2019, April). Peer review bias: a critical review. In *Mayo Clinic Proceedings* (Vol. 94, No. 4, pp. 670-676). Elsevier. <https://doi.org/10.1016/j.mayocp.2018.09.004>
- For several reviews: <https://www.councilscienceeditors.org/deia-and-peer-review>

Small selection of relevant manuscripts within communication

- Afifi, W. A., & Cornejo, M. (2020). #CommsoWEIRD: The question of sample representativeness in interpersonal communication research. In M. L. Doerfel & J. L. Gibbs (Eds), *Organizing inclusion: Moving diversity from demographics to communication processes* (pp. 238-259). New York: Routledge.
- Chakravartty, P., Kuo, R., Grubbs, V., & McIlwain, C. (2018). # CommunicationSoWhite. *Journal of Communication*, 68(2), 254-266.
- Steudeman, M. J. (2020). Own your complicity, then fix it: Reflections on whiteness in rhetoric & public affairs. *Departures in Critical Qualitative Research*, 9(1), 33-40.
- Valiavska, A., & Gist-Mackey, A. N. (2023). Decade of Race Publications: Meta content Analysis of Race in Communication Scholarship from 2010–2020. *Howard Journal of Communications*, 1-16.

[\(Back to agenda\)](#)**ITEM 4: ACTION – Proposal for IDEA survey distributed to authors of manuscripts submitted to NCA journals**

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

Motion

To endorse the proposal for IDEA survey distribution to authors of manuscripts submitted to NCA journals.

Contents

1. Original Proposal
 2. Questions / Comments and Responses
 3. Revised Proposal
-

Original Proposal

Proposal for IDEA survey distributed to authors of manuscripts submitted to NCA journals

Developed by Walid Afifi, President, as representative of the IDEA Publications working group

Summary

An informal working group that included a representative of the IDEA council (Elizabeth Desnoyers-Colas), a representative of the Publication Council (Angharad Valdivia), a representative of the Research Council (Iccha Basnyat), two representatives from Taylor & Francis (Fiona Richmond and Alexandra Kanovsky), and NCA President (Walid Afifi) met across a three-month period to examine the existing literature related to bias in the publishing industry, as well as best practices to reduce that bias. The goal is to create equal access to publishing in NCA journals for all submitting authors. This effort stemmed from years of receiving informal accounts regarding experienced and/or perceived bias in the publishing process from members of NCA.

Toward that goal, the working group is proposing that every submitting author to an NCA journal receives a link in their decision letter to a brief survey that queries about their experience of the review and decision process, with specific focus on bias.

Strategic Priorities Relevant to the Proposal

This proposal addresses the following Strategic Plan goals:

Goal 1: Create conditions to support and empower members

...with particular relevance to sub-goal 1.1: Support excellence in communication-related scholarship, pedagogy, and service

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

...with particular relevance to sub-goal 3.2: Create and provide structures, programs, practices, and policies within NCA that ensures that all members are able to engage in the association and thrive in their professional pursuits.
...and sub-goal 3.3: promote and advocate for inclusivity, diversity, equity, and access in the field of communication and within NCA

Financial Implications

Staff time: The maintenance of the survey, the analysis of the data, and the summary reports, for each journal and for all publications together will require staff time.

Funds gained/spent: There may be benefits to the number of submissions received and pressure on journals to publish more, which may be associated with increased journal pages and additional revenue.

Recommendation

- Proposal:
 - All lead authors of manuscripts submitted to NCA journals will be asked to complete a short survey assessing the perceived fairness of the review process, as it relates to IDEA values.
 - Since every decision letter will be linked to a survey, authors of the same manuscript may be asked to complete the survey multiple times for the same MS number (eg, once per revision). The alternative (only for the accept/reject letters) would miss surveying authors who choose not to re-submit after an especially onerous set of reviewer letters, or because the decision letter is worded in ways that suggests to the authors a bias against publishing - authors whose opinions are essential.
 - NCA will host the survey and the related data, which will be kept for one year following the year they were collected, then deleted.
 - The NCA office will create a report from the survey data annually and share that report with each editor,

with the data summarized across all journals, as well as specific to the journal in question.

