Dear Members,

In our message to you in the 2008 – 2009 ICE Annual Report we focused on new opportunities, new offerings and of course, our new name. We are pleased to inform you that the accomplishments achieved by ICE in 2009 – 2010 far exceeded our expectations. As always, the successes highlighted in this report are thanks to the dedicated volunteers and staff. These individuals work so hard to ensure that all ICE members and the entire credentialing community receive the maximum value from ICE.

We noted in last year’s Annual Report that ICE was “poised for significant growth.” In just one year, ICE has indeed grown in so many ways:

• **Accreditation Services**: Our organization was formed over 30 years ago based on the development of national standards and accreditation services to the credentialing community. NCCA accreditation continues to achieve growth in both numbers of accredited programs and recognition. Over the last 12 months, NCCA has received the highest number of applications in its history – more than 40 – and has increased the number of accredited programs to 245, a 5% growth. NCCA is referenced in at least one statute in 49 states. In addition, ICE implemented a pilot accreditation program for certificate providers based on the requirements of ICE-1100, with four programs participating.

• **Research and Development**: The hard work of the ICE Research and Development Committee over the last two years has paid off with the publication of three new ICE products: revised *Guidelines for Performance Examinations*; survey tools to help determine the value of a certification program; and the first ever valid job analysis for the credentialing professional.

• **ICE Academy**: In 2010 we launched an expanded ICE Academy, encompassing all educational and professional development opportunities available to the credentialing community throughout the year, outside of the Annual Educational Conference. Over the last two years, this important service has grown by almost 120%. This growth is based largely on new and innovative educational programs and services centered on needs identified within the credentialing community.

• **Vendor Partnership Program**: ICE announced a new program in 2010 to provide vendors an opportunity to offer products and services to ICE members at discounted rates. Our credentialing organization members can save and gain significant value through this program. We are proud to have CastleBranch and the Hays Group participating in this new program, and look forward to additional growth in the future.

We are pleased to inform you of ICE’s tremendous growth and even more pleased to recognize the fact that this growth is based on our core mission and vision.

Again, thanks to the many volunteer leaders and to the ICE staff for their commitment and passion for ICE and its mission. Your efforts and achievements are measured by the growth of ICE in both numbers and increased value to the credentialing community.

Sincerely,

Paul Grace, MS, CAE  
President

Jim Kendzel, MPH, CAE  
Executive Director
A New Anniversary, a Longstanding Tradition of Excellence and Value

Our first full year as the Institute for Credentialing Excellence (ICE) would not have been possible without the guidance, dedication, and expertise of our volunteer leaders, committee chairs, and committee members. Their efforts and accomplishments are highlighted throughout this report, and exemplify their commitment to advancing the credentialing community through education, standards, research, and advocacy.

EDUCATION

2009 Annual Educational Conference
More than 500 attendees took advantage of the workshops, exhibits, and networking opportunities offered at the 2009 Annual Educational Conference, Shine On: Exploring the Spectrum of Credentialing. The conference offered a mix of popular longstanding workshops along with exciting new offerings, making the learning experiences as valuable as ever for attendees.

The conference’s wide variety of educational sessions focused on relevant issues such as ethics, test development, international growth, and standards development. The Governance Excellence for Certifying Organizations workshop, along with new pre-conference workshops on security, international credentialing and psychometric principles, provided a broad range of best practices for staff and board members.

ICE launched the Special Interest Group (SIG) meetings at the 2008 conference and continued them in the 2009 with interest areas focusing on small credentialing organizations, large credentialing organizations, international issues, and a CEO forum. Participants gathered with other like-minded professionals to discuss best practices and benchmarking.

Many thanks to the 2009 Program Committee for continuing the trend of creating a bigger, better, and more valuable annual conference each year.

ICE Academy: Credentialing Education All Year Long
In addition to the education offered at the Annual Educational Conference, ICE expanded ongoing educational offerings to the industry through the ICE Academy. Through Web seminars, face-to-face workshops, and instructional courses, ICE provided practitioners with expert guidance on a variety of critical topics.

ICE offered its highly successful Governance Excellence for Certifying Organizations workshop in conjunction with the timely and relevant seminar Social Media: The Value to Credentialing in May 2010. ICE partnered with the Association Forum of Chicagoland to offer this combined two-day seminar as a package or in two parts. Participants engaged in meaningful discussions on best practices in governance and building stronger board and staff relationships as well as heard case studies and testimonies from fellow industry members regarding their experience and success with various types of social media.

