New Opportunities and Continued Growth

The year has been incredible for the Institute for Credentialing Excellence (ICE). We focused on several new professional development products and created more channels for you to gain knowledge about credentialing best practices. We also are growing and expanding the ICE Community, reaching our highest membership count in ICE history.

Here are just a few highlights from this year:

• Professional Development 2014 saw three new professional development programs come to life:
  - CEO Connect Series This series, aimed at the CEO and Executive Director, was built to offer strategic and forward-thinking content in formats that emphasize the importance of peer-to-peer learning and accommodate the busy lifestyles of executives. Included in this series were a variety of learning opportunities:
    - Executive Summit Held on June 3, 2014, nearly fifty CEOs and Executive Directors met in Alexandria, Virginia, to hear a variety of high-level speakers address the value and future of credentialing.
    - Business of Certification Workshop Held on September 8, 2014, thirty-five CEOs and Executive Directors met in Alexandria, Virginia to discuss ways to strategically think about the business side of certification.
    - CEO Connect Webinars Three webinars were held throughout the year that focused on expanding internationally, identifying non-exam revenue, and evaluating continuing competence programs.
    - Executive Conversations Two conference call-style programs were held on the topics of strategic use of dashboards and creating firewalls between certification and education.
  - Certification 201 Released in October, this five-module program builds on the foundational Certification 101 modules by teaching advanced-level content relevant for established programs. It is presented completely online and guides participants to ask the critical questions of their programs related to the Business of Certification; Continuing Competence; Psychometrics; Legal Issues; and Marketing for Non-Marketing Professionals.
  - Certificate Program for Credentialing Specialists This Certificate Program is an assessment-based, multi-modal, online self-study course with an online community of resources and facilitated discussions. The certificate program exists to create a profession around certification and to create a pathway for an individual to become a certification professional.

• Professional Development Webinar Series This year saw the highest number of participants in ICE’s history in the six-session webinar series—with topics such as test security, improved job analysis, perspectives on credentialing from HR professionals, and working with licensing boards.

• Standards Revision ICE initiated the NCCA Standards revision process in mid-2013. The draft standards were released for public comment in September 2014, with expected adoption by the accredited programs to be set for late November 2014, and implementation beginning January 1, 2016.

• ISO 17024 Pilot Program In expectation of offering ISO 17024 accreditation in 2015, ICE conducted a pilot program in partnership with the International Accreditation Services (IAS) that will allow certification programs already accredited by NCCA to extend their accreditation to include ISO 17024. Four programs were selected for this pilot program that will inform a more formal structure for ISO accreditation through ICE in 2015.

• Continuing Competence Symposium and Framework Document Several dozen credentialing thought leaders gathered in Alexandria, Virginia to discuss a new Framework Document that aims to ask critical questions around continuing competence programs. Currently the document is being tested by a dozen organizations as a discussion-starter with their leadership. The Framework Document should be available to membership in early 2015.

• R&D Products 2014 has been a busy year for the R&D Committee. They released the highly anticipated Eligibility Requirements Report (June), as well as the Continuing Competence Part II Report (September). Also slated for release is the updated Business of Certification Survey (November).

• Collaboration In January 2015, the latest edition of the ASAE Principles of Association Management will be published with a chapter on credentialing written by ICE. Since June 2014, ICE has been participating in discussions sponsored by the Lumina Foundation that strives to find ways for all credentialing organizations to create common language to better communicate their programs to the public. ICE also is a member of the newly formed ASTM working group on digital badging.

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

Sincerely,

B. Denise Roosendaal, CAE
Executive Director
Planning for 2015

ICE has many exciting plans for 2015! As the menu of membership benefits continues to grow, ICE is anticipating an uptick in total membership. The community is expanding, and you are encouraged to invite other colleagues in the credentialing community to participate.

- **Complimentary webinar** As a thank you to our members for their continued support, ICE is offering one free webinar (in the Professional Development Webinar Series) in 2015 for members who renew their membership by February 28, 2015. Stay tuned for more details.