- In their annual report, each editor will be required to address the journal's performance on the survey, along with any steps taken to address areas in need of improvement.
- Purpose of the survey (see the draft survey in Exhibits/Supporting materials):
 - To assess authors' perception of the fairness of the review process, as it relates specifically to IDEA values.
 - To make visible the invisible experiences of bias in the review process, to the extent that they exist.
 - To create accountability.
 - To allow for assessment of improvements in the experience of authors to NCA journals.
 - To center IDEA values in our publication process.
- Link to the survey will be included as part of all decision letters, including desk rejections.
 - To increase response rates, the link should be bolded and included within 1-2 sentences after the decision.
 - It should be very clear that only one member of the author team can respond to the survey.
 - The surveys are not tied to the MS code (no need for that identifying information); we recognize the implications for non-independent data but argue that concerns with privacy supersede the problem of more than one sets of survey data from the same authors.
 - The same survey will be used for all NCA journals, but a different link for each journal so that the data are collected by journal.

Motion

To endorse the proposal in its entirety.

Background/History

See summary.

Exhibits/Supporting Materials

Exhibit 1: Supporting Materials

Exhibit 2: Survey Example

Exhibit 1

Evidence for bias in the publishing industry can be found here:

- COPE Council. COPE Discussion Document: Diversity and inclusivity — English. <https://doi.org/10.24318/RLqSoVsZ>; ©2021 Committee on Publication Ethics (CC BY-NC-ND 4.0); Version 1: December 2021.
- Aly, M., Colunga, E., Crockett, M. J., Goldrick, M., Gomez, P., Kung, F. Y. H., McKee, P. C., Pérez, M., Stilwell, S. M., & Diekman, A. B. (2023). Changing the culture of peer review for a more inclusive and equitable psychological science. *Journal of Experimental Psychology: General*. Advance online publication. <https://doi.org/10.1037/xge0001461>
- Smith, O.M., Davis, K.L., Pizza, R.B. et al. Peer review perpetuates barriers for historically excluded groups. *Nat Ecol Evol* 7, 512–523 (2023). <https://doi.org/10.1038/s41559-023-01999-w>
- Haffar, S., Bazerbachi, F., & Murad, M. H. (2019, April). Peer review bias: a critical review. In *Mayo Clinic Proceedings* (Vol. 94, No. 4, pp. 670-676). Elsevier. <https://doi.org/10.1016/j.mayocp.2018.09.004>
- For several reviews: <https://www.councilscienceeditors.org/deia-and-peer-review>

Small selection of relevant manuscripts within communication

- Afifi, W. A., & Cornejo, M. (2020). #CommsoWEIRD: The question of sample representativeness in interpersonal communication research. In M. L. Doerfel & J. L. Gibbs (Eds), *Organizing inclusion: Moving diversity from demographics to communication processes* (pp. 238-259). New York: Routledge.
- Chakravartty, P., Kuo, R., Grubbs, V., & McIlwain, C. (2018). # CommunicationSoWhite. *Journal of Communication*, 68(2), 254-266.
- Steudeman, M. J. (2020). Own your complicity, then fix it: Reflections on whiteness in rhetoric & public affairs. *Departures in Critical Qualitative Research*, 9(1), 33-40.
- Valiavska, A., & Gist-Mackey, A. N. (2023). Decade of Race Publications: Meta content Analysis of Race in Communication Scholarship from 2010–2020. *Howard Journal of Communications*, 1-16.

Exhibit 2

DRAFT SURVEY

Only the lead author is allowed to complete this survey. Are you the lead author? Y/N

What was the total length of time (in months) that this manuscript was under review with this journal?

