This Handbook provides guidance and timelines to NCME members elected to serve on the Board of Directors, to those appointed to serve on volunteer committees and lead Special Interest Groups in Measurement in Education (SIGIMIEs), and to all NCME members interested in serving the organization.

This Handbook shall be made available on NCME’s website to members and the general public. In addition, NCME staff will distribute the link to the Handbook to incoming members of the Board of Directors, officers, and leaders of special interest groups around the time of the NCME Annual Meeting.
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Leadership of the National Council on Measurement in Education

The Board of Directors

The Board of Directors (hereafter referred to as the “Board”) sets policy and governs the National Council on Measurement in Education (NCME). The nine members of the Board are elected for three-year terms by the NCME membership. For additional details, see the NCME Bylaws: https://www.ncme.org/about/about-ncme/governance

Three elected members of the Board are the current President, the Past President, and the Vice President. These members comprise the Executive Committee of the Board.

The six additional directors are elected according to a process detailed in the NCME Bylaws and in the Officer Nomination and Election Procedures section below.

The Board should hold at least one in-person meeting annually, and the meeting schedule is at the discretion of the President. Currently, the Board meets in person on at least two separate occasions, once during or in close proximity to the Annual Meeting, and once in the summer. The Board also meets two or three other times during the year for one to two days. Additional meetings may be called by the President. Meetings may be conducted in person, by video conference, or by audio conference.

Each member of the Board is required to sign the organization’s Conflict of Interest Policy and Whistleblower Policy, which are included with the policy documents in this Handbook.

A list of NCME’s Board of Directors since 1990 is provided in Appendix A.

Roles and Responsibilities of NCME Leadership

President

The President serves as Chairperson of the Board and the Executive Committee. The President, along with the Executive Director, represents the organization in its interactions with other organizations. The President is ultimately responsible for appointing editors and committee members whose terms begin in their presidential year; this appointment process typically begins in their year as Vice President. Persons elected to this office serve a three-year term on the Board as Vice President, President, and Past President. A list of NCME’s Past Presidents can be found on the NCME website: https://www.ncme.org/about/leadership/past-presidents
Specific responsibilities of the President include:

**Chairing Board Meetings**

The President chairs all meetings of the Board of Directors.

**Directing the Annual Meeting Program**

The President should communicate any expectations they may have about the Annual Meeting Program to their Program Committee Co-Chairs and Co-Chairs of the Training and Development Committee. The communication of expectations should be done well in advance of program planning activities so that those expectations can be taken into account. Program Co-Chairs should be advised of the impending deadlines for the call for proposals that is due soon after the Annual Meeting.

**Board Liaisons**

The President is responsible for assigning Board members to serve as Board Liaisons for committees and SIGIMIEs and to monitor their work to ensure that progress is being made on committee agendas. Regular communications from the President to the Board are recommended, as are reminders of deadlines for committee appointments and reports.

**Financial Sustainability**

The President and the Board are responsible for the financial sustainability of the organization. The President collaborates with the Executive Director, who is responsible for financial performance, and with the Chair of the Budget and Finance Committee, which provides oversight, to ensure the organization operates in a fiscally sound manner.

**Advancing the NCME Mission and Goals**

The President is responsible for planning the meetings of the Board of Directors and for proactively advancing the NCME mission and goals. It is the President’s responsibility to make sure that NCME activities reflect the priorities of the organization and that steps are being taken to pursue each of the goals. In this regard, the President is responsible for structuring the meeting agendas of the Board to keep their focus on the NCME mission and goals.

**Maintaining Continuity with the Outgoing President**

The President should work with the Past President to coordinate outstanding special initiatives that the President should oversee during his/her year as President. Special initiatives could include special reports, task forces, and other projects that may be of a continuing character and cross the terms of several Presidents.

**Maintaining Communication with Past Presidents**

The President is responsible for engaging Past Presidents in NCME affairs as necessary and appropriate. To this end, each year at the Annual Meeting, the incoming President meets with the Past Presidents at a luncheon or other gathering.
Making Special Appointments and Nominations as Needed

The President will periodically need to make special appointments of NCME members to serve as representatives to special committees. These appointments are made at various times, depending on the scope and function of a particular committee.

For example, an NCME member serves as a voting member on the Joint Standards Management Committee. This is a three-year term. The current representative is Kristen Huff, who is serving from 2022-2024.

The President also may make recommendations and nominations, such as nominating three NCME members to serve in the Testing and Measurement Expert role on the National Assessment Governing Board. If an NCME member is selected to serve in such a capacity, they serve as individuals, not as NCME representatives.

Outgoing Governance Members

At the end of their presidential year, the President should send a message of thanks to outgoing members and Chairs who have contributed their time to NCME activities throughout the year.

Convening the Business Meeting

The President convenes the business meeting of the organization at a formal breakfast or other meeting that is held during the NCME Annual Meeting. At that meeting, the President also delivers an address to the NCME members who attend.

Enforcing Board Policies

The President and Executive Director are responsible for implementing all of the policies approved by the NCME Board. The NCME Governance Handbook (hereafter referred to as the “Handbook”) and past minutes of Board of Directors meetings provide the historical record for these policies.

