NATIONAL ATHLETIC TRAINERS' ASSOCIATION, INC.
Board of Directors Meeting Minutes
Philadelphia, PA
10:00 a.m. Eastern Time
June 28, 2026

Board
A.J. Duffy III, MS, ATC, PT, President
Donna Wesley, MS, LAT, ATC, Vice President
Scott Galloway, MBA, LAT, ATC, Secretary/Treasurer
Vicky Graham, DAT, LAT, ATC
Christina Emrich, MS, LAT, ATC
Ray Davis, Jr., MSS, LAT, ATC
Scott Lawrance, DHSc, LAT, ATC, MSPT, CSCS
Rusty McKune, MS, ATC
Valerie Herzog, EdD, LAT, ATC
Cindy Clivio, MEd, ATC
Kasee Hildenbrand, PhD, LAT, ATC
Ryan Wilkinson, EdD, ATC, CAE

Staff
Mollie Pillman, MS, MBA, CAE
Jerry Albano
Drew Caffey
Karly Foster, M.Ed.
Deanna Kuykendall
Lori Marker, CMP, CEM
Dylan Orrell
Jess Price
Katie Scott, MS, ATC, CAE
Tricia Sutherland
Jessica Porter

Incoming Directors
Jenni Wheeler-Johnson, MS, LAT, ATC
Lorna Strong, EdD, LAT, ATC
Chris King, LAT, ATC
Sam Johnson, PhD, ATC
Michael Moll, MEd, LAT, ATC

Guests
David Gallegos, MA, ATC, Cert. MDT, Presidential Candidate
Rob Marshall, LAT, ATC, Presidential Candidate
Jen Sturtevant, MBA, LAT, ATC, Chair, DEIA Council
Deena Casiero, MD, Chief Medical Officer, NCAA
Michelle Odai, PhD, LAT, ATC, Chair, ECE
Kara Werner-Sanders, MAC, LAT, ATC, ICSM Chair

Topical Index

CALL TO ORDER
President Duffy called the meeting to order at 1:00 p.m. Eleven of the eleven voting members were present. The requirements for a quorum were met.

OPENING REMARKS
President Duffy welcomed the representatives of the AT Strategic Alliance and other guests.

CONSENT AGENDA
Appropriate information on the following items was provided to the board through background materials, e-ballots or previous discussions.

VOTED: TO APPROVE:

- **MINUTES FROM THE MAY 2026 BOARD OF DIRECTORS MEETING (ALL)**
- **APPROVE DANIELLE STUART (D2) AS ICSM DIVISION 2 PANEL MEMBER EFFECTIVE JUNE 2026.**
- **APPROVE KULSIM KHAN (D2) AS ICSM DIVISION 3 PANEL MEMBER EFFECTIVE JUNE 2026.**
- **APPROVE ALEXANDRA DRUMMOND (D2) AS LGBTQ+ ADVISORY COMMITTEE STUDENT AT-LARGE MEMBER EFFECTIVE JUNE 2026.**
- **APPROVE KELSEY LOFTUS (D3) AS COPA PUBLIC SAFETY PANEL MEMBER EFFECTIVE JUNE 2026.**
- **APPROVE JACQUELINE MARTINEZ (D8) AS COPA PUBLIC SAFETY PANEL MEMBER EFFECTIVE JUNE 2026.**
- **APPROVE SUSAN GUYER AS THE NATA GENDER PAY EQUITY TASK FORCE CHAIR.**
- **APPROVE THE NATA VICE PRESIDENT ELECTION POLICY AS PRESENTED.**
- **APPROVE KIM BARBER FOSS (D7) AS COPE CHAIR EFFECTIVE JUNE 2027**

MOTION, SECONDED, PASSED (11-0-0)

NATA STRATEGIC PLAN ADOPTION
Mollie Pillman, executive director, provided an update on NATA's initiatives and strategic priorities, highlighting key areas including recruitment support, preceptor development, and resource creation. She reported that the new strategic plan will guide NATA's work over the next three years, with implementation beginning in 2027. The plan will be shared with the membership and promoted through multiple communication channels, including the website and NATA News. Staff will develop detailed Year 1 action plans, establish performance metrics by December, and incorporate implementation activities into the budget.