Instructions: Indicate whether each statement is true, false, not relevant, or is something you don't know:

- The cited literature includes mostly authors of color, non-US authors, or other author identities not commonly found in the Communication literature
- The sample demographics are different than what is typically found in the Communication literature
- The body of evidence used in this manuscript is different from what is typically found in the Communication literature
- The text or artifact that was analyzed is different from what is typically found in the Communication literature
- The research methodology was different from what is typically found in the Communication literature
- The conclusions reached challenge strongly held assumptions found in the Communication literature If you indicated yes to one or more of these statement, briefly elaborate here:

Instructions: Rate the editor's decision letter (not including the reviewer comments) using the following evaluations:

Discouraging — Encouraging
Condescending — Supportive
Unclear — Clear

Instructions: Rate the reviewers' feedback (not including the editor's comments) using the following evaluations:

Discouraging — Encouraging
Condescending — Supportive
Unclear — Clear

Instructions: Rate the extent to which you perceived the review process as a whole to be free of bias?

[Completely free of bias — Highly biased]

Rate the extent to which you believe that each of the following forms of bias were present as part of the review of this manuscript:

[Not at all; Very Little; Somewhat; To a Great Extent; Not relevant]

- There was a bias toward the traditional sample demographics in our field.
- There was a bias toward the traditional texts in our field.
- There was an expectation that I cite particular "standard" literature (eg, "canons") that center knowledge in ways that are inconsistent with the IDEA goals of the association.
- There was methodological bias (*that went beyond commitments stated in the Journal Aims or Editorial Statement*) that shaped the decision.
- There was bias that I believe emanated from my perceived ethnic, gender, sexual orientation, religious, or other identities as an author.
- The decision was impacted by weaknesses in my writing that stem from English not being my primary language.

The following demographic information will be only be used to categorize responses to examine systematic differences across author demographics:

[Find demographic items for sex/gender, ethnicity, sexual orientation, academic role (eg grad student, etc)]

Please include any other thoughts or details about the review process below:

[allow comment to provide feedback on the survey]

Proposal for IDEA survey distributed to authors of manuscripts submitted to NCA journals

Jeanetta Sims

I appreciate the IDEA survey being created and distributed to begin an NCA process of querying for bias and for listening to submitter experience.

Is it possible for the draft survey to set up the survey as a common practice among all NCA journals and an expression of NCA IDEA efforts? This would communicate to all submitters that this survey is not unique to them and is one part of NCA's IDEA efforts. An example is below of what could be provided at the top of the draft survey is below, assuming NCA adopts the IDEA-related minimum standards for scholarly publishing.

"NCA has adopted an IDEA Strategic Plan and endorsed a statement of IDEA-related minimum standards for scholarly publishing. This IDEA survey is sent in the decision letter to every submitter across all NCA journals regardless of the decision on the manuscript submission."

RESPONSE:

YES, EXCELLENT. ADOPTED.

Revised Proposal

Proposal for IDEA survey distributed to authors of manuscripts submitted to NCA journals

Developed by Walid Afifi, President, as representative of the IDEA Publications working group

Summary

An informal working group that included a representative of the IDEA council (Elizabeth Desnoyers-Colas), a representative of the Publication Council (Angharad Valdivia), a representative of the Research Council (Iccha Basnyat), two representatives from Taylor & Francis (Fiona Richmond and Alexandra Kanovsky), and NCA President (Walid Afifi) met across a three-month period to examine the existing literature related to bias in the publishing industry, as well as best practices to reduce that bias. The goal is to create equal access to publishing in NCA journals for all submitting authors. This effort stemmed from years of receiving informal accounts regarding experienced and/or perceived bias in the publishing process from members of NCA.

Toward that goal, the working group is proposing that every submitting author to an NCA journal receives a link in their decision letter to a brief survey that queries about their experience of the review and decision process, with specific focus on bias.