Reviewing and Updating the NCME Handbook

On or around January 1, the Handbook will be posted so that Board members and Committee Chairs can review and suggest revisions. On or around March 15, the President and Vice President will review the suggested revisions and revise the Handbook to reflect the revisions that they deem appropriate. The revised Handbook will be sent to incoming committee members, Chairs, and SIGIMIE leaders and posted on the NCME website.

Miscellaneous

Presidents in odd-numbered years (e.g., those serving for the Annual Meetings in 2025, 2027, 2029) typically serves as the NCME liaison to the APA, AERA, NCME Joint Standards
Committee. The liaising NCME President is a non-voting member and serves in both their years as President and Past President.

**Presidential Budget**

Each incoming President has a $10,000 discretionary budget to be used for their initiatives. The expenditures must be consistent with NCME policies, specifically the Policy on Board-Directed Spending, which is included with the policy documents in this Handbook. Given that the presidency transitions during an NCME fiscal year, it is possible that two Presidents spend their full amount in the same fiscal year; NCME currently has sufficient funding such that the organization can handle that variance.

**Vice President**

The Vice President serves as a member of the Board and the Executive Committee. The Vice President replaces the President if they are unable to carry out the responsibilities of the office. The Vice President is the incoming President (also known as the President-elect).

Specific responsibilities of the Vice President include the following:

**Planning the Program for the Annual Meeting**

In preparation for the Annual Meeting during the year that the Vice President serves as President, the Vice President appoints (1) two individuals to serve as Co-Chairs of the NCME Annual Meeting Program and (2) one or two individuals to Chair or Co-Chair the Training and Development sessions that typically precede the Annual Meeting. These Co-Chairs are usually appointed more than one year in advance of the Annual Meeting so they can work with the current program Co-Chairs to learn about schedules, activities, and expectations. The NCME Executive Director in consultation with the management company will provide the program Co-Chairs with a description of their responsibilities, including the program Co-Chair information contained in the NCME Governance Handbook.

**Attending the Past President’s Luncheon**

In the Annual Meeting in which the Vice President becomes the President, they attend the Past President’s luncheon (or other gathering) held during the Annual Meeting with the (outgoing) President in order to share plans and solicit advice.

**Staffing the Standing Committees**

The Vice President is responsible for staffing the standing NCME committees for terms beginning in their presidential year. This staffing usually takes place during the year as Vice President, as described in a subsequent section of this Handbook.
Appointing Committee Chairs

The Vice President is responsible for overseeing the appointment of Committee Chairs on an annual basis. The process by which this is to occur is described in the section of this Handbook on NCME Committees.

Coordinating Board Liaisons and Committee Meetings at the Annual Meeting

The Vice President should encourage Board Liaisons and Committee Chairs to meet with their committees during the Annual Meeting. The Vice President should also make sure that the Board Liaisons encourage their Committee Chairs to meet with their committees during the Annual Meeting.

Reviewing and Updating the NCME Handbook

On or around January 1, the Handbook will be posted so that Board members and Committee Chairs can review and suggest revisions. On or around March 15, the President and Vice President will review the suggested revisions and revise the Handbook to reflect the revisions that they deem appropriate. The revised Handbook will be sent to incoming committee members, Chairs, and SIGIMIE leaders and posted on the NCME website.

Past President

The Past President serves as a member of the Board and the Executive Committee. The Past President serves in this position for one year following their year as President.

Specific responsibilities of the Past President include the following:

Advising the Current President

The Past President serves as an advisor to the President and Vice President and carries out requests made by the President. The Past President should also provide the necessary support to ensure that efforts to advance the NCME mission and goals has continuity across the terms of presidents.

Appointing Members of the Nominating Committee

According to the NCME Bylaws, the Past President is the Chair of the Nominating Committee and appoints additional committee members, subject to approval by the Executive Committee. (See the description for the Nominations and Elections Committee.)

Maintaining Continuity of Special Initiatives

The Past President should work with the President to coordinate outstanding special initiatives that will require the President’s attention during their term.
The Executive Committee

The Executive Committee of the Board consists of the President, the Vice President, and the immediate Past President. The Executive Committee is expected to meet on a monthly basis and has power to act for the Board between meetings of the Board unless expressly prohibited in this Handbook or in the NCME Bylaws. The Executive Committee oversees the work of the Executive Director, to whom the Board has formally delegated specific responsibilities as described below. The Executive Committee provides additional authorization to the Executive Director when required (e.g., for signing contracts in excess of $30,000).

The Six Board Directors

Specific responsibilities of the Board Directors include the following:

Attending and Actively Participating in all Meetings Convened by the President

These generally include regular meetings held in-person or online throughout the year. The spring meeting coincides with the Annual Meeting.

Preparing for Meetings by Reading the Board Book

The Board Book is assembled by NCME’s Executive Director and Director of Operations and provides relevant background on all agenda items for each meeting.

Responding to Board-Related Communications in a Timely Manner

Board members can expect to receive communications throughout the year about issues of concern to NCME and its membership. Board members are expected to respond to these communications in a timely manner.