Pillman emphasized that successful implementation would require ongoing follow-up and regular reevaluation. The Board will review the strategic plan twice annually, in January and June, to assess progress and make adjustments as needed. She noted that the plan is intended to guide all committee activities over the next three years and help support the Board's goal to move from a "doers" mindset to a more visionary, governance-focused role. She also highlighted a new communication process that has improved organization, accountability, and collaboration within the group and is now being adopted by other association groups, committees, and districts.

VOTED: TO APPROVE THE NATA STRATEGIC PLAN AS PRESENTED.
MOTION, SECONDED, PASSED (11-0-0)

NCAA UPDATE
Deena Casiero, chief medical officer, discussed the removal of medical hardship waivers from NCAA eligibility rules. She explained that the new system provides five years of eligibility starting after a student's 19th birthday, with waivers allowed only for military service, maternity leave, and religious missions. Casiero noted that this change reduces the administrative workload for athletic trainers but raised concerns about its potential impact on student-athlete mental health and possible liability issues for medical staff. She also noted how smaller institutions might be particularly affected by these changes and emphasized the need for improved documentation practices to support continuity of care.

IMPROVING THE COLLEGIATE ATHLETIC TRAINING WORKFORCE
Casiero addressed several key challenges facing collegiate athletic trainers. These challenges include issues related to the transfer portal, which affects the continuity of medical records, heightened liability concerns for team physicians, and the need for student-athletes to take greater responsibility for their medical records when transferring schools. She highlighted progress in addressing the shortage of athletic trainers through four task forces focused on solutions such as fact sheets, mentoring programs, care delivery models, and advocacy strategies, with expected deliverables by September 2026.

The discussion also touched on the new age-based eligibility law, which eliminates medical hardship waivers except for specific circumstances like maternity leave and military service. Additionally, progress on the Protect the College Sports Act in Congress was noted, as it recently passed out of committee with bipartisan support.

The board discussed the importance of NATA continuing to monitor these changes and advocating for policies that support both athletic trainers and the student-athletes they serve. They also reviewed advancements in federal advocacy efforts, including the Protect the College Sports Act, and anticipate further recommendations for the workforce later this year.

Intercollegiate Council for Sports Medicine (ICSM) Chair Kara Werner-Sanders was also present for the discussion.

EXECUTIVE COUNCIL FOR EDUCATION (ECE) UPDATE
Michelle Odai, chair, reported that the council has refocused following leadership and organizational transitions and that its current work aligns with the Board's newly issued charge. Key initiatives include advancing recruitment and pipeline development efforts, addressing financial barriers for students and programs, enhancing preceptor training and support, and expanding educator resources related to professional behaviors and practice readiness. The ECE continues to contribute content to the Educate platform, promote curriculum integration resources, and develop new tools for educators. Preceptor development remains a priority, with the launch of the *Preceptor Mindset* course and ongoing development of a preceptor micro-credential in collaboration with the BOC. Additional efforts include student engagement and recruitment initiatives, financial literacy resources, collaboration with COPA on career-setting awareness materials, and ongoing research projects related to preceptor development and social determinants of learning. Odai also reported website enhancements, upcoming educator engagement opportunities, including the Educator Town Hall and relaunch of the Chat Series, and plans to develop additional soft-skill, case study, and simulation resources to support educator and student success.

COMMITTEE DAY REMINDER FOR BOARD LIAISONS
Katie Scott, director of membership, reviewed the committee planning and prioritization process for the upcoming year. She explained that committees are required to submit a single prioritized work plan through the Monday.com form linked within their board charge document. The form asks committees to identify their priorities, explain how projects were prioritized, outline measures of success, and indicate which strategic priorities are being addressed. While some groups are exempt from the process, the Convention Program Committee (CPC) and Student Leadership Committee (SLC) will complete the form in July due to the immediate nature of their work. Scott noted that a debrief session is scheduled for Thursday to evaluate the first year of implementation and identify opportunities for improvement.

