



**Institute for
Credentialing Excellence**
Community. Competence. Credibility.



I.C.E. Annual Report

2024-
2025

*Community. Competence.
Credibility.*



From Our Executive Director

Dear I.C.E. Community,

What an exciting year it has been! It is a privilege to serve this community and to see the impact of the many programs and initiatives we've launched together. I hope you've experienced the benefits of these efforts and join me in celebrating the leadership, innovation, and contributions of our members that have shaped the successes of 2025.

A heartfelt thank you goes to all who have dedicated their time, energy, and expertise through committees, councils, task forces, and the Board. With more than 452 member organizations and 3,400 individuals represented, the strength of I.C.E. lies in our members' generosity—sharing knowledge, experiences, and lessons learned. Each year, more than 200 volunteers step forward to contribute their talent and passion, and it is this commitment that truly fuels our progress.

Guided by the bold vision set by the I.C.E. Board of Directors, we continue to see that vision come to life. The Future of Credentialing project invites us to imagine new possibilities and reimagine the path ahead. The opportunities before us are limitless, and our community is well-positioned to lead the way.

This year also brought a landmark achievement: the inclusion of the Professional Certification Coalition's proposed legislative language in the 2025 Budget Reconciliation Act. This important change allows 529 college savings plans to be used toward certification expenses and related professional development—a major step forward for our field.

Thank you for your continued support throughout the year. We are so thankful for our members and the people we serve each day.

Sincerely,



B. Denise Roosendaal, FASAE, CAE
Executive Director



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2025 Highlights

Future of Credentialing

Launched in 2023, this initiative helps members and credentialing organizations build a culture of foresight within their own organizations and prepare for emerging possibilities to come. In 2025, I.C.E. advanced this work with:

- **Strategic Scenarios Documents:** I.C.E. released a strategic scenarios document to help credentialing organizations explore the impact of future possibilities.
- **Ecosystem Model:** I.C.E. developed an ecosystem model mapping all entities and dynamics within the credentialing environment to guide strategic conversations.
- **Focus Groups:** I.C.E. conducted a series of focus groups to inform case studies and tools supporting the *Future of Credentialing* Report.

In addition, I.C.E. shared its foresight story with the broader association community. Executive Director Denise Roosendaal presented the following:

- **March 2025:** Panel discussion with 100+ participants: *Better Together: Successfully Integrating Foresight and Strategic Planning*.
- **June 2025:** Foresight Fridays sponsored by ASAE.
- **August 2025:** ASAE Annual Conference reprise of the March webinar, reaching 100+ attendees.

DE&I Resources

I.C.E. continues to advance its DE&I efforts through an active committee, new resources, and member engagement opportunities.

- **DE&I Research Report:** In 2025, I.C.E. re-launched the research report with updated formatting and insights, highlighting where credentialing bodies are on their DE&I journeys and showcasing practices that integrate DE&I into organizational and credentialing work. The report was also featured in the article [**I.C.E. Survey Data Shows Member Support for Diversity, Equity and Inclusion**](#), which included the perspective of a DE&I Committee member.
- **Coffee Chats:** The committee hosted two coffee chats in 2025. These remain very popular, drawing between 50-100 participants for open discussions on key issues such as navigating federal responses and executive orders while continuing DE&I progress.

I.C.E. Certified Credentialing Professional® (ICE-CCP®) Program

The I.C.E. Certified Credentialing Professional (ICE-CCP) allows credentialing professionals to demonstrate their knowledge, skills, and abilities in governance, program operations, and assessment development and validation. I.C.E. hosts two testing windows annually, in the spring and fall. The I.C.E. Certification Services Council is the governing body, made up of 12 experienced members of the credentialing community, who meet monthly to work with I.C.E. staff to review and refine the program.

- **ICE-CCP Certification Prep Materials:** I.C.E. offers a self-study guide and an ICE-CCP prep workshop to support individuals interested in pursuing their ICE-CCP. A practice exam was released in October 2025. In September 2025, a panel of five ICE-CCPs presented a webinar, "Navigating ICE-CCP: Insights from Certified Professionals on Earning, Maintaining, and Recertification."
- **ICE-CCP Certified Professionals:** I.C.E. is grateful for the support and expertise from subject matter experts who contributed to the development and delivery of all resources.
- **ICE-CCP® Certificants:** A total of 326 individuals have been awarded the ICE-CCP since the beta exam in October 2021, including 74 since November 2024. [**Click here for a full list of ICE-CCP certified professionals.**](#)
- **ICE-CCP Recertification:** In 2025 to date, more than 75 individuals have submitted applications to renew their ICE-CCP. To support ICE-CCP recertification, I.C.E. is working on a pre-approved CE program expected to launch before the end of 2025.