Serving as a Liaison to One or More NCME Committees and SIGIMIES

Each Board member will serve as a liaison to one or more NCME Committees or SIGIMIEs. In this capacity, the Board member will (1) contact the Chair of the committee or SIGIMIE about Board directives and to encourage goal-setting, (2) will, whenever possible, attend meetings of the committee and be included on all related email correspondence, and (3) report on and provide insights during quarterly meetings to the rest of the Board on issues related to the work of the committee.
Staff in Support of NCME Leadership

Executive Director

The Executive Director provides coherent leadership in the operation, financial management, and execution of organizational strategy. The Executive Director is authorized by the Board to conduct, manage, and oversee the administration and operation of all functions within NCME. The Executive Director reports to the Executive Committee of the Board of Directors. On an annual basis, the Executive Committee establishes priorities with and reviews the performance of the Executive Director.

The Executive Director supports NCME members and the volunteer committees on which they serve in several ways: (1) by facilitating the provision of resources consistent with adopted policies; (2) by providing information about organizational policies, procedures, and priorities; and (3) by resolving problems that arise in the scope of responsibilities (e.g., with administrative and member support functions) for the Director of Operations and the association management company. The Executive Director does not direct or oversee the work of the volunteer committees. Instead, volunteer committees report to the Board through their designated Board Liaison.

Established in January 2023, the Executive Director role and its relations with the Board should model best practices in non-profit governance. Delegation of authorities by the Board to the Executive Director is provided in Appendix B and includes authorities, with limitations, to represent NCME with other organizations, speak on behalf of NCME, enter into contracts, raise funds, and authorize expenditures.

The Executive Director should enable the Board to focus more completely and effectively on matters of governance and social impact, and to enable the members of the organization to serve more effectively on the volunteer committees that advance the mission and goals of the organization.

The Executive Director is authorized to delegate some of its authorities to others, including an association management company (AMC). The Executive Director is therefore responsible for the performance of the AMC and is expected to intervene as appropriate to address any significant performance issues arising with the AMC. The Executive Director conducts a written evaluation of the AMC on an annual basis, typically in the weeks following the Annual Meeting.

Director of Operations

The Director of Operations is a role typically filled by an experienced manager from the association management company (AMC). This role is responsible for all management office operations, ensuring service delivery defined under the management company’s contracted scope. The Director of Operations is responsible for the supervision of all support staff
deployed by the management company. The Director of Operations is directly accountable to the Executive Director but serves generally without direct supervision the Board, the President and other officers, and volunteer committees whose work requires the support of the AMC. The Director of Operations oversees the work of all AMC staff assigned to support NCME, including the Meetings Manager, Marketing and Communications Manager, Membership and Administrative Assistant, Staff Accountant, and IT helpdesk. The set of services provided by the AMC and overseen by the Director of Operations is sometimes referred to as the “central office” for NCME.

Chair of Budget and Finance Committee

The Chair of the Budget and Finance Committee serves as the de facto treasurer of the NCME Board and is expected to attend Board and Executive Committee Meetings. This role does not come with voting rights with respect to matters taken up by the Board during its meetings.

Officer Nomination and Election Procedures

According to Article V of the NCME Bylaws, the Immediate Past President shall appoint a Nominating Committee. Ballots are typically sent electronically to NCME members by mid-November, voting closes by the end of December, and the vote count is completed and verified by mid-January. To meet these obligations, the Past President should appoint, and secure Executive Committee approval for, a Nominating and Elections Committee in the early summer and solicit nominations by the end of the summer.

The Nominating and Elections Committee, having issued a Call for Nominations to the membership and given fair consideration to any nominations made, selects three slates of candidates: (1) at least two members for Vice President/President Elect and (2) at least two members for each Board seat. In such cases where there are more than two candidates for a position, the selection of the winner will be conducted by ranked-choice voting. The details of this procedure follow.

The ranked-choice voting process will ask NCME members who are eligible to vote to rank each candidate in terms of their preference, with a rank of 1 being assigned to their first choice, a rank of 2 to their second choice, and so forth. Votes would be counted in a series of rounds to determine the winner.

In the first round, if one candidate receives more than 50% of the first-place votes, that candidate is declared the winner and no other rounds are necessary. If no candidate receives more than 50% of the first-place votes, then the candidate or candidates who received the fewest first-place votes are eliminated and, in the next round, each vote for an eliminated candidate would instead be counted toward the next highest-ranked candidate on that voter’s ballot. Depending on the number of candidates, additional
rounds of counting could occur, with the last-place candidate or candidates in each round being eliminated, and the votes for an eliminated candidate going to the voter’s next choice out of the remaining candidates. A tie for last place in any round would be broken by comparing the tied candidates’ support in earlier rounds. Ultimately, the candidate who was, out of the remaining candidates, the preference of a majority of voters would be declared the winner.

According to Article V of the NCME Bylaws, to maintain balance on the Board of Directors, the two vacant positions every year will be filled (on a rotating basis) by one at-large member and one restricted member in cycles (a) and (b), and two restricted members in cycle (c). The restricted seats will be filled by NCME members who, at the time of their nomination, are employed: (a) in a local educational agency; (b) a state or federal educational agency or organization; or (c) an assessment or testing organization (one seat) and an institute of higher learning (one seat). The designated group is excluded from consideration from the at-large position in that same year. The resulting configuration would be for three-year election cycles.