- **ISO 17024 accreditation** In expectation of offering ISO 17024 accreditation in 2015, ICE will build on the pilot program conducted in 2014 in partnership with International Accreditation Services (IAS). This program will allow certification programs already accredited by NCCA to add accreditation to ISO 17024 through ICE.

- **Certificate 101** This program will serve as a foundational learning tool for assessment-based certificate programs through a set of online, self-paced modules.

- **Career Center** With an improvement in the economy, the ICE Career Center is experiencing an expanded pool of job opportunities. Recent enhancements to the Center mean job postings are more conveniently packaged for employers and listings are easier to find for anonymous job seekers.

- **Certificate track at the 2015 ICE Exchange** The plan for next year’s conference includes a track dedicated to the principles of building an assessment-based certificate program.

- **NCCA application process** The online application process continues to be reviewed and revised to streamline preparation, submission, and review. There will be significant updates to the system in the fourth quarter of 2015 to accommodate implementation of the newly adopted NCCA Standards for 2016 and ISO accreditation.

- **R&D products** While the process for creating superb R&D products is not a short one, you can expect many exciting works to be released in 2015, such as a Salary Survey (conducted by an third-party research firm for enhanced confidentiality) and numerous reports, including Digital Badging and Microcredentialing, Remote Proctoring, Standard Settings, Validation Strategies, Construction Definitions, and Value of Certification.

- **Grant program** Supported by the R&D Fundraising Program, ICE is creating a grant program that will support research being conducted by ICE members with applicability across the credentialing community. The program will help to highlight the great work that members are doing. More details to come.

As you can see, the vibrant ICE community continues to expand and interact in new and exciting ways. Thank you for your continued support. We’re looking forward to another remarkable year.

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**Did You Know?**

As an organizational member, the number of individuals who may obtain member benefits with ICE is unlimited! All employees can create an individual member profile, receive member rates on educational programming and e-blast updates, and network with the community. Contact ICE Headquarters, or have your identified ICE primary contact visit your organizational profile at [www.credentialingexcellence.org](http://www.credentialingexcellence.org) to add individuals from your organization.
Standards Revision – Looking Forward to 2015!

The NCCA Standards Revision Project began its work in May 2013 to update the current Standards that were last revised in 2002. The intent was to provide additional clarity, confirm that the standards are still relevant, add additional requirements to promote quality and integrity of the program, and be inclusive of changes in technology or current practice.

The proposed Standards were open for public comment between August 6 and October 6, and an update was provided at the 2014 ICE Exchange on Tuesday, November 11. It is anticipated that the new Standards will be published by the end of 2014, with a goal of implementation in 2016.

The National Commission for Certifying Agencies (NCCA)

Since the launch of the program, the NCCA is continuously looking for new features to increase efficiency and clarity of the application process. The online system for NCCA application, renewal, and annual reports that launched in 2013 continued to be improved this year to allow for a smooth application process with greater guidance and resources for applicants, and efficient review for staff and Commissioners.

The NCCA has maintained its standing as the leader in providing accreditation services to personnel certification programs, having now accredited more than 300 certification programs from over 120 different organizations. The accreditation program continues to grow as more organizations seek third-party recognition of their programs.

ICE would like to thank the 2014 volunteer NCCA Commissioners and Assessment-Based Certificate Accreditation Council (ACAC) for their tireless effort and commitment to the NCCA and ACAP.

Assessment-Based Certificate Accreditation Program (ACAP)

The launch of the new accreditation program, ACAP, has reached its two-year anniversary! With two currently accredited programs, and more applications coming in, ICE has developed several tools to help prepare certificate programs for accreditation. Resources include a self-assessment checklist, two instructional design guidance documents, a three-part, on-demand educational webcast series, and the application itself that includes guiding questions to help applicants understand the intent of the standards and types of evidence needed to demonstrate compliance. ICE plans to provide additional education opportunities in 2015.