As an effort to continue online education such as Certification 101, ICE launched its new program, Credentialing Marketing for Non-Marketing Professionals in September 2010. This interactive online course welcomed 20 participants in its first session. Designed to help those who work for smaller organizations that don’t necessarily have the budget for marketing professionals, this course teaches the basics of how to put together a marketing plan for your credentialing organization.

In 2010, the ICE Academy Web Seminar Series featured eight seminars covering a multitude of topics from social media to international program offering opportunities. The Web seminars appealed to a broad range of professionals, from those new to certification to advanced professionals. Seminar recordings are available for download and purchase on the ICE Web site.
STANDARDS AND ACCREDITATION

National Commission for Certifying Agencies (NCCA)
Certifying agencies offering professional certification programs continue to seek accreditation from the NCCA as recognition of the quality of their certification programs. To date the NCCA has accredited more than 240 certification programs representing over 100 different certifying organizations, thus maintaining its role as the leader in providing accreditation to personnel certification programs.

In August 2010, the U.S. Department of Labor’s Occupational Safety and Health Administration (OSHA) recognized the NCCA as a top national accrediting agency approved to accredit crane operator certification programs in the United States. The new OSHA rule on cranes and derricks in construction requires all crane operators in the United States to be accredited by a nationally recognized accrediting agency and cites the NCCA as a primary example.

ICE 1100 – Standard for Assessment Based Certificate Programs
In 2010, ICE launched its pilot program to accredit certificate programs based on the ICE 1100 standard. Four organizations are participating in the pilot, which will run through the end of 2010. ICE’s education staff and volunteers have worked diligently to develop policies and procedures to build an accreditation program around the standard. Once the pilot program has concluded, ICE intends to implement the full accreditation program in early 2011.

Through the commitment and dedication of the Commissioners, the following statistics were achieved (as of November 2010):

- New applications reviewed in 2010: 36
- Renewal applications reviewed in 2010: 27
- Newly accredited programs in 2010: 13
- Total accredited programs: 245
- Total organizations represented: 114
- Industry sectors represented: 14
COLLABORATION

ICE staff attended numerous industry events this year, including Association of Test Publishers, ASAE & The Center for Association Leadership, Certification Networking Group, and the Department of Defense Worldwide Education Symposium. Having a presence at these events helps to solidify ICE’s role as the leader in the credentialing community as each of these groups serves different segments of our industry and affords us the chance to interact with these key stakeholders.

In December 2009, ICE hosted the Credentialing Leadership Summit, a gathering of leaders from the various organizations that serve the credentialing community. Attendees sought opportunities to network and collaborate for the benefit of the community, while at the same time better fulfilling their individual missions. A significant success resulting from the meeting includes the development of a common understanding of credentialing:

A process utilizing an assessment component to validate an individual’s knowledge and/or competence. The term is an umbrella term covering such activities as: licensure, certification, certificate issuance, and accreditation.

In addition, the group agreed to develop a framework for an open networking forum for credentialing organizations to discuss key topics of interest and when appropriate, seek and develop collaborative efforts to address the outcome of those discussions. Specific topics for collaboration that were discussed included analyzing and improving certification models, marketing the value of credentialing to employers, and continuing competency.

PUBLICATIONS


The Publications Committee revamped the review process for white paper proposals to standardize the evaluation of abstracts as well as draft white papers and accommodate interested authors by adding submission deadlines throughout the year. The Committee continues to work with volunteer authors on several papers to be completed in 2011.
RESEARCH

The Research and Development Committee has been working on several projects with the focus of improving the practice of credentialing.

- Certification Best Practices: A report identifying best practices for the development and management of quality professional certification programs will be released in 2011. The Committee has been working over the past two years to gather information through expert interviews and focus groups using the NCCA Standards as a template for discussion.
- Value of Credentialing: The Committee has developed tools for members to assess the value of their credentialing programs through multiple perspectives. The tools were piloted with member organizations in fall 2010 and will be available to members at the end of the year.
- Credentialing Benchmarking Survey: The Committee has been developing the bi-annual benchmarking survey to be released to members in January 2011 and a report of findings available in the spring.
- Guidelines for Performance Examinations: The Committee updated the NCCA Guidelines for Non-Written Examinations, originally published in 1991, covering current information about various types of non-written examinations, their development, use, scoring, reporting, and evaluation.
- ICE Job Analysis of a Credentialing Professional: The Committee completed a Job Analysis report for the credentialing professional that will be used to develop ICE educational programs in the future.