The configuration for the three-year cycle, beginning with the 2024 election for 2025 appointment, is as follows:

**To take office in 2025, 2028, 2031:**
1. Testing Organization. Nominees should be NCME members. At the time of nomination, they must be employed by a testing organization. A slate containing a minimum of two nominees shall be provided.
2. Institute of Higher Learning. Nominees should be NCME members. At the time of nomination, they must be employed by an institute of higher learning. A slate containing a minimum of two nominees shall be provided.

**To take office in 2026, 2029, 2032:**
1. State or Federal Agency, or Organization. Nominees should be NCME members. At the time of nomination, they must be employed by a state or federal educational agency or organization. A slate containing a minimum of two nominees shall be provided.
2. At-Large. Nominees should be NCME members. A slate containing a minimum of two nominees shall be provided.

**To take office in 2027, 2030, 2033:**
1. Local Educational Agency. Nominees should be NCME members. At the time of nomination, they must be employed by a local educational agency. A slate containing a minimum of two nominees shall be provided.
2. At-Large. Nominees should be NCME members. A slate containing a minimum of two nominees shall be provided.

Additional information regarding the Nominating and Elections Committee, including its composition and responsibilities, may be found in the committees description below.
NCME Committees

Terms of Office

Unless otherwise noted, on most committees, members serve a three-year staggered term. The Committee Chair is selected from among those holding three-year appointments. Chairs are usually appointed from members who are beginning their second or last year on a committee. In some instances, Committee Chairs may be asked to serve a second year (as long as their three-year term is not expiring), and members may be allowed to serve up to two consecutive terms on some committees. Student members are always appointed for a one-year term but may be renewed twice and serve up to three consecutive years, as long as they remain a full-time graduate student and are in good standing (i.e., have paid their dues). The final decision when it comes to the appointment of Committee Chairs for a coming year rests with the Vice President who would serve as President in that coming year. The timing of this is such that the Vice President provides these approvals in the months leading up to the end of their term, right before they take over as President at the conclusion of the NCME Annual Meeting.

If a committee wishes to change its composition, for example, adding an additional committee member, that request should be made to the Executive Committee, which has the power to approve or deny such requests at its discretion.

Guidelines: General Responsibilities for all Committee Chairs and Members

Committee Chair

The Committee Chair is responsible for managing the annual activities of the committee. The term of a Committee Chair begins at the culmination of the NCME Annual Meeting and extends until the culmination of the following year’s Annual Meeting. In general (see below for exceptions), a new Committee Chair should be selected each year according to the following process:

1. Early in each calendar year, the outgoing Committee Chair should discuss with the committee who from the current committee members would be a good choice to become the incoming Committee Chair. The choice should be based on a combination of experience with the committee and the quality of participation with committee activities.
2. The outgoing Committee Chair will then communicate the choice and reasoning to the incoming President for consideration and approval.
3. If approved, the outgoing Committee Chair and incoming President will then contact the designated person, with the Board Liaison copied, to invite them to serve as Committee Chair following the Annual Meeting.

With the exception of the Graduate Student Issues Committee (GSIC), all Chairs must be regular members of NCME.

Exceptions to selecting a new Committee Chair each year include the following:

1. On some committees (e.g., Budget and Finance Committee) it is common for a Chair to serve a three-year term.
2. On some committees (e.g., Annual Meeting Program Committee), two members of a committee can serve as Co-Chairs.

These exceptions must be approved by the Executive Committee.

**Recruiting New Committee Members**

1. On most committees, members serve staggered three-year terms with two new members joining each year as two old members step off. Each committee typically has a student representative that serves a single year, with the possibility of continuing for one additional year at the incoming Chair’s discretion.
2. By the end of January of each year, the Chair is expected to discuss with their committee the identification and recruitment of new members to the committee. The committee should also identify candidates from committee membership who are interested in being the next Chair, subject to the incoming President’s approval.
3. In identifying new members to join a committee, the Chair, with input from their current committee members, should attempt to seek a diversity of representation in terms of professional affiliation (e.g., academia, testing industry, government, non-profit), interests (e.g., large-scale assessment, classroom assessment, licensing and certification), experience, gender, and race/ethnicity. NCME staff will also collect survey data about members interested in committee work, which committees can consult (see below).
4. The incoming President will approve and appoint the Chair for their coming presidential year. The incoming President will also confirm recommended committee membership appointments at their discretion.
5. Once approved, it is the Chair’s responsibility to extend the President’s invitation to the candidate and make plans for the new committee member to participate in a meeting of the full committee during the spring Annual Meeting or immediately following it.
6. New committee members should be directed to this Handbook for general information about their role and responsibilities. Other information can be conveyed more informally by the Chair.

It is important for this process to promote the diversity of committees and provide a broad group of members the opportunity to serve on standing committees. NCME members volunteer
by indicating interest annually in conjunction with their membership renewal process. When a member volunteers to serve on a committee, they should be asked to provide a brief statement of interest that explains (a) their current professional role, (b) why they would like to join the committee, and (c) what they feel they would be able to contribute to the committee. This statement can be used by the existing Committee Chairs to recruit and select new membership. All expressions of interest should be acknowledged.