Scott explained that staff will compile all committee submissions into a spreadsheet and identify any duplicate projects. When overlapping initiatives are identified, the affected committees will be brought together to discuss potential revisions before proposals are presented to the Board. The Board will review the compiled plans in October, consider organizational capacity, and provide final approval. She noted that the Board's role is to help clarify project vision, support prioritization, provide project management guidance, ensure committee workloads are realistic, and encourage committees to define clear measures of success.

Lastly, Scott emphasized that committees should remain flexible and responsive to emerging priorities throughout the year. A process has been established for committees to submit new priorities for review and potential reprioritization, creating stronger feedback mechanisms between committees and the Board to ensure efforts remain aligned with the organization's strategic goals.

DISTRICT BUSINESS
Districts 4 and 11
Directors Lawrance and Wilkinson reported that GLATA approved a new logo, featuring a lighthouse with beams strategically representing Districts 4 and 11. A $15,000 disbursement was approved for each state, attributed to the success of the annual meeting and sound financial policies. New board leadership started last month.

District 10
Director Hildenbrand reported that her district plans to hold its 2029 meeting as an “Alaskan cruise”. A survey indicated strong member interest, with 83% of respondents "in for a cruise" and 80% "all in on the five-day cruise”.

District 9
Director Wesley reported that the board voted to hold their members' educational symposium every other year, starting in 2028. The 2027 symposium will be held in Atlanta, February 4-6, at the Atlanta Marriott Northwest in Galleria. Elections for district president and district treasurer will be held in the fall.

District 8
Director Clivio reported that the upcoming annual district meeting is scheduled in Kona in about 2.5 weeks. Future meetings are planned for Las Vegas next year, and Southern California the following year.

District 7
Director Herzog reported that the annual district meeting was in Colorado Springs. Conferences rotate to each state and are combined with state meetings.

District 6
Director Galloway reported that the upcoming annual district meeting will be held in Waco, TX.

District 5
Director McKune reported that there was a changing of the Guard with new members serving as District President (David Carr, MO), District VP (Jason Veil, IA), Treasurer (Dan Newman, OK). D5 Approved a Leadership Institute Tuition Award. Will be undertaking strategic planning in the upcoming months

District 3
Director Davis reported that the past annual district meeting was held in Winston Salem. The next meeting is scheduled for April 30 to May 3, 2027, in Charleston, West Virginia, marking the first time the district will meet there. Nominations for president, vice president, and treasurer are open starting in July.

District 2
Director Emrich reported that new leadership includes two new state presidents joining the executive council, and a new District 2 secretary starting this week. District 2 Executive Council approved two grants for the Leadership Institute, with participants set to start this year.

District 1
Director Graham reported that a new president joined the executive council in May, and Steve Straub will officially become the incoming treasurer tomorrow. A call for a director will be made in January at the EATA conference in Atlantic City.

CHANGING OF THE GUARD
President Duffy thanked Vice President Donna Wesley and Secretary/Treasurer Scott Galloway for their service and accomplishments. He officially welcomed Directors Strong and King to the Board.

2026-27 SECRETARY/TREASURER
President Duffy presented Director McKune as his choice for 2025-26 Secretary/Treasurer and Finance Committee chair.

VOTED: TO ENDORSE DIRECTOR MCKUNE AS 2025-26 SECRETARY/TREASURER.
MOTION, SECONDED, PASSED (11-0-0)

2026-27 VICE PRESIDENT
President Duffy asked for nominations for vice president. Directors Graham, Davis, Hildenbrand, and Wilkinson were nominated. Director Wilkinson was elected through a confidential e-ballot and voting process, verified by the President and staff.

ADJOURN
After appropriate thank you’s, President Duffy adjourned the meeting at 4:45 p.m.