2025 Highlights

Professional Certification Coalition (PCC)

As a founding member of the PCC, I.C.E. helped secure a major policy win in 2025: the inclusion of credentialing related expenses in 529 College Savings Plan through the 2025 Budget Reconciliation Act via the *Freedom to Invest in Tomorrow's Workforce Act*. Signed into law on July 4, the act expands 529 plans to cover costs for occupational licenses and professional certifications. This important change transforms 529 plans from education savings vehicles into more flexible *career savings plans*.

Accredited programs, programs listed in the military COOL databases, or programs recognized by WIOVA, are automatically included as an approved provider for consideration by the state 529 plans. [More details and FAQs are available here.](#)

Credentialing Insights

As the official digital publication of I.C.E., *Credentialing Insights* serves as a vital resource for connecting our community and advancing the expertise of our members. Through case studies, I.C.E. updates, DE&I strategies, forward-looking thought leadership, and technical pieces, the publication supports I.C.E.'s core goals: membership and community, professional advancement, accreditation services, organizational and cultural foundation, and external focus.

Between August 2024 and July 2025, the most-read articles include:

- [Comparison of 3-Option and 4-Option Multiple Choice Questions and Related Issues and Practices](#)
- [Words Matter: 'Minimally Qualified Candidate,' 'Minimally Competent Candidate' — Or Another Phrase?](#)
- [Understanding Job Analysis and Competency Modeling in the Certification Context](#)

2025 Reader Survey: In 2025, I.C.E. conducted a reader survey to assess value and gather feedback on content preferences, with nearly 75% of respondents rated *Credentialing Insights* articles as valuable or very valuable. Input will guide editorial direction in 2026.

Get Involved: I.C.E. members are invited to contribute to *Credentialing Insights* by submitting articles or recommending topics. To learn more contact the editorial team at editors@credentialingexcellence.org.

Professional Development

I.C.E. continues to provide educational programs and opportunities to support credentialing professionals:

Certificate Program for Credentialing Specialists: Launched in November 2014, this multi-modal, assessment-based online self-study course has become a comprehensive resource for credentialing professionals. In 2025, 177 participants enrolled, bringing total participation to more than 1,700 professionals across 21 enrollment periods. To ensure the program remains current and relevant, I.C.E. convened a working group to evaluate the content, and a refreshed version of the course will launch in January 2026.

Leadership Development Program: I.C.E. hosted its fourth cohort of the [Leadership Development Program](#) in 2025, selecting [15 emerging leaders](#) in the credentialing community to discuss leadership concepts, expand their network, and prepare for new leadership roles and responsibilities. This year-long program continues to grow our future leaders. Registration for the 2025–2026 cohort opens in November 2025 after the Exchange.

Webinars, Town Halls, and Member Conversations:

I.C.E.'s Education Committee selected and hosted a series of webinars on topics including *With Great Power Comes Great Responsibility: Developing Community-Led Principles for the Use of Generative AI*, *How to Build a Small-Scaled Program into a Big-Scaled Success*, and *Navigating ICE-CCP: Insights from Certified Professionals on Earning, Maintaining, and Recertification*. I.C.E. also two hosted town halls on the NCCA AI Guidance document and revisions to the ICE 1100 Standard.

I.C.E. Sponsored Webinars: I.C.E. launched our sponsored content program, providing sustaining and affiliate members the opportunity showcase their thought leadership with the I.C.E. community. I.C.E. hosted two sponsored webinars to over 500 attendees:

- *Breaking Barriers: How Digital Learning Transforms Global Credentialing Success* | sponsored by BenchPrep
- *Smarter, Not Just Faster: Lessons From Real-World AI-Assisted Test Development* | sponsored by PSI

2025 Highlights

Workshops: I.C.E. achieved a total of 179 workshop attendees. This includes two ACAP workshops with 44 attendees, three NCCA workshops with 49 attendees, two ICE-CCP Prep Workshops with 45 attendees, and two Psychometrics and Test Development Workshops in partnership with Meazure Learning with 62 attendees.

2025 Exchange: The I.C.E. Exchange is an annual gathering for the credentialing community to exchange ideas on industry trends and best practices, connect with each other, and participate in high quality education. I.C.E. is hosting the 2025 Exchange in Phoenix, Arizona.