All committees should be fully staffed shortly following the Annual Meeting.

NCME members are asked to volunteer on an annual basis. Although some information about the offer to volunteer is noted in a member’s record in the database, individual members are expected to volunteer each year and to specify the committees on which they are interested in serving. The NCME Director of Operations is responsible for updating the Governance Roster with the names of the new committee members. The updated Governance Roster should be prepared by the board meeting following the Annual Meeting.

Setting Goals and Convening Committee Meetings

At the start of each new NCME program year following the Annual Meeting, the Committee Chair is expected to confer with the committee’s Board Liaison to establish a timeline for committee activities over the coming year. Following this meeting, the Chair should establish a schedule for periodic meetings with the full committee to facilitate the completion of those activities. (For details on the typical activities associated with each committee, see the following major section.)

The Executive Director (and President, if able) typically convenes a meeting of new Committee Chairs and new Board members following the Annual Meeting to establish these norms and field questions.

Providing Quarterly Updates on Committee Activities to the Board

Committee Chairs are responsible for submitting short updates of committee activities prior to quarterly board meetings. These updates all follow the same basic format using a provided template that is available from the Director of Operations. In these updates, formal requests can be made to the Board. Following each board meeting, the committee’s Board Liaison will contact the Committee Chair to discuss any relevant feedback from the Board. The most important report is the final report of the fiscal year, which is submitted prior to the board meeting at the Annual Meeting. This report should provide a reflection on accomplishments of the committee over the past year.

Committee Members

Committee members are expected to attend scheduled meetings, respond to emails or phone calls from the Committee Chair in a timely manner, and generally play a collaborative
role that ensures that the committee meets its obligations. Both NCME leadership and NCME committees are staffed by volunteers, and this is greatly appreciated!

Process for Intervening with a Non-Responsive Committee Member or Committee Chair

If a committee member is no longer contributing to the work of a committee (e.g., the person is no longer responding to emails, does not attend scheduled meetings, does not complete tasks they had promised to complete) the following steps should be taken.

1. The Committee Chair should send an email to the committee member, copying the Vice President, to inquire whether the person is still able and willing to serve on the committee. If the answer is yes, the Committee Chair should reiterate the expectations of the role and the need for the person to be more responsive. If the person is unable or unwilling to meet these expectations, the Vice President has the authority to remove the person from the committee.

2. If the person does not respond to the email from the Committee Chair, the Vice President is expected to reach out to contact the person by email or phone. If the person does not respond to the Vice President or is unable or unwilling to meet the expectations, the Vice President has the authority to remove the person from the committee.

The same process described should be followed for non-responsive Committee Chairs, but the process described in Step 1 should be initiated by the Board Liaison to the committee.

The Committees: What They Are and What They Do

Annual Meeting Program Committee

Composition

Typically, two Co-Chairs are appointed, but more than two may be appointed at the discretion of the President. It may be helpful to include members of the previous program committee and the future program committee to aid in continuity.

Duties

1. Plans and organizes the Annual Meeting program; revises the call for submissions.
2. Plans invited sessions; solicits recommendations and identifies NCME-sponsored sessions.
3. Recruits one or more keynote speakers.
4. Recruits reviewers and adjusts evaluation procedures and timelines as needed.
5. Provides feedback and decisions regarding all submissions.
6. Coordinates the schedule and room assignments with AERA to avoid conflicts.
7. Develops a final program for distribution and communicates with presenters about the schedule.
8. Confirms invited presenters (e.g., award addresses).
9. Provides overall leadership and direction for the program.
10. Resolves conflicts and problems.
11. Provides a report to the Board following the Annual Meeting on recommended changes in policy and procedures related to the Annual Meeting program.

Archives and History Committee

Composition
Seven members (six members, and one student member who may serve up to a 3-year term)

Duties
The committee develops and implements a policy and plan for documenting and archiving the history of NCME, and the people, organizations, and trends (e.g., policies, legislation, litigation, societal changes) that have influenced, and have been influenced by, NCME. The plan should include an archive containing documents and other materials important for preserving the history of NCME.

The NCME archive should hold information that is of historical interest to NCME and should include both electronic materials (e.g., digitized reports) and physical artifacts. The electronic and physical archives should consist of a storage and access system that will provide reasonable assurance that NCME’s institutional records will be available and retrievable for as long as desired.

The Archives and History Committee will also produce materials (e.g., images, recordings) to document the history and evolution of NCME over time, including key officers and committee members, products, partnerships, and other activities that characterize the mission, goals, education/outreach, and activities of NCME. The committee will work with the NCME Board and the Website Committee to ensure accessibility of (non-confidential) archival and historical information of interest to NCME members.

Award Committees

Each award committee has the following responsibilities for each of their respective awards:

1. Reviews and revises the call for nominations.
2. Distributes the call (via website, email, print).
3. Solicits nominations.
4. Reviews nominations.
5. Selects an award recipient.
6. Disseminates news of the selection.
7. Arranges with the management company for the award citation, cash prize, and plaque. Recommends procedural or policy changes to the Board regarding the award.