Through the commitment and dedication of the NCCA, the following were achieved (as of October 2014):

- 33 New applications reviewed in 2014
- 53 Renewal applications reviewed in 2014
- 21 Newly accredited programs in 2014
- 313 Total accredited programs
- 25 Industry sectors represented
## Financial Report

### Statement of Activities and Changes in Net Assets

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<tr>
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<th>December 31, 2013 (Actual)</th>
<th>December 31, 2012 (Actual)</th>
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<td>13,981</td>
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<td><strong>Total Revenue</strong></td>
<td><strong>1,625,701</strong></td>
<td><strong>1,441,574</strong></td>
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</table>

| **Expenses**            |                            |                            |
| Administrative          | 595,439                    | 500,818                    |
| Accreditation Services  | 415,726                    | 348,197                    |
| Annual Conference       | 467,431                    | 412,434                    |
| Education Events/Publications | 77,006                | 67,174                     |
| Marketing/Communications| 30,810                     | 34,711                     |
| Research Study          | 17,184                     | 23,129                     |
| **Total Expenses**      | **1,603,596**              | **1,386,463**              |

| **Change in Net Assets**|                            |                            |
| Change in Net Assets    | 22,105                     | 55,111                     |
| Net Assets at Beginning of Year | 883,534            | 828,423                    |
| **Net Assets at End of Year** | **905,639**            | **883,534**                |

### Legal Dispute Update

As disclosed at the 2013 ICE Exchange in Amelia Island, Florida, ICE has been defending a lawsuit filed by a program that had unsuccessfully sought reaccreditation through NCCA. In June, Judge Timothy Frawley in the Superior Court of Sacramento County, California, issued a decision upholding the NCCA’s decision and the fairness of its administrative process. The complainant then filed a notice of appeal and requested that the trial court’s judgment be stayed until the appeal process is concluded (similar to the stay granted by the trial court up to its June decision.) The appeals court denied that request and the program’s accreditation was terminated effective August 29, 2014. The appeal is pending. The financial implications of defending this lawsuit are not insignificant. Because of the way that the lawsuit was filed (no fraud or antitrust claims), the insurance policy traditionally held by ICE did not cover the legal expenses.
ICE is comprised of the following members (as of October 2014)

223 Organizational Members (Credentialing Bodies)

132 Organizational Members with Accredited Programs

26 Sustaining Members (Service Providers)

16 Individual Members

12 Affiliate Members (Independent Consultants)

Australia 2 Members

United Arab Emirates 1 Members

0 – 5 Members

6 – 10 Members

11 – 20 Members

21 – 40 Members

41 – 50 Members
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Executive Director
National Commission for Health Education Credentialing

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Executive Director
National Athletic Trainers Association Board of Certification, Inc.

Secretary/Treasurer
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President and CEO
Board of Certification/Accreditation International

NCCA Representative
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Sustaining Member
Linda Waters
Vice President, Professional Associations
Prometric

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Executive Director
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Johnna Gueorguieva, PhD
Director, Testing Measurement
Dental Assisting National Board

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Executive Director
International Board of Heart Rhythm Examiners

Public Member
Rebecca LeBuhn
Chair, Board of Directors
Citizen Advocacy Center

Ex Officio Member
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Executive Director
Institute for Credentialing Excellence

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Senior Psychometrician
Alpine Testing Solutions, Inc.

Vice Chair
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Elected Commissioners
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Director of Credentialing
American Council on Exercise

Darlene Leuschke
Administrator and Registrar
American Registry for Diagnostic Medical Sonography

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Founder/CEO
Mountain Measurement

Amy Dufrane, PhD
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Board of Pharmacy Specialties

Isabelle Gonthier, PhD
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Financial Planning Standards Council

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Executive Director
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National Board on Certification and Recertification for Nurse Anesthetists

Amin Saiar, PhD
Senior Psychometrician
PSI Services LLC

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Director, Global Certifications
CISCO Systems

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South Florida Hunger Coalition
Zerrin Sayar, MLA
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CPM Program Administrator
CFA Institute

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Psychometrician
Castle Worldwide

Joselito Lualhati, PhD
Director, Strategy, Research and Development
Global Skills X-change

Fae Mellichamp
Senior Psychometrician
Professional Testing, Inc.