The Program Committee received a record 229 proposals and selected 30% to build a program for credentialing professionals of all levels. The committee held a conference preview webinar in October, featuring sessions not included in the Exchange schedule. The committee will continue to host a first-time attendee orientation and reception to welcome those new to the event.

Research & Development

I.C.E.'s Research Think Tank continues to build a modernized approach to credentialing research. The Think Tank conducted a market research study to identify compelling topics that will resonate with internal and external stakeholders alike. This study will result in a multi-year research agenda for the organization. A subgroup of the Research Think Tank has been examining how the I.C.E. research papers are designed and disseminated to enhance readability and usage. [Visit our website to learn more.](#)

Committee and Other Programming

I.C.E.'s committees and task forces develop an abundance of individual projects throughout the year. Here are just a few released in 2025:

Public Member Resources: Under the direction of the Public Member Committee, I.C.E. continued to offer quarterly Public Member networking calls open to all public members and interested parties of the I.C.E. community. Public Members are invited to join the Public Member Committee at any point in the year.

Government Affairs Coffee Chat: The Government Affairs Committee hosted three conversations in 2025 on navigating federal funding cuts and executive orders as well as the national impact of accreditation scrutiny. The coffee chats have welcomed over 100 attendees to these informal exchanges.

Membership Outreach Committee: The Membership Outreach Committee plays a vital role in contributing to I.C.E.'s membership growth goals by recruiting membership prospects and enhancing I.C.E.'s marketing initiatives through testimonials. The membership outreach committee collaborated on a membership survey to better understand valuable member benefits.

Online Community

I.C.E.'s online community serves as an open forum for members to connect with their peers on program practices, requests for resources and networking. Over the past year the online community saw over 650 active users.



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Accreditation Services

Accreditation Services

I.C.E. extends its gratitude to the 2025 volunteer Accreditation Services Council (ASC), National Commission for Certifying Agencies (NCCA), and Assessment-Based Certificate Accreditation Council (ACAC) for their unwavering dedication and invaluable contributions to the credentialing community. Your tireless efforts continue to elevate credentialing standards and inspire excellence across the profession.

Accreditation Services Council (ASC): The ASC addresses strategic issues related to accreditation, including accreditation processes, growth potential, customer service, marketing guidance, and policy improvement recommendations related to I.C.E. Accreditation Services. In 2025, the Council continued its work on promoting the value of accreditation.

National Commission for Certifying Agencies (NCCA): The National Commission for Certifying Agencies (NCCA) is the accrediting body of I.C.E., providing a framework of standards for evaluating and accrediting professional certification programs across a wide range of occupations. Its primary mission is to protect public health, welfare, and safety by accrediting programs that assess and demonstrate professional competency in a valid and reliable manner.

In addition to reviewing accreditation applications, the NCCA introduced the resource, [Guidance on Use of Artificial Intelligence \(AI\) in Certification Programs](#) to support certification programs as they consider how to incorporate AI into operations while maintaining compliance with the NCCA Standards. It outlines key considerations for human oversight, confidentiality, fairness, and documentation across all phases of the certification lifecycle — from job analysis and examination development to scoring and recertification. The NCCA also hosted a Town Hall to support stakeholder understanding and application of the AI Guidance. The NCCA Commissioners will host a session at the 2025 I.C.E. Exchange and are available to discuss the NCCA Standards with certification program staff who are interested in accreditation or are currently accredited.