Note: One plaque is given per award, regardless whether the award recipient is one person or a group of people.

Note that awards need not be given each year.

Alicia Cascallar Award
Description
The Alicia Cascallar Award for an Outstanding Paper by an Early Career Scholar has been established to honor Alicia’s professional commitment and accomplishments and to continue her practice of mentoring and encouraging promising new scholars in educational measurement. The award will be given to an early career scholar for an outstanding paper presented at the Annual Meeting. A cash award of $1,000, a citation, and a waiver of NCME conference fees for the following year will be provided as partial support for an early career member of NCME to travel to the Annual Meeting. The award will be presented at the NCME Annual Meeting.

Composition
Eight members (six appointed, one permanent member representing the family, and one student member)

Annual Award for Exceptional Achievement in Educational Measurement
Description
The NCME Annual Award for Exceptional Achievement in Educational Measurement is established to recognize exceptional achievement in multiple categories. To be eligible for this award, the contribution must have occurred initially during the previous three years.

(1) The award may be given to recognize an outstanding technical or scientific contribution to the public or to the field of educational measurement. This could include a book or publication that is an application of technology, an innovative way of solving practical and theoretical measurement problems, inventive instrument development techniques, creative testing procedures or products, or scientific contributions of measurement to research methodology.

(2) The award may also be given to recognize exceptional service, such as a practitioner might provide to a state, district, consortia, or client, excellence in teaching, or outstanding mentorship. Exceptional service might include novel, technically sound methods of addressing real-world issues, facilitating data usage in making decisions, such as designing exceptionally informative score reports, and so on. Awards are determined by the Annual Award for Exceptional Achievement in Educational Measurement Committee. The recipient of the award
receives a $1,000 cash payment and a plaque. The award will be presented at the NCME Annual Meeting.

Composition
Seven members (six appointed and one student member)

Bradley Hanson Award for Contributions to Educational Measurement
Description
The Bradley Hanson Award for Contributions to Educational Measurement has been established to honor Bradley Hanson's contributions to the field of educational measurement and to further advance the goals embodied in his work. Applicants must describe a recently completed research project or propose a new research project that promises to make a substantive contribution to the field of educational measurement or the development, instruction, or mentoring of new professionals in the field. A typical time frame for the expected completion of a proposed project is one to two years. Please see the list of previous recipients and their projects for more information. The recipient will be awarded $1,250 and a commemorative plaque from NCME, which will be presented at the NCME Annual Meeting.

Composition
Eight members (six appointed, one permanent member representing the family, and one student member)

Brenda Loyd Dissertation Award
Description
The Brenda H. Loyd Outstanding Dissertation Award honors an outstanding dissertation in the field of educational measurement. The winner of the award will receive $1,000 and a commemorative plaque from NCME. In addition, the advisor or Committee Chair for the award-winning dissertation will receive a letter of congratulations.

Composition
Seven members (six appointed and one student member). Special attention should be given to members with expertise in reviewing dissertation research and publications.

Jason Millman Promising Measurement Scholar Award
Description
The Jason Millman Promising Measurement Scholar Award was initiated in 1995. The Department of Education at Cornell University initiated the award to honor the lifetime work of Dr. Jason Millman, to recognize his contributions to the field of applied measurement, and to continue Dr. Millman's support of scholars in their formative years who are just beginning their
research careers. Since 2003, the NCME with the support of the Millman endowment has continued the tradition of this award. As in the past, it is designed to honor Dr. Millman’s work by recognizing a scholar in the early stages of his/her career whose research has the potential to make a major contribution to the applied measurement field. In addition to recognition by NCME, the successful candidate will receive $1,000. Only one candidate will be chosen to receive the award each year, and it will be presented at the NCME Annual Meeting.

Composition
Seven members (six appointed and one student member). New members should be selected based on their familiarity with the accomplishments of members early in their careers.

NCME Career Contributions Award
Description
The NCME Career Contributions Award is an annual award and honors a person whose contributions over a career have had a widespread positive impact on the field of educational measurement. These influential contributions might include one or more of the following: theoretical or technical developments; ideas or conceptualizations of information to the public about educational measurement that have widely influenced public understanding; and/or applications of theory through procedures, instrument, or program development that have influenced broadly the nature of measurement and practice. The recipient of the award will receive a monetary award of $3,000. Additionally, there will be a plenary award ceremony with an invited presentation by the award recipient at the NCME Annual Meeting.

Composition
Seven members (six appointed and one student member)

Budget and Finance Committee
Composition
Five members (no student member). The Chair may serve for three consecutive years.

Duties
This committee has overall responsibility for overseeing the NCME budget, finances, and investments. This committee has the following duties:

1. Reviews monthly financial statements and reports to the President.
2. Reviews, advises, and recommends for or against Board approval of a proposed annual budget.
3. Develops investment policy in collaboration with NCME’s investment advisor for Board review and adoption.
4. Reviews periodic investment reports and shares recommendations with the Board no less than semiannually.
5. Reviews the scope and results of the external auditors’ annual audit.
6. Advises the Board and its officers on financial matters of the organization and supports the development of strategic planning to improve the organization’s financial strength.
7. Drafts policy documents or guidelines pertaining to financial matters as directed by the NCME President.