Strategic Priorities Relevant to the Proposal

This proposal addresses the following Strategic Plan goals:

Goal 1: Create conditions to support and empower members

...with particular relevance to sub-goal 1.1: Support excellence in communication-related scholarship, pedagogy, and service

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

...with particular relevance to sub-goal 3.2: Create and provide structures, programs, practices, and policies within NCA that ensures that all members are able to engage in the association and thrive in their professional pursuits.

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

Financial Implications

- A. Staff time: The maintenance of the survey, the analysis of the data, and the summary reports, for each journal and for all publications together will require staff time.
- B. Funds gained/spent. There may be benefits to the number of submissions received and pressure on journals to publish more, which may be associated with increased journal pages and additional revenue.

Recommendation

- Proposal:
 - All lead authors of manuscripts submitted to NCA journals will be asked to complete a short survey assessing the perceived fairness of the review process, as it relates to IDEA values.
 - Since every decision letter will be linked to a survey, authors of the same manuscript may be asked to complete the survey multiple times for the same MS number (eg, once per revision). The alternative (only for the accept/reject letters) would miss surveying authors who choose not to re-submit after an especially onerous set of reviewer letters, or because the decision letter is worded in ways that suggests to the authors a bias against publishing - authors whose opinions are essential.

- NCA will host the survey and the related data, which will be kept for one year following the year they were collected, then deleted.
 - The NCA office will create a report from the survey data annually and share that report with each editor, with the data summarized across all journals, as well as specific to the journal in question.
 - In their annual report, each editor will be required to address the journal's performance on the survey, along with any steps taken to address areas in need of improvement.
- Purpose of the survey (**see the draft survey in Exhibits/Supporting materials**):
 - To assess authors' perception of the fairness of the review process, as it relates specifically to IDEA values.
 - To make visible the invisible experiences of bias in the review process, to the extent that they exist.
 - To create accountability.
 - To allow for assessment of improvements in the experience of authors to NCA journals.
 - To center IDEA values in our publication process.
- Link to the survey will be included as part of all decision letters, including desk rejections.
 - To increase response rates, the link should be bolded and included within 1-2 sentences after the decision.
 - It should be very clear that only one member of the author team can respond to the survey.
 - The surveys are not tied to the MS code (no need for that identifying information); we recognize the implications for non-independent data but argue that concerns with privacy supersede the problem of more than one sets of survey data from the same authors.
 - The same survey will be used for all NCA journals, but a different link for each journal so that the data are collected by journal.

Motion

To endorse the proposal in its entirety.

Background/History

See summary.

Exhibits/Supporting Materials

Evidence for bias in the publishing industry can be found here:

- COPE Council. COPE Discussion Document: Diversity and inclusivity — English. <https://doi.org/10.24318/RLqSoVsZ>; ©2021 Committee on Publication Ethics (CC BY-NC-ND 4.0); Version 1: December 2021.
- Aly, M., Colunga, E., Crockett, M. J., Goldrick, M., Gomez, P., Kung, F. Y. H., McKee, P. C., Pérez, M., Stilwell, S. M., & Diekmann, A. B. (2023). Changing the culture of peer review for a more inclusive and equitable psychological science. *Journal of Experimental Psychology: General*. Advance online publication. <https://doi.org/10.1037/xge0001461>
- Smith, O.M., Davis, K.L., Pizza, R.B. et al. Peer review perpetuates barriers for historically excluded groups. *Nat Ecol Evol* 7, 512–523 (2023). <https://doi.org/10.1038/s41559-023-01999-w>
- Haffar, S., Bazerbachi, F., & Murad, M. H. (2019, April). Peer review bias: a critical review. In *Mayo Clinic Proceedings* (Vol. 94, No. 4, pp. 670-676). Elsevier. <https://doi.org/10.1016/j.mayocp.2018.09.004>
- For several reviews: <https://www.councilscienceeditors.org/deia-and-peer-review>