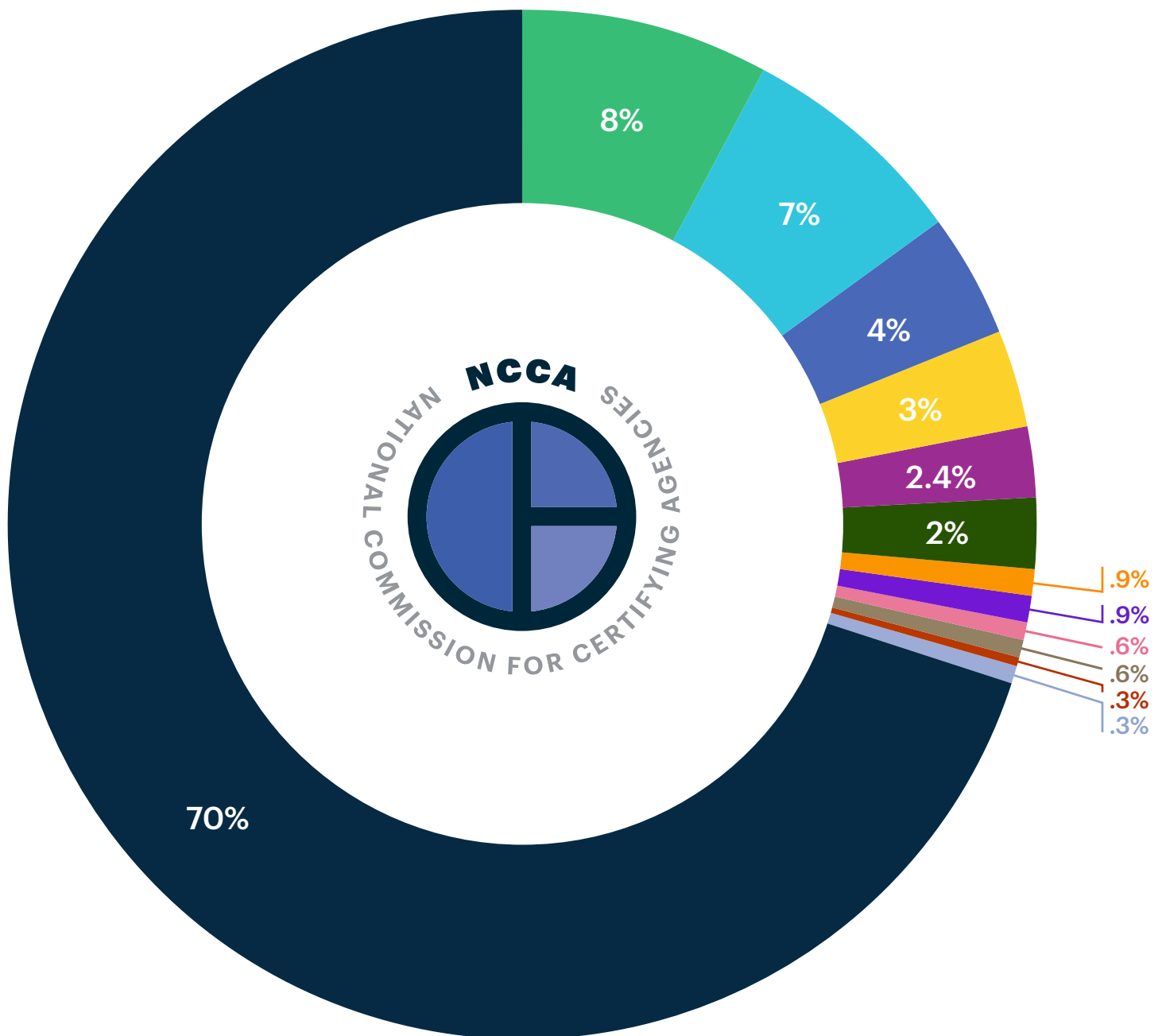
Assessment-based Certificate Accreditation Program

(ACAP): The ACAP program allows certificate programs to be accredited to the I.C.E. 1100:2019 *Standard for Assessment-Based Certificate Programs*, which is recognized as an American National Standard.

I.C.E. continued its comprehensive project to review and update the I.C.E. 1100 Standard, which began in August 2024. This initiative ensures the Standard remains current, relevant, and reflective of practices in the industry. The main committee completed its first round of public comment and initiated a second round to invite feedback from the broader credentialing community. As the I.C.E. 1100 is an American National Standard, the committee anticipates submitting the required documentation to revise the Standard by the end of 2025.

NCCA	
New applications reviewed:	Newly accredited programs:
12	6
Renewal applications reviewed:	Total accredited programs:
47	304
ACAP	
Applications received:	Number of programs:
4	16
Number of programs (between September 1, 2024 - August 31, 2025)	

NCCA Accredited Programs by Industry



- Healthcare // 70%
- Fitness and Wellness // 8%
- Government // 7%
- Education // 4%
- Construction // 3%
- Human Resources // 2.4%
- Other // 2%
- Animal Care // .9%
- Financial Services // .9%
- Other // .6%
- Social Assistance // .6%
- Legal // .3%
- Transportation // .3%

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Looking Ahead to 2026

The I.C.E. Board of Directors and Management continue to shape the organization along the strategic vision established in the organization's strategic Ends Statements. In this pursuit, the Board and Management are focusing on the following projects for 2026.

Membership Growth: I.C.E. retained 93 percent of 2024 members and welcomed 51 new members in 2025, including 15 through a new limited one-year individual membership option focused on the benefits of the professional development offerings in the I.C.E. community. This growth expands our reach and brings more voices into the credentialing community as we continue exploring new ways to grow.