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Board of Directors Meeting Minutes
Philadelphia, PA
10:00 a.m. Eastern Time
July 2, 2026

Board
A.J. Duffy III, MS, ATC, PT, President
Ryan Wilkinson, EdD, ATC, CAE, Vice President
Rusty McKune, MS, ATC, Secretary/Treasurer
Vicky Graham, DAT, LAT, ATC - *absent*
Christina Emrich, MS, LAT, ATC
Ray Davis, Jr., MSS, LAT, ATC
Scott Lawrance, DHSc, LAT, ATC, MSPT, CSCS
Lorna Strong, EdD, LAT, ATC
Valerie Herzog, EdD, LAT, ATC
Cindy Clivio, MEd, ATC
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Jen Sturtevant, MBA, LAT, ATC, Chair, DEIA Council
Anne Minton, MBA, CEO, BOC
MaryBeth Horodyski, EdD, LAT, ATC, President, NATA FDN
Gary Hanna, AT Ret., Liaison, CAATE
Atsuko "Sue" Onishi, PhD, ATC, JSPO-AT, President, JATO

CALL TO ORDER
President Duffy called the meeting to order at 2:15 p.m. Ten of the eleven voting members were present. The requirements for a quorum were met.

OPENING REMARKS
President Duffy welcomed the board, representatives of the AT Strategic Alliance and other guests. He noted minor changes to the agenda.

President Duffy reported that the presidential election voting is open until July 30. Election results will be communicated to candidates via scheduled phone calls, followed by an email notification to members. He will also reach out to alliance presidents and past presidents before an official public announcement.

BOARD OF CERTIFICATION (BOC) REPORT
Anne Minton, BOC CEO, provided an update on the AT Director search, noting that the application period remains open through July 13 and that 14 applications have been received to date. She explained that the selected director will participate in a one-year onboarding period before becoming eligible to serve up to two terms.

Minton also reported on the continued progress of the Athletic Training Compact, stating that seven states are currently active participants and that legislation in three additional states is awaiting gubernatorial approval, which would bring the total to ten states. She noted that implementation of the compact has progressed faster than anticipated and described the alliance among participating organizations and states as stronger than ever. Looking ahead, a commission will be established later this year, with participating states having the opportunity to provide input on its structure and leadership. Minton further explained that athletic trainers seeking to practice under the compact will still be required to apply for licensure in each participating state. She added that a jurisprudence examination may also be required, although details regarding that requirement have not yet been finalized.

COMMISSION ON ACCREDITATION OF ATHLETIC TRAINING EDUCATION (CAATE) REPORT

Gary Hanna, CAATE liaison, provided an update regarding CAATE's organizational transition. Following a comprehensive review of its strategic priorities and long-term organizational needs, the Association Management Center (AMC) was selected as CAATE's new management partner, effective August 1. The CAATE board also welcomed Carly Reisner as the new Executive Director, noting her experience in association management, executive leadership, and strategic planning. Additionally, the CAATE board is currently in the process of selecting two new commissioners, with announcements expected within the next two weeks. The new commissioners will begin participating in board meetings in August and will officially start their terms at the fall face-to-face board meeting.

NATA FOUNDATION REPORT

MaryBeth Horodyski, Foundation president, reported that 265 abstracts were accepted for presentation, 13 research grants totaling more than $132,000 were awarded, and 71 scholarships were distributed totaling nearly $180,000. She also noted that the funding formats for the 2026-2027 and 2027-2028 cycles were approved, along with a new research agenda theme process. The 2026-2027 research theme will focus on Women's Health in the Female Athlete.

Horodyski reported that the Foundation's strategic plan has been completed, including a new mission statement, vision statement, and tagline. Hundreds of goals and tasks were organized under four strategic priorities. She also shared that the Educational Resource Committee is adapting the Research to Clinical Practice series, which is distributed monthly by email through the NATA Foundation.

Horodyski highlighted the need for volunteers to serve on the Board of Directors and committees. She noted that volunteer recruitment efforts began on June 1 and will continue throughout the year, with applications available on the NATA Foundation website.

EDUCATION DEPARTMENT UPDATE

Karly Foster, senior director of education, introduced Emily Stuart, the new Education Design Manager, who brings experience in both instructional design and athletic training and will support future educational initiatives.

She reviewed the convention outcomes, highlighting that the sign language educational session was well attended with positive feedback. Due to strong participation, seating arrangements were adjusted, and she acknowledged Mike Brown for handling equipment needs. The convention app will remain available for evaluations and handouts, with session evaluations and a post-convention survey open for about two weeks to expedite feedback for next year’s planning.

She updated on EducATe, which reached nearly 11,000 active users by May 27, matching the previous year's usage. Popular courses included emergency preparedness, patient safety, and mental health, with six new courses launched and a year-round portal for educational ideas.