The committee may be asked by the Board to review any new board meeting business item that has potentially significant fiscal implications on NCME finances prior to action by the Board. The Committee Chair or another member of the Budget and Finance Committee designated by the Chair is expected to attend each meeting of the NCME Board of Directors and each meeting of the Executive Committee. The Chair should provide overall financial guidance to the Board.

Committee on Informing Assessment Policy

Composition

Seven members (six members and one student member). New members should be selected based on their experience in assessment and measurement-related policy, their ability to initiate and follow through on collaborative efforts with other major scientific and educational policy groups, and their interest and willingness to devote substantial time to these efforts during their term.

Duties

This committee exists to provide education policy makers with access to the expertise within NCME and organizationally on issues involving uses of tests in public policy. A second, but related role of the committee is to increase the visibility of NCME as a resource for policymakers in educational assessment. This committee develops strategic policy initiatives that address educational measurement and assessment. In collaboration or consultation with the Outreach and Partnerships Committee, members network with external groups and organizations that are actively engaged in these issues to identify issues of most relevance, and which provide an opportunity for NCME to respond in an appropriate manner. Two types of activities should be considered: (1) short-term activities that will result in a specific deliverable or outcome (e.g., an inter-association position on an important policy issue, identifying NCME members with expertise who can represent the organization in testimony or develop written comments for NCME in relation to proposed guidelines, legislation); and (2) longer term projects that provide more substantive responses on policy and technical issues. In addition, the committee keeps NCME leadership informed of important policy issues that are emerging and any proposals for addressing such issues and challenges.

Specific activities this committee is responsible for include (1) identifying national educational assessment policy issues that could benefit from NCME member expertise and input, (2) coordinating NCME members in an appropriate response to the policy issue
(including arranging special sessions at the NCME Annual Meeting), (3) acting as liaison to the Board regarding the issues and NCME member response, and (4) other related activities as assigned by the President or Board.

Committee on Diversity Issues in Testing (CODIT)

Composition

Seven members (six members and one student member)

Duties

This committee will assist NCME in the identification of issues relevant to diverse members, organize a symposium for the Annual Meeting, and collaborate with other NCME governance groups to address issues of relevance and importance to diversity in NCME’s internal governance and all activities. The committee will also make recommendations to NCME and its governance groups concerning ways to ensure that diversity is considered throughout its work. Finally, the committee will work with external groups to further these interests and goals in educational measurement and recommend new initiatives, as appropriate, to the Board. The committee should complete a comprehensive report every three years recording the diversity of NCME membership, governance involvement, and other efforts over time.

Diversity issues are broad in scope and involve the following:

1. The diversity of individual characteristics and experiences of both members and the general population that are affected by assessments (e.g., race, ethnicity, gender, language, religion, nationality, learning styles, special talents).
2. The diversity in the types of organizations and work settings that NCME members and educational measurement professionals are employed.
3. The diversity of educational institutions involved in training the next generation of educational measurement specialists and related professionals, as well as the educational backgrounds and interests of current regular members and graduate student members.

Mission Fund Development Committee

Composition

Six members (plus one graduate student member). The Committee Chair is approved by the President annually. The Chair may serve for up to three consecutive years, and a commitment is desirable to serve one additional year as non-Chair to facilitate training of the new Chair. Although prior experience fundraising or serving on a Development Committee in an organization similar to NCME may be desirable, especially for the Chair, interest in and
commitment to serving on the committee is of key importance. Terms and appointments are intended to promote continuity and longevity of service, given the complexity of committee responsibilities.

Duties

This committee is responsible for providing potential donors with a tangible means to support advancing NCME’s mission in the science and practice of educational measurement and for recognizing students, junior scholars, researchers, and practitioners in the field. Other responsibilities include the following:

1. Defining charitable giving opportunities distinct from existing NCME awards (e.g., setting grant priorities and funding goals and implementing a structure for donation receipt).
2. Preparing and implementing a donor solicitation plan (e.g., using best practices for direct solicitation and fundraising campaigns, educating donors on NCME needs, tapping donor interests).
3. Developing and implementing the process for publicizing giving opportunities for NCME Fund Development and policies and practices for Board approval (e.g., annual and planned giving, major gift and solicitation development, review of development activities relative to funding goals, quarterly and annual reporting).
4. Working with the NCME Budget and Finance Committee to make recommendations on assets (if any) to be contributed, yearly budget development, and accounting and auditing procedures; and defining and implementing the process for making grants (e.g., Chair reporting at all board meetings, appointment and management of subcommittees for specific new grants, reporting proposed grantees for approval to the NCME Board).
5. Developing timelines for the completion of major activities in coordination with those of the Budget and Finance Committee, Website Management Committee, Award Committees, and Board.

Graduate Student Issues Committee

Composition

Nine members (six students and three faculty). One student member is appointed Chair for the second year of his/her term upon recommendation of the current Chair and approval of the Board Liaison. In addition, to allow more students to participate, there can be a group of Volunteer Student Members who want to collaborate in the GSIC initiatives.