Future of Credentialing Project: The *Future of Credentialing* report provides a stream of research and resources to empower credentialing leaders to create a culture of foresight in their organizations, leading to a vibrant culture of foresight across the credentialing community. I.C.E. will build on the Future of Credentialing Summit, hosted at the 2025 Exchange, introducing scenario planning, case studies, facilitation training, infographics, and will continue to test the concepts in the report. [Learn More.](#)

The I.C.E. Board also engaged in a strategic activity, identifying the ecosystem in which credentialing exists. This work will be used to guide strategy moving forward. In 2026, resources will be developed to support credentialing organizations to consider the ecosystems in which they exist.

DE&I Resources Page: Looking ahead, the committee is enhancing the DE&I resource page on the I.C.E. website with new tools such as a fillable DE&I maturity model and journey map to guide organizations in reframing or rebranding their DE&I efforts and support meaningful discussion and strategic planning.

ICE-CCP: I.C.E. will continue to invest in the program with a job analysis planned for 2026.

Research & Development: I.C.E. is excited to re-launch research activities in 2026 with a new multi-year research agenda as well as revised methodology thanks to the work of the R&D Think Tank and a market survey identifying desired topics. I.C.E. will also create an infographic series based on findings in past research reports to share key takeaways and expand reach of the report findings.

Accreditation Resources: I.C.E. is developing new tools and resources to help better demonstrate the value of accreditation and related services. These will build on existing resources, such as the [2024 Value of NCCA Accreditation customizable brochure](#), which help accredited programs explain their accreditation to key stakeholders.

Education Updates: I.C.E. is preparing new resources for the year ahead. Highlights include:

- **Business of Certification:** I.C.E. assumed publication of the handbook and will offer a workshop in 2026 on its core concepts.
- **Program Updates:** Work is underway to update both the Certificate Program for the Credentialing Specialist and Fundamental Topics in Certification.
- **AI Working Group:** This new group is guiding I.C.E. in identifying tools members may need as they adopt AI in credentialing operations, while also exploring ways to enhance I.C.E.'s own member services.
- **ICE 1100 Standard:** The updated standard for assessment-based certificate programs is scheduled to launch in 2026, accompanied by a workshop and resources to support programs pursuing accreditation.



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REVENUE	2024 (Actual)	2023 (Audited)
Membership Dues	\$610,371	\$563,033
Accreditation Services	\$990,292	\$1,043,897
Annual Conference	\$1,212,729	\$866,910
Education Events	\$336,104	\$315,554
Publications	\$29,545	\$32,887
Certification	\$46,732	\$31,149
Investment Income	\$117,314	\$162,506
Research Sponsorship	\$61,815	\$56,851
Total Revenue	\$3,404,902	\$3,072,787
EXPENSES	2024 (Actual)	2023 (Audited)
Administrative	\$821,055	\$850,278
Accreditation Services	\$681,926	\$667,938
Annual Conference	\$1,024,749	\$862,464
Education	\$251,829	\$252,097
Publications	\$20,387	\$10,915
Marketing/Communications	\$77,177	\$72,739
Research Study	\$47,075	\$24,591
Total Expenses	\$3,101,237	\$2,899,896
Change in Net Assets	\$303,665	\$172,891
Net Assets at Beginning of Year	\$1,551,130	\$1,378,239
Net Assets at End of Year	\$1,854,795	\$1,551,130