Foster shared progress on the Leadership Institute, which began with 33 participants engaging in virtual learning, mentorship, and discussions.

She noted NATA's partnership with the BOC to pilot automatic CEU transfers from EducATe to BOC profiles, making it the first organization to offer this. They are also developing a preceptor-development micro-credential, with content creation starting this summer.

Lastly, she promoted upcoming educational opportunities, including concussion-related webinars and the AOSSM pre-conference session on managing emergencies in sports.

MEMBERSHIP DEPARTMENT UPDATE

Katie Scott, director of membership, reported that membership and dues revenue are currently below budget and prior-year levels, with just under 30,000 paid members and dues revenue at 93% of budget. Growth in retired memberships and the loss of more than 5,000 renewing members, most of whom were certified professionals, continue to impact revenue. Despite these challenges, new member acquisition is 12% ahead of last year, driven by student memberships, while returning-member recovery is up 8%. A successful peer-to-peer campaign generated 1,756 new or returning members, and a new mid-year campaign targeting lapsed and never-members launched July 1. NATA is shifting its membership strategy to focus on demonstrating value before asking individuals to join, including a new lead-generation pilot aimed at prospective members.

She addressed issues with the National Awards program, noting that the cause of recent processing delays has been resolved and that applications for next year's awards opened early with goals of increasing participation and diversity.

Lastly, membership programs and reporting processes are being aligned with the new strategic plan, with recommendations for future direction expected this fall.

GOVERNMENT AFFAIRS DEPARTMENT UPDATE

Deanna Kuykendall, director of government affairs, reported that 2026 has been one of the most active years for state advocacy in recent memory. The Government Affairs team has conducted Legislative Boot Camps across most states, is tracking 180 athletic trainer-specific bills, and has generated more than 4,200 advocacy emails to legislators. She also highlighted website enhancements and the adoption of new bill-tracking software to improve advocacy monitoring and transparency. She reviewed key state successes, including the approval of seven athletic training compacts, Tennessee's practice act update, South Dakota's dry needling victory, workforce recruitment and retention initiatives, and continued athlete safety efforts through the Smart Heart Sports Coalition.

Deanna reviewed advocacy efforts related to NIL protections, credentialing and privileging, workforce initiatives, and patient safety. She noted growing influence in Washington through congressional briefings, recognition during National Athletic Training Month, expanded regulatory engagement, and participation in a national human performance workgroup.

She concluded with a NATAPAC update, reporting that $135,000 has been approved for the current Congress, with $76,500 already distributed. Fundraising exceeded $76,000 over the past year, reflecting growth in both donors and overall support for advocacy efforts.

PRESIDENT'S REPORT

President Duffy informed the Board that the 2026 board meeting schedule is in the Dropbox. He recognized Mollie Pillman for changing the face of the staff and moving things in a positive direction since Labor Day.

EXECUTIVE DIRECTOR REPORT

Mollie Pillman, executive director, thanked the Board for its support and recognized staff for their outstanding efforts over the past several months.

COMMITTEE DAY UPDATES

President Duffy asked the Board to post their committee updates in Basecamp.

OTHER

Sue Onishi, president of JATO, expressed her gratitude to the Board for the recent recognition of JATO's 30th anniversary, which was commemorated with a plaque. She emphasized the organization's long-standing partnership with NATA.

Additionally, a new agreement between NATA and JATO is expected to be signed soon and is being expedited due to JATO's significantly changed circumstances. She pointed out that JATO's membership rules require all members to be both ATC and NATA members, which means that the two organizations face many of the same challenges and discuss similar topics within the industry.

She shared concerns regarding Japanese student employment trends. A growing number of Japanese students who pursue education in the United States are choosing not to return to Japan for employment after graduation. Instead, many are securing positions with U.S. universities and professional sports organizations. This ongoing trend of students remaining in the United States after completing their education is an area of concern for JATO.

OLD BUSINESS
None

NEW BUSINESS
None

ADJOURNMENT
President Duffy adjourned the meeting at 3:45 p.m.

Submitted by:

Rusty McKune

Rusty McKune, MS, ATC
Secretary/Treasurer
NATA Board of Directors