Michelle Nolin, CPLP
Director
Informa Training Partners

Eric Sanders
Principal
Organization Development Economist

CEO Advisory Group

Curator
Mary Power
Better Business Bureau

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Joint Commission on Allied Health Personnel in Ophthalmology

Shannon Carter, CAE
Competency and Credentialing

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Dental Assisting National Board, Inc.

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Board of Pharmacy Specialties

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National Athletic Trainers Association Board of Certification, Inc.

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National Board for Certification in Occupational Therapy

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Castle Worldwide

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Sara Blair Lake, JD, CAE
International Board of Lactation Consultant Examiners

Kory Ward-Cook, PhD, CAE
CEO
National Certification Commission for Acupuncture and Oriental Medicine

Cary List, CA, CFP
Financial Planning Standards Council

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Oncology Nursing Certification Corporation

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National Board of Certification and Recertification for Nurse Anesthetists

Linda Waters, PhD
Prometric

Bill West, MBA
Pearson VUE

Claudia Zacharias, MBA, CAE
National Board of Certification/Accreditation International

Continuing Competence Taskforce

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Oncology Nursing Certification Corporation

Christine Niero
Professional Testing, Inc.

Members
Christopher Butcher
Heuristic Solutions

Michael Clark, CAE
National Institute for Certification in Engineering Technologies

Cynthia Durley, MEd, MBA
Dental Assisting National Board, Inc.

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National Board of Certification and Recertification for Nurse Anesthetists

Jan Robinson
College of Veterinarians of Ontario
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Deborah Ford, PhD
CPS HR Consulting
Vita Greco
Professional Examination Service
Mary Rehm
Exemplar Global (formerly RABQSA International)

Adrienne Segundo, IOM
National Board of Surgical Technology and Surgical Assisting
Kate Slagoski
Dental Assisting National Board, Inc.
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Alpine Testing Solutions
James Magruder
Board of Registered Polysomnographic Technologists
Virginia McFadden
Framing Success

Claude Rorabaugh
Zoomorphix Systems
Betsy Sklar, MBA
Tancy Stanbery
Board of Certification for Emergency Nursing
Jennifer Witebsky
Association of Clinical Research Professionals

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Applied Measurement Professionals
Paul Grace, MS, CAE
National Board for Certification in Occupational Therapy

Members
Lynn Anderson, PhD
Joint Commission on Allied Health Personnel in Ophthalmology
Brian Bontempo, PhD
Mountain Measurement, Inc.
Catherine A. Carter
American Board for Certification in Orthotics, Prosthetics, and Pedorthics
Katherine Church, RDN
Certifying Board for Dietary Managers
Ida Darragh, CPM
North American Registry of Midwives