December 31, 2024 and 2023

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Membership

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2025 Membership

22
Individual members

48
Sustaining/Affiliate members
38 (sustaining) 10 (affiliate)

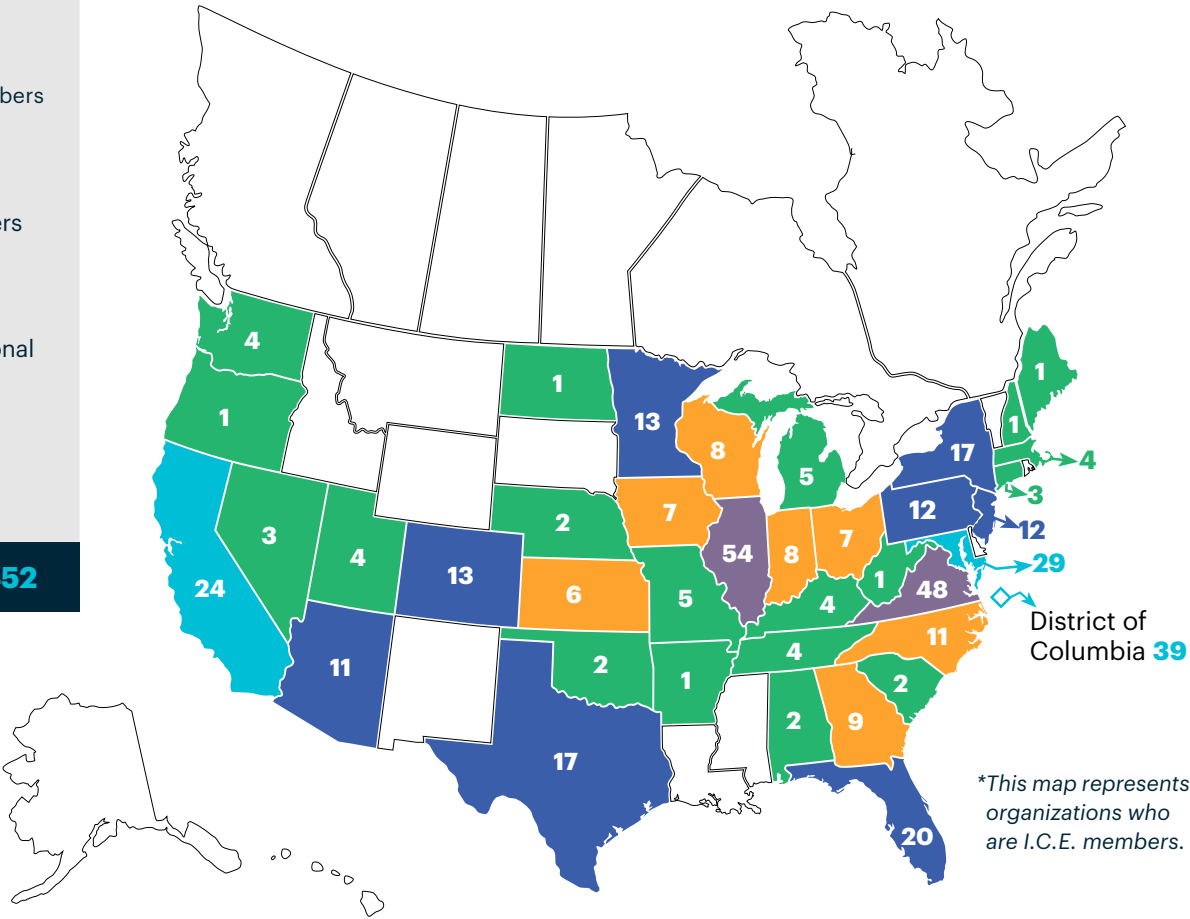
240
Organizational members
(credentialing bodies)