More information about these projects can be found on the ICE Website, www.credentialingexcellence.org.

ADVOCACY

ICE continued its efforts to advocate at the state and federal level on behalf of its members. In February 2010, ICE staff provided both written and oral testimony to the Maryland House of Delegates on HB747, Health Occupations – Personal Trainers Act regarding the licensing of personal trainers.

ICE staff attended the Pennsylvania Crane Operators Certification Board meeting on August 10th and the Board approved moving ahead with regulation that would require NCCA accreditation as one of the accreditation programs for crane operator certification boards.
# Financial Report

## STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS (AUDITED)

For the Year Ended December 31

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2009 (Actual)</th>
<th>2008 (Actual)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Dues</td>
<td>$268,662</td>
<td>$267,693</td>
</tr>
<tr>
<td>Accreditation Services</td>
<td>360,210</td>
<td>331,050</td>
</tr>
<tr>
<td>Annual Conference</td>
<td>407,602</td>
<td>390,884</td>
</tr>
<tr>
<td>Education Events / Publications</td>
<td>114,826</td>
<td>89,900</td>
</tr>
<tr>
<td>Investment Income</td>
<td>62,181</td>
<td>(70,326)</td>
</tr>
<tr>
<td>Research Sponsorship</td>
<td>3,000</td>
<td>0</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>11,620</td>
<td>2,099</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$1,228,101</strong></td>
<td><strong>$1,011,300</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2009 (Actual)</th>
<th>2008 (Actual)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>$480,921</td>
<td>$442,657</td>
</tr>
<tr>
<td>Accreditation Services</td>
<td>176,563</td>
<td>150,067</td>
</tr>
<tr>
<td>Annual Conference</td>
<td>337,377</td>
<td>276,625</td>
</tr>
<tr>
<td>Education Events / Publications</td>
<td>182,406</td>
<td>148,548</td>
</tr>
<tr>
<td>Marketing / Communications</td>
<td>16,574</td>
<td>12,770</td>
</tr>
<tr>
<td>Government Relations</td>
<td>24,583</td>
<td>47,083</td>
</tr>
<tr>
<td>Research study</td>
<td>13,189</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$1,231,613</strong></td>
<td><strong>$1,077,750</strong></td>
</tr>
</tbody>
</table>

Change in Net Assets                    | (3,512)       | (66,450)      |
Net Assets at Beginning of Year         | 506,178       | 572,628       |
Net Assets at End of Year               | $502,666      | $506,178      |
ICE Membership

ICE is comprised of the following members (as of November 1, 2010)

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Members</td>
<td>24</td>
</tr>
<tr>
<td>Organizational Members (Credentialing Bodies)*</td>
<td>330</td>
</tr>
<tr>
<td>Sustaining Members</td>
<td>21</td>
</tr>
<tr>
<td>Affiliate Members</td>
<td>10</td>
</tr>
</tbody>
</table>

*Organizational members represent more than 150 occupations

ICE membership by state

[Map showing distribution by state, color-coded by membership size categories: 1–5 Members, 6–10 Members, 11–20 Members, 21–30 Members, 31–40 Members, 41–50 Members]
ICE Board of Directors and NCCA Commissioners

2010 ICE Board of Directors

President
Paul Grace, MS, CAE
National Board for Certification in Occupational Therapy

President-Elect
Melissa Murer Corrigan, RPh
Pharmacy Technician Certification Board

Secretary/Treasurer
Margaret Gallagher, BS, MS, RN, CIC
Certification Board of Infection Control and Epidemiology, Inc. (CBIC)

NCCA Chair
Denise Fandel, CAE
NATA Board of Certification, Inc.

Sustaining Member
Jim Hogan, PhD
ACT, Inc.

Directors-At-Large
Linda Lysoby, MS, CHES, CAE
National Commission for Health Education Credentialing

Jan Wyatt, PhD, RN, NP-C
Pediatric Nursing Certification Board, Inc.

Appointed Board Director
Cynthia Miller Murphy, RN, MSN, CAE
Oncology Nursing Certification Corporation

Public Member
Robert A. Hotchkiss

Ex Officio Member
Jim Kendzel, MPH, CAE
Executive Director, ICE

2010 NCCA Commissioners

Chair
Denise Fandel, CAE
NATA Board of Certification, Inc.