Small selection of relevant manuscripts within communication

- Afifi, W. A., & Cornejo, M. (2020). #CommsoWEIRD: The question of sample representativeness in interpersonal communication research. In M. L. Doerfel & J. L. Gibbs (Eds), *Organizing inclusion: Moving diversity from demographics to communication processes* (pp. 238-259). New York: Routledge.
- Chakravartty, P., Kuo, R., Grubbs, V., & McIlwain, C. (2018). # CommunicationSoWhite. *Journal of Communication*, 68(2), 254-266.
- Steudeman, M. J. (2020). Own your complicity, then fix it: Reflections on whiteness in rhetoric & public affairs. *Departures in Critical Qualitative Research*, 9(1), 33-40.
- Valiavska, A., & Gist-Mackey, A. N. (2023). Decade of Race Publications: Meta content Analysis of Race in Communication Scholarship from 2010–2020. *Howard Journal of Communications*, 1-16.

DRAFT SURVEY

Only the lead author is allowed to complete this survey. Are you the lead author?

Y/N

What was the total length of time (in months) that this manuscript was under review with this journal?

Instructions: Indicate whether each statement is true, false, not relevant, or is something you don't know:

The cited literature includes mostly authors of color, non-US authors, or other author identities not commonly found in the Communication literature

The sample demographics are different than what is typically found in the Communication literature

The body of evidence used in this manuscript is different from what is typically found in the Communication literature

The text or artifact that was analyzed is different from what is typically found in the Communication literature
The research methodology was different from what is typically found in the Communication literature

The conclusions reached challenge strongly held assumptions found in the Communication literature

If you indicated yes to one or more of these statement, briefly elaborate here: ____

Instructions: Rate the editor's decision letter (not including the reviewer comments) using the following evaluations:

Discouraging — Encouraging

Condescending — Supportive

Unclear — Clear

Instructions: Rate the reviewers' feedback (not including the editor's comments) using the following evaluations:

Discouraging — Encouraging

Condescending — Supportive

Unclear — Clear

Instructions: Rate the extent to which you perceived the review process as a whole to be free of bias? [Completely free of bias — Highly biased]

Rate the extent to which you believe that each of the following forms of bias were present as part of the review of this manuscript:

[Not at all; Very Little; Somewhat; To a Great Extent; Not relevant]

- There was a bias toward the traditional sample demographics in our field.
- There was a bias toward the traditional texts in our field.
- There was an expectation that I cite particular “standard” literature (eg, “cannons”) that center knowledge in ways that are inconsistent with the IDEA goals of the association.
- There was methodological bias (*that went beyond commitments stated in the Journal Aims or Editorial Statement*) that shaped the decision.
- There was bias that I believe emanated from my perceived ethnic, gender, sexual orientation, religious, or other identities as an author.
- The decision was impacted by weaknesses in my writing that stem from English not being my primary language.

The following demographic information will be only be used to categorize responses to examine systematic differences across author demographics:

[Find demographic items for sex/gender, ethnicity, sexual orientation, academic role (eg grad student, etc)]

Please include any other thoughts or details about the review process below:

[allow comment to provide feedback on the survey]

[\(Back to agenda\)](#)**ITEM 5: ACTION – Proposal for greater EC transparency and involvement from members in EC Action Items**

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

Motion:

To endorse the proposal for member feedback on action items included in the agenda of quarterly EC meetings.

Contents

- Original Proposal
 - Questions/Comments and Responses
 - Revised Proposal
-

Proposal for greater EC transparency and involvement from members in EC Action Items

Developed by Walid Afifi, President, and Justin Danowski, Director of Governance

Summary

During the February, 2023 EC meeting, a discussion was held about how to create greater transparency related to EC meetings and create more opportunities for member input. The proposal for making EC meeting “open” meetings (live-streamed and viewable by members) failed, but there was support for developing a proposal that creates greater opportunity for feedback from NCA members on action items.

The goal of this proposal is to allow members an opportunity for feedback on EC action items in advance of the EC meeting, but without releasing the entire binder, which sometimes includes information that may be confidential and which can also discourage members from feedback due to its size.