128
Accredited organizational members

14
Lifetime members

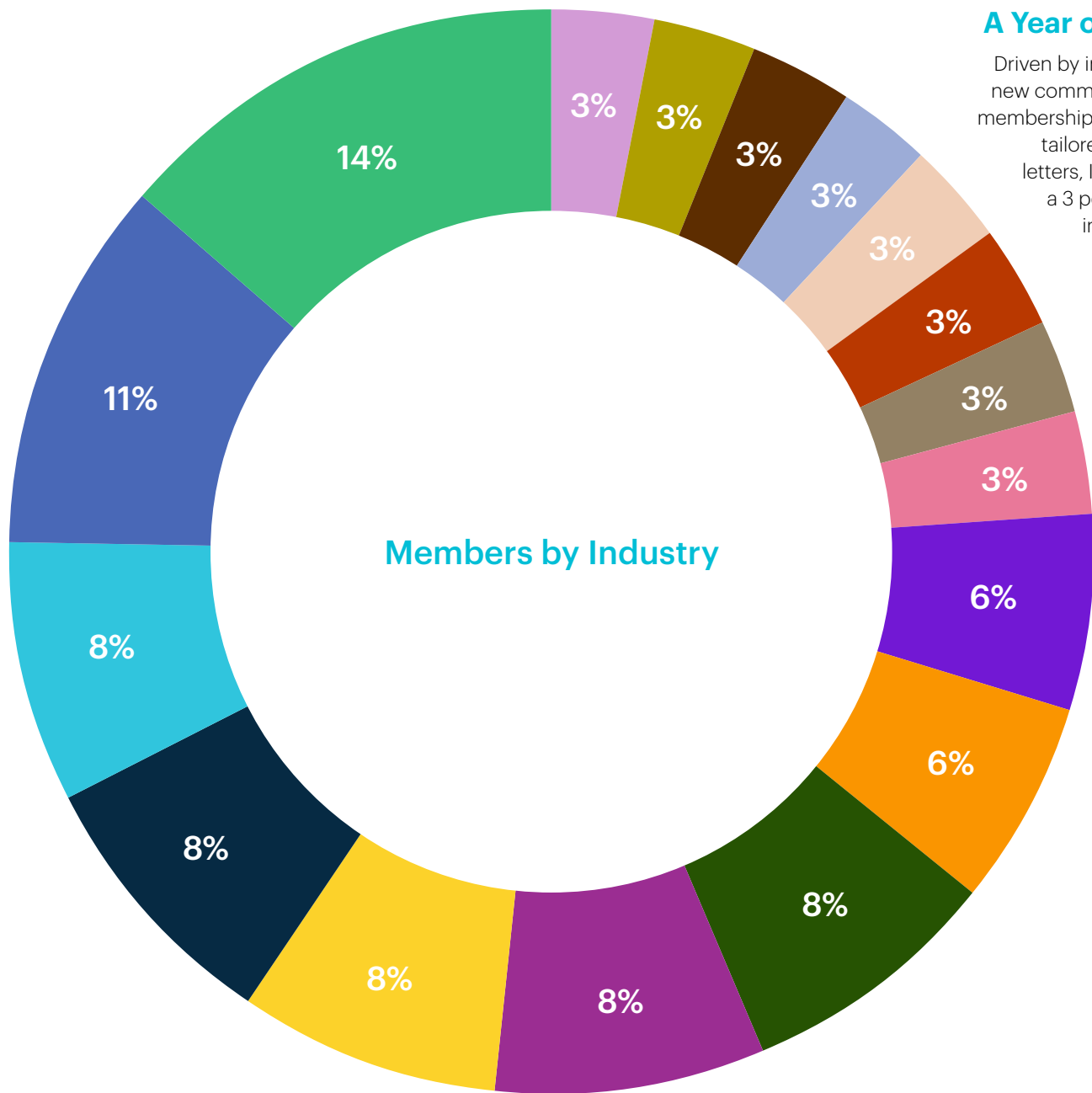
Total Members = **452**

Number of Members



*This map represents organizations who are I.C.E. members.

2025 Membership



A Year of Growth

Driven by initiatives like a new community-focused membership category and tailored justification letters, I.C.E. achieved a 3 percent growth in membership this year.

- Education // 14%
- Healthcare: Other // 11%
- Manufacturing // 8%
- Information Services/Technology // 8%
- Construction // 8%
- Trades // 8%
- Other // 8%
- Financial Services // 6%
- Administration/Management // 6%
- Legal // 3%
- Fitness and Wellness // 3%
- Healthcare: Personal Care // 3%
- Safety // 3%
- Healthcare: Counseling Service // 3%
- Healthcare: Therapy // 3%
- Transportation // 3%
- Social Assistance // 3%

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2025 Board of Directors

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Terri Hinkley, EdD, MBA, BSN, RN, CAE
National Association of School Nurses

Vice Chair

Tony Ellis, CAE, ICE-CCP
Oncology Nursing Certification Corporation

Secretary-Treasurer

Marya Ryan, PhD, CAE, ICE-CCP, PMP
Board of Certified Safety Professionals

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John Wickett, PhD, ICE-CCP
Wickett Measurement Systems

Public Member Representative

Mark Bertler, CAE

Sustaining Representative

Bill West, MBA, ICE-CCP
Cornerstone Strategies

Director

Amy Dufrane, EdD, SPHR, CAE
HRCI

Robin Jenkins, CAE, ICE-CCP
*National Board of Surgical Technology and
Surgical Assisting (NBSTSA)*

Melissa Nosik, PhD, BCBA-D, ICE-CCP, SHRM-SCP
Competency & Credentialing Institute

Pam Weber, CAE
National Apartment Association Education Institute

Ex Officio Member

Denise Roosendaal, FASAE, CAE
Institute for Credentialing Excellence (I.C.E.)

2025 Assessment-based Certificate Accreditation Council (ACAC)

Chair

Instructional Design Reviewer
Bobbi Losee Vernon, MA, ICE-CCP
Credentialing Academy

Vice Chair

Psychometric Reviewer
Shelly Segre McDowell-Porter, PhD
Chamberlain University

Instructional Design Reviewer

Julie Patrick
JP Learning Associates

Psychometric Reviewers

Tara Myers, PhD, ICE-CCP
American Nurses Credentialing Center

Jeff Kelley, PhD, ICE-CCP
Alpine Testing Solutions, Inc.