Leon Gross, PhD
Psychometric Consultant
Mary Macomber, BA, JD
South Florida Hunger Coalition
Liberty Munson
Microsoft Corporation
Melinda Rose
Global Skills Exchange Corporation
<table>
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<tr>
<th>NCCA Standards Revision Committee Task Groups</th>
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<tbody>
<tr>
<td><strong>Leaders</strong></td>
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<tr>
<td>Donald Balasa, JD, MBA</td>
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<tr>
<td>American Association of Medical Assistants</td>
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<td>James P. Henderson, PhD</td>
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<td>Castle Worldwide</td>
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<td>Jerry B. Reid, PhD</td>
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<tr>
<td>American Registry of Radiologic Technologists</td>
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<td><strong>Members</strong></td>
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<tr>
<td>Brian Biagioli, EdD</td>
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<tr>
<td>National Council on Strength and Fitness</td>
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<td>Graham Brent</td>
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<td>National Commission for the Certification of</td>
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<td>Crane Operators</td>
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<td>Roger Brauer, PhD, PE</td>
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<td>American Board for Occupational Health Nursing</td>
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<td>Torryn P. Brazell, MS, CAE</td>
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<td>American Board of Audiology</td>
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<td>Gay Bruhn, PhD, CPT</td>
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<td>International Society for Performance</td>
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<td>Christopher Butcher</td>
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<td>Carla Caro, MA</td>
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<td>Human Resources Research Organization</td>
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<td>(HumRRO)</td>
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<td>William Cordes, CMA</td>
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<td>James Fidler, PhD</td>
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<td>American Medical Technologists</td>
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<td>Jefferson Glassie</td>
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<td>Isabelle Gonthier, PhD</td>
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<td>Johnna Gueorguieva, PhD</td>
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<td>Judy Hale, PhD</td>
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<td>The Institute for Performance Improvement, L3C</td>
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<td>Ronald Hanchar, MBA</td>
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<td>Lucinda Harman, RN, PhD</td>
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<td>Kevin Keller</td>
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<td>Sherry Keramidas, PhD, FASAE, CAE</td>
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<td>Regulatory Affairs Certification Program</td>
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<td>Sara Blair Lake, JD, CAE</td>
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<td>Rebecca LeBuhn</td>
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<td>Janice Moore, MA</td>
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<td>Paul Naylor, PhD</td>
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<td>Michael Niederpruem, MS, MA, CAE</td>
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<td>Matthew O’Hara, CAE</td>
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<td>Thomas O’Neill, PhD</td>
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<td>James Penny</td>
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<td>Irene Perez</td>
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<td>William Schimmel</td>
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<td>Gordon Waugh, PhD</td>
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<td>Daniel Winder, PhD</td>
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<td>Course Outcomes</td>
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<tr>
<td>Joan Yudelson</td>
</tr>
<tr>
<td>Financial Planning Standards Council</td>
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</table>
Nominating Committee

Chair
Denise Fandel, MBA, CAE
National Athletic Trainers Association Board of Certification, Inc.

Members
Deanna Hudella
Pearson VUE

Julia Leahy
Prometric

Timothy Muckle, PhD
National Board for Certification and Recertification of Nurse Anesthetists

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Commission on Dietetic Registration

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Gayle Dahlman
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American Board of Audiology

Christopher Butcher
Heuristic Solutions

Margaret M. Collins, MA
Human Resources Research Organization (HumRRO)

Lawrence J. Fabrey, PhD
Applied Measurement Professionals

Chuck Friedman, PhD
Professional Examination Service

George T. Gray, PhD
 Schroeder Measurement Technologies, Inc.

Cheryl Gross, MA, CAE
American Osteopathic Association

James P. Henderson, PhD
Castle Worldwide

Pat Hughes
Counselor Training Approved Programs (C-TAP)

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Craig N. Mills, EdD
McGraw Hill Education/CTB

Cyndi Miller Murphy, RN, MSN, CAE
Oncology Nursing Certification Corporation

Patricia M. Muenzen, MA
Professional Examination Service

Angela Oler
AIHA Registry Programs

Karen Plaus, PhD, CRNA, FAAN
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Andrew Spain, MA
Society for Simulation in Healthcare

Sue Steinkamp
Pearson VUE

James Stobinski, PhD
Competency and Credentialing Institute

John Weiner
PSI Services LLC

Patricia Young, MA
Kryterion

Research & Development Fundraising Committee

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Human Resources Research Organization (HumRRO)

Sara Blair Lake, JD, CAE
International Board of Lactation Consultant Examiners

Richard F. Meadows
American Academy of Nurse Practitioners Certification Program

Janice Moore, MA
SeaCrest Company
Headquarter Staff

**Executive Director**
B. Denise Roosendaal, CAE

**Operations and Administrative**
Anjali Weber, Director
Jillian Boggs, Senior Associate
Tara Mohammed, Associate

**Marketing and Creative Services**
Kevin Hurley, Manager
Diana King, Coordinator
Jayne Corso, Senior Associate

**Event Services**
Apryl Alexander, Manager
Sydney Vranna, Senior Coordinator
Andrea Kohanna, Senior Associate

**Sales Services**
David Merli, Manager

**Education and Program Services**
Joanna Truitt, Senior Manager
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**Financial Management and Accounting Services**
John Russo, Staff Accountant

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