Strategic Priorities Relevant to the Proposal

This proposal addresses the following Strategic Plan goals:

Goal 1: Create conditions to support and empower members.

...with particular relevance to sub-goal 1.2: Enhance member access, engagement, and sense of ownership in the association.

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

...with particular relevance to sub-goal 3.2: Create and provide structures, programs, practices, and policies within NCA that ensures that all members are able to engage in the association and thrive in their professional pursuits.

Goal 4: Cultivate a thriving and responsive organization.

...with particular relevance to sub-goal 4.2: Foster reflexive governance and administrative practices and informed decision making.

Financial Implications

Staff time: The collection of member feedback will require some staff time, but the proposal places the responsibility of summarizing member feedback on the proposer(s), not on staff. Staff time will be required as part of their responsibility of organizing the EC meeting binders and ensuring that member feedback be included therein. Staff time will also be required prior to each relevant EC meeting to update the online form that accepts feedback and also to address any technical challenges with the form.

Funds gained/spent. N/A

Recommendation

The proposal is as follows:

- The proposer(s) for any action item on the agenda for quarterly EC meetings must include a maximum-300-word summary of the proposal that will serve as background for member feedback on that action item.
- At the same time as action-item proposals are sent to the EC for feedback, all members will be sent a link to a form that includes a list of all action items, the summaries of each proposal, and an opportunity to provide

open-ended feedback for each proposal. The link will require member log-in for access. The deadline for feedback will be the same as that given to the EC.

- Following the deadline, the proposer(s) will be sent a link that includes all member feedback, at the same time as they receive EC feedback.
- The proposer(s) must write a summary of the member feedback and include it, along with any response related to that feedback, as part of the final binder.
- The final binder will include a link to all member feedback for each action item, along with the summary of the feedback created by the proposer(s) and their response (as relevant).
- During the EC meeting discussion for each action item, the proposer(s) is (are) responsible for very briefly summarizing feedback from the members, along with feedback from EC members, and how they addressed them (if relevant).
- Feedback on budget items will be sought as part of the feedback collected for the February EC meeting. Specifically, members will be offered the opportunity to indicate what they believe should be budget priorities for the following year.

Motion

To endorse the proposal for member feedback on action items included in the agenda of quarterly EC meetings.

Background/History

Increasing transparency, accountability to members, and member involvement related to NCA actions are critical goals of the association.

Exhibits/Supporting Materials

NA

Proposal for greater EC transparency and involvement from members in EC Action Items

Jeanetta Sims

I agree with providing greater transparency and accountability with increased member involvement. The process provided in this proposal seems super cumbersome on the proposers, which we hope, as shared in an earlier Item of this packet will include more of our members. I would favor no additional summaries of the proposal beyond the written proposal to avoid increasing the workload on a proposer. Also, it is not necessary to provide a written summary of the feedback if feedback is directly included in the binder (similar to EC member feedback being openly and transparently included).

To simplify, is it possible to have the packet shared to members in advance via a link and an open comment period using a link for members to respond to the proposal? The final binder would include all EC and member feedback without an additional need to summarize the feedback in writing. The expectation is that a proposer needs to respond in the EC meeting to all feedback (both EC and member feedback as shared in the binder).

RESPONSE:

THE EC FELT THAT SHARING THE ENTIRE BINDER WAS TOO LIKELY TO INVOLVE INFORMATION THAT IS NOT APPROPRIATE TO BE SHARED WITH ALL MEMBERS. THE PROPOSED SOLUTION TRIES TO CREATE A PROCESS THAT GETS AROUND THAT CONCERN BY REQUIRING A SUMMARY. I HAVE ADJUSTED THE PROPOSAL TO SUGGEST THAT THE PROPOSAL FORM INCLUDE A SUMMARY SECTION THAT CAPTURES THE ESSENCE OF THE PROPOSAL, WITH SUFFICIENT DETAIL TO SOLICIT INFORMED FEEDBACK.