Co-Chair and Public Member
Rebecca LeBuhn
Citizen Advocacy Center

Public Member
Catherine Dower, JD
UCSF Center for the Health Professions

Elected Commissioners
Ida Darragh, CPM
North American Registry of Midwives

Don Balasa, JD, MBA
American Association of Medical Assistants

Judy Ahn-Ewing, REEG/EP T., CNIM
ABRET Board of Directors

Liz Koch, MPH, ME
Dental Assisting National Board, Inc.

ICE Board Appointee
Karen Nason, CAE
Rehabilitation Nursing Certification Board

NCCA Appointees
Reed A. Castle, PhD
Global Psychometric Services

Paul D. Naylor, PhD
Psychometric Consultant

Sandra Neustel, PhD
National Board of Examiners in Optometry

Thomas O’Neill, PhD
American Board of Family Medicine

General Counsel
Philip O’Neill
Jacobsen Holman PLLC
### NCCA Appointee:
Reed Castle, PhD  
Global Psychometric Services, Inc.

### Members:
Paul Grace, MS, CAE  
National Board for Certification in Occupational Therapy

### ICE 1100 - Standard for Assessment-Based Certificate Programs

#### Main Committee

**Chair:** Lenora Knapp, PhD  
Knapp and Associates International

**Members:**
- MaryMoon Allison  
American Nurses Credentialing Center
- John Bridges  
Federal Emergency Management Agency
- Niamh Byrne  
Motorola
- Shannon Carter  
Competency and Credentialing Institute
- Maribeth Casey  
American Hospital Association Certification Center
- Angela Corcoran  
American Academy of Personal Training
- John Coumb Lilley  
Practice Transformation Institute
- Jeff Dang  
Consulting Measurement Group
- Cynthia Durley, MEd, MBA  
Dental Assisting National Board
- Roger Earle  
Human Kinetics
- Donald Ford, PhD, CPT  
Training Education Management LLC
- Susan Fry  
Human Resources Research Organization
- JoAnne Garza-Cunningham  
J. Garza Consulting & Associates
- Paul Grace, MS, CAE  
National Board for Certification in Occupational Therapy
- Judith Hale, PhD, CPT  
International Society for Performance Improvement
- Beryl Harman
- James Henderson, PhD  
Castle
- Bob Hunt, PhD  
Western Governors University
- Julianna Kazragys  
HIMSS
- Charles Keil  
Federal Government
- Karol Keiser  
US Green Building Council
- Kristine LeFebvre  
Oncology Nursing Society
- Jim Lewis  
NSF International
- Judith Lothian  
Lamaze International
- Joselito Lualhati  
Global Skills Exchange Corporation
- Greg Melia, CAE  
ASAE & the Center for Association Leadership
- Janice Moore  
Seacrest
- Liberty Munson  
Microsoft Corporation
- Kris Nasiatka  
Society of Manufacturing Engineers
- Ayana Nickerson  
National League for Nursing
- Dwayne Norris  
American Institutes for Research
- Loretta Reeves  
Office of Personnel Management
- Barbara Sadek  
Society for Human Resource Management
- Sondra Schneider  
Security University
- Chuck Smit  
Alberta College of Paramedics
- Sue Stein  
Defense Acquisition University
- John Stone  
Department of Defense
- Loraine Truten  
University of Pennsylvania
- John Weiner  
PSI Services, LLC
- Walt Woerheide, PhD, CFP(r)  
The American College

### International Committee

**Chair:** Gwen Henderson  
American Registry for Diagnostic Medical Sonography

**Board Liaison:** Linda Lysoby, MS, CHES, CAE  
National Commission for Health Education Credentialing

**Members:**
- Dawn Bauman, CAE  
National Board of Certification for Community Association Managers, Inc.
- Kenneth Doucet  
Professional Examination Service
- Horace Elliott  
National Board of Chiropractic Examiners
- Rob Gnaedinger, PMP  
Forum for International Trade Training
- Lenora Knapp, PhD  
Knapp and Associates International
- Gerald Shook, PhD, BCBA-D  
Behavior Analyst Certification Board
Marketing and Membership Committee

Chair: Stephanie Dille, MBA Pearson VUE

Board Liaison: Robert Hotchkiss

ICE Public Member Members:
Cynthia Allen, MA SeaCrest
Paulette Anthony
Financial Planners Standards Council
Stacy Baines
American Registry for Diagnostic Medical Sonography
David Dickter, PhD PSI Services, LLC
Patrick Gallagher, MBA Applied Measurement Professionals
Cheryl Gross, MA, CAE American Osteopathic Association
Julie Kernan Prometric
Annette Parry Bush Oncology Nursing Certification Corporation
Mark Roozen, M.Ed, CSCS, *D, NSCA-CPT, FNSCA National Strength and Conditioning Association
Barbara Russell, RN, MPH, CIC Certification Board of Infection Control and Epidemiology