Jill van den Heuvel, PhD, ICE-CCP
Psychometrics & Research

Administrative Reviewers

Heather Rich, MPA, ICE-CCP
American Board of Genetic Counseling

Avis Bullard, MS, ASQ-CSSBB
Board of Pharmacy Specialties

Rali Petrova, MBA, ICE-CCP
The American Society of Nondestructive Testing

I.C.E. Leadership

2025 National Commission for Certifying Agencies (NCCA)

Chair

Psychometric Commissioner

John Wickett, PhD, ICE-CCP

Wickett Measurement Systems Inc.

Vice Chair

Administrative Commissioner

Natalya Mytareva, ICE-CCP

Certification Commission for Healthcare Interpreters

Administrative Commissioners

Matthew Green, CAE

*Community Association Managers International
Certification Board*

Brian Lawson, PharmD, ICE-CCP

Board of Pharmacy Specialties

Matt Ferris, MA, MBA, CAE, ELS

*National Board of Certification and Recertification for
Nurse Anesthetists*

Jessica Rapey, ICE-CCP

Commission on Dietetic Registration

Michelle Starkey, AFCPE

Association for Financial Counseling and Planning Education

Psychometric Commissioners

Paul Jones, PhD

Pearson Vue

Mihaiela Gugiu, PhD, ICE-CCP

National Registry of Emergency Medical Technicians

Maria Incrocci, PhD

Meazure Learning

Andrew Wiley, PhD

ACS Ventures

Public Members

Julia Leahy, PhD

Becky Sulik, RD, LD, CDCES



I.C.E. Leadership

2025 Accreditation Services Council

Chair

Stakeholder Representative

Isabelle Gonthier, PhD, ICE-CCP
PSI Services

Vice Chair

Stakeholder Representative

Mark Franco, JD, ICE-CCP
RIMÓN

Accredited Program Representatives

Ibidun (Ibi) Layi-Ojo, ICE-CCP
CFP Board

Xiaohui (Dawn) Zhao, PhD
Pharmacy Technician Certification Board

Donald A. Balasa, JD, MBA
American Association of Medical Assistants

Component Representatives

Mihaiela Gugu, PhD, ICE-CCP
NCCA Representative

Bobbi Losee Vernon, MA, ICE-CCP
ACAC Representative

I.C.E. Board Representative

Mark Bertler, CAE

Stakeholder Representative

Ashley Bardsley, ICE-CCP
Seacrest Company

Public Member

Nancy Ahluwalia

2025 Certification Services Council

Chair

Nicholas Soto, CAE
Construction Management Association of America

Vice Chair

Janice Moore, ICE-CCP
SeaCrest Consulting

Members

Danny Breidenbach, PhD, ICE-CCP
PSI Services

Andy Dwyer, PhD, ICE-CCP
American Board of Pediatrics

William Ellis, RPh, ICE-CCP
Board of Pharmacy Specialties (Retired)

Megan Gordon, ICE-CCP
CrowdStrike

Linda Lysoby, MS, MCHES®, CAE
Consultant

Carla Messikomer, PhD
Public Member

Sheila Mauldin, MNM, ICE-CCP
National Commission on Certification of Physician Assistants

Liberty Munson, PhD
Microsoft Corporation

Michelle Porter, CAE
CGI

Bill West, MBA, ICE-CCP
I.C.E. Board Liaison

Thank you to all our Committee Members!

[View All Committee Members Here](#)

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I.C.E. Staff

Operations and Membership

B. Denise Roosendaal, FASAE, CAE
Executive Director

Katie Scott, CAE
Associate Executive Director

Linda Anguish
Director of Certification Services

Liz Dombrowski, ICE-CCP
Manager of Accreditation Services

Candice Young
Membership Outreach Coordinator

Grace Calloway
Education Coordinator

Munira Hanaffi
Operations and Accreditation Services Associate

Marketing, Communications, and Creative Services

Kevin Hurley
Director

Jayne Kramer
Manager

Sarah Chen
Senior Associate

Editorial and Content Service

Juliana Ludema McPherron
Senior Coordinator

Angela Apicella
Senior Associate

Sales Services

Everett Lightle
Senior Manager

Amber McKnight
Accounts Receivable Coordinator

Event Services and Registration

Corie Sunder, CMP
Manager

Kayla Hamilton
Coordinator

Gioia Guevara
Coordinator

Financial Management and Accounting Services

Johnathan Culbreath
Manager

Information and Technology Service

Peter Smithson
Senior Manager



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