Roseann Mandziuk

I suggest that the kinds of EC items that this policy governs needs to be narrowed, such that internal EC procedural and administrative items (such as financial policies, policy manual review items) be exempted from this summary and public posting.

These internal/administrative items would be distinguished from EC items that have direct impact on membership (Task force formation, journal policies as above in Item 2, etc.).

RESPONSE:

THANKS. I CAN APPRECIATE THE BENEFIT OF SOME NARROWING, BUT TOO MUCH AND IT BECOMES A SLIPPERY SLOPE AND PROBLEMATIC. I THINK I STAND BY A PREFERENCE THAT ALL ACTION ITEMS BE OPEN TO MEMBER FEEDBACK. BUT I CERTAINLY WELCOME DISCUSSION ON THIS ISSUE.

REVISED

Proposal for greater EC transparency and involvement from members in EC Action Items

Developed by Walid Afifi, President, and Justin Danowski, Director of Governance

Summary

During the February, 2023 EC meeting, a discussion was held about how to create greater transparency related to EC meetings and create more opportunities for member input. The proposal for making EC meeting “open” meetings (live-streamed and viewable by members) failed, but there was support for developing a proposal that creates greater opportunity for feedback from NCA members on action items.

The goal of this proposal is to allow members an opportunity for feedback on EC action items in advance of the EC meeting, but without releasing the entire binder, which sometimes includes information that may be confidential and which can also discourage members from feedback due to its size.

Strategic Priorities Relevant to the Proposal

This proposal addresses the following Strategic Plan goals:

Goal 1: Create conditions to support and empower members.

...with particular relevance to sub-goal 1.2: Enhance member access, engagement, and sense of ownership in the association.

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

...with particular relevance to sub-goal 3.2: Create and provide structures, programs, practices, and policies within NCA that ensures that all members are able to engage in the association and thrive in their professional pursuits.

Goal 4: Cultivate a thriving and responsive organization.

...with particular relevance to sub-goal 4.2: Foster reflexive governance and administrative practices and informed decision making.

Financial Implications

- A. Staff time: The collection of member feedback will require some staff time, but the proposal places the responsibility of summarizing member feedback on the proposer(s), not on staff. Staff time will be required as part of their responsibility of organizing the EC meeting binders and ensuring that member feedback be included therein. Staff time will also be required prior to each relevant EC meeting to update the online form that accepts feedback and also to address any technical challenges with the form.
- B. Funds gained/spent. N/A

Recommendation

The proposal is as follows:

- The proposer(s) for any action item on the agenda for quarterly EC meetings must include a
- maximum-300-word summary of the proposal that will serve as background for member feedback on that action item.
- At the same time as action-item proposals are sent to the EC for feedback, all members will be sent a link to a form that includes a list of all action items, the summaries of each proposal, and an opportunity to provide open-ended feedback for each proposal. The link will require member log-in for access. The deadline for feedback will be the same as that given to the EC.
- Following the deadline, the proposer(s) will be sent a link that includes all member feedback, at the same time as they receive EC feedback.
- The proposer(s) must write a summary of the member feedback and include it, along with any response related to that feedback, as part of the final binder.
- The final binder will include a link to all member feedback for each action item, along with the summary of the feedback created by the proposer(s) and their response (as relevant).
- During the EC meeting discussion for each action item, the proposer(s) is (are) responsible for very briefly summarizing feedback from the members, along with feedback from EC members, and how they addressed them (if relevant).
- Feedback on budget items will be sought as part of the feedback collected for the February EC meeting. Specifically, members will be offered the opportunity to indicate what they believe should be budget priorities for the following year.

Motion

To endorse the proposal for member feedback on action items included in the agenda of quarterly EC meetings.

Background/History

Increasing transparency, accountability to members, and member involvement related to NCA actions are critical goals of the association.

Exhibits/Supporting Materials

NA

Reports

Elected officer, council chair & Executive Director reports

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

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

Taylor & Francis Journals Report

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

Journal Editor Reports

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

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

Interest Group Reports

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

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

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

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

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