Nominating Committee

Chair and Board Liaison: Cynthia Miller Murphy Oncology Nursing Certification Corporation

NCCA Representative: Judy Ahn-Ewing ABRET Board of Directors

Board Appointed: Jeffrey Lariche Castle

Elected: Phara Rodrigue, MA Registry of Interpreters for the Deaf

Program Committee

Chair: Jeff Sebastianelli Castle

Board Liaison: Denise Fandel, CAE NATA Board of Certification

Members:
Joan Campbell, CAE American Board of Multiple Specialties in Podiatry
Dania Eter, MBA National Council of State Boards of Nursing
Todd Galati, MA American Council on Exercise
Johnna Gueorguieva, BS Dental Assisting National Board
Michael Hechter National Cancer Registrars Association
Debra Hecker, RN, MBA, WCC National Alliance of Wound Care
Julia Leahy, PhD Prometric
Janice Moore SeaCrest
Rebecca Rabbitt, RPh Institute for the Certification of Pharmacy Technicians
K. Jarin Schmidt Pearson VUE

Publications Committee

Chair: Sandy Greenberg, PhD Professional Examination Service

Board Liaison: Melissa Murer Corrigan, RPh Pharmacy Technician Certification Board

Members:
Thomas Adams, LHD, CAE Board of Certified Safety Professionals
Claude Balthazard, PhD, CHRP Human Resources Professionals Association
Mark Franco Pharmacy Technician Certification Board
Deirdre Knapp, PhD Human Resources Research Organization
Ronald Kruzel, CST, MA National Board of Surgical Technology and Surgical Assisting
Dale LaCasella, JD American Construction Inspectors Association
Felicia Lembesis, CAE Medical Dosimetry Certification Board
Donna Merritt, MS Measurement Incorporated
Heather Terrence, CAE Financial Planners Standards Council
John Weiner, MA PSI Services, LLC

Research and Development Committee

Chair: James Henderson, PhD Castle

Board Liaison: Jim Hogan, PhD ACT, Inc.

Members:
Bhaskar Dawadi, PhD (ISC)2
Cynthia Durley, MEd, MBA Dental Assisting National Board
Lawrence Fabrey, PhD Applied Measurement Professionals
Sandy Friend American Culinary Federation
Lucinda Harman, RN, PhD American Chiropractic Neurology Board
Patricia Muenzen Professional Examination Service

Shawn O’Brien National Board for Certified Counselors
Jeffrey Weaver, OD, MBA, MS American Board of Optometry
John Wickett, PhD Financial Planners Standards Council
Cheryl Wild, PhD Wild & Associates, Inc.
Shannon Willison, MA Human Resources Research Organization
Patricia Young, MA CPS Human Resource Services
Anthony Zara, PhD Pearson VUE

Seminar Development Committee

Chair: Linda Waters, PhD Prometric

Board Liaison: Janet Wyatt, PhD, RN, NP-C Pediatric Nursing Certification Board

Members:
Christopher Butcher Heuristic Solutions
Elizabeth Carlton, MEd Knapp and Associates International
Kari Glennie National Institute for Certification in Engineering Technology
Meenakshi Gupta Information and Communications Technology Council
Jacquelyn Kelly Marshall Board of Pharmacy Specialties
Kathy Maka, MS National Inspection Testing Corporation
Julisara Mathew, MA U.S. Office of Personnel Management
Tancy Stanbery, MSED, CAE Board of Certification for Emergency Nursing

www.credentialingexcellence.org 11
ICE Headquarters Staff

**Executive Director**
Jim Kendzel, MPH, CAE

**Operations and Administrative**
Anna B. Hildreth, Sr. Manager
Elizabeth Grater, Sr. Coordinator
Becky Morgan, Associate

**Marketing and Creative Services**
Amy Goetz, Sr. Director
Amanda McLafferty, Sr. Manager
Andrew Younger, Sr. Coordinator

**Event Services**
Melissa Huston, Director
Daniel Tadesse, Manager
Thomas Farquhar, Coordinator
Monica Nolden, Associate

**Sales Services**
Alex Aaron, Coordinator

**Education and Program Services**
Claire Darmanin, Sr. Manager
Tricia Wisneski, Coordinator
Kasia Stachon, Sr. Associate

**Financial Management and Accounting Services**
Sarah Alcock, Coordinator