Duties

This committee is broadly responsible for ensuring that NCME meets the needs of graduate students and that graduate student issues are foremost in the organization’s strategic planning and initiatives. The committee’s regular responsibilities include the following:
1. Identifying policies and initiatives that will assist in graduate student recruitment, renewal, and retention (and collaboration with the Membership Committee to meet these objectives).

2. Working with the NCME management company to track graduate student membership trends over time and report on graduate student membership annually at the board meetings.

3. Developing initiatives and incentives that will result in conversion of graduate student memberships to regular memberships. Developing appropriate metrics to track and evaluate these processes annually.

4. Recruiting graduate students to serve within NCME governance and working with the central office and Committee Chairs to ensure all graduate student positions in governance are filled prior to the Annual Meeting.

5. Organizing and recommending programming and training sessions for the Annual Meeting.

6. Monitoring NCME initiatives and activities to ensure graduate student needs and opportunities are appropriately incorporated.

7. Developing brochures and other materials (print and web based) that meet the varied needs of graduate students (e.g., internships, career opportunities in education measurement).

8. Developing recommendations to the Board for initiatives, policies, and processes that will address the needs of graduate students.

**Membership Committee**

**Composition**

Seven members (six members and one student member). The student member is appointed annually by the Chair of the Graduate Student Issues Committee, in consultation with the outgoing Membership Committee Chair.

**Duties**

This committee has overall responsibility for monitoring NCME membership, retaining membership, recruiting new members into the organization, and membership recognition.

Specific responsibilities include the following:

1. Working closely with the NCME management company to track membership during the year and provide longitudinal membership data (e.g., student, regular, renewals, new members) to the Board at each meeting.

2. Defining the types of individuals NCME may seek to recruit (qualifications, work setting, educational background) and the rationale for expanding the membership base.

3. Developing targets for recruitment activities (e.g., increase NCME membership by 200 in the next three years); and developing policies, programs, and recommendations to maximize the recruitment of new members, membership renewals, and retention.
4. Evaluating and improving current processes used to obtain membership renewals.
5. Overseeing and evaluating all recruitment and retention efforts to determine which strategies are most effective.
6. Evaluating and revising the timeline for renewals.
7. Identifying and evaluating potential initiatives that may increase renewals, reduce time to renew, and increase retention of members and student members.
8. Collaborating with the Graduate Student Issues Committee to retain student membership and convert to full membership upon graduation.
9. Collaborating with the Outreach and Partnership Committee to design new recruitment activities (e.g., mailings, conference attendance, newsletter articles) and encourage and facilitate new memberships from partner organizations.
10. Continuing to coordinate membership activities at the Annual Meeting booth and member services, and identifying and evaluating the NCME value proposition for members and graduate students. This committee will work in close collaboration with the Website Content Editor.

**Nominating & Elections Committee**

**Term of Office**

One-year term, non-renewable. However, the same person could serve in non-consecutive years.

**Composition**

Three members (no student member). The Past President serves as the Chair and appoints two additional members; one who is another former Past President and one who is a former Board member. Final appointments require Executive Committee approval.

**Duties**

This committee oversees both the nominations and elections processes for positions on the Board of Directors, to be filled following the rotation outlined in this Handbook and consistent with the NCME Bylaws.

For nominations, the committee takes the following steps:

1. Actively seeks qualified potential nominees, giving due consideration to the needs of the Board and its current composition, strengths, and gaps.
2. Issues a Call for Nominations to the membership and gives fair consideration to any nominations made.
3. Nominates at least two members for each elective office.

For the election process, this committee works with the NCME Director of Operations to perform the following steps:
1. Obtains statements and photographs from the candidates.
2. Reviews these documents for compliance to specifications and accuracy.
3. Reviews the election procedures, including the collecting and tabulating of votes.
4. Creates the final text for all ballot materials.
5. Verifies the accuracy of the ballot materials and text describing the voting process for both the web and the email to members.
7. Works with the Social Media Committee and News@NCME to publicize the election.
8. Receives and reviews the results of the election.
9. Communicates the election results to the Executive Board, after which the NCME President notifies the full Board of the results, notifies all the candidates of the results, and notifies members of the results (at which time the results are no longer confidential).

Publications Committee

Composition

Eight members (seven members and one student member). The Publications Committee seeks to balance the experience of its membership across all aspects of the publication cycle. Thus, members typically have experience in one or more of the following: serving as an editor or associate editor for a major scholarly journal, serving as an editor of a scholarly book, collaborating with commercial publishers on journal operations, negotiating contracts and RFPs, promoting journals and books, experience with the peer-review publication process, or experience as a journal reviewer.

Duties

The following are the primary duties of the Publications Committee:

1. Maintains direct contact with all publishers on behalf of NCME.
2. Works directly with the publisher(s) and the NCME management company to review and provide reports to the Board of sales volumes, distribution, citations, and other metrics relevant to evaluating the success of NCME journals and books.
3. Maintains long-term trend data on these metrics and provides recommendations concerning publication policies, new initiatives or promotions, page limits, format, and other related issues.
4. Actively monitors submissions and the timeliness of the review and publication process.
5. Looks for ways to continuously improve NCME’s publications program to respond to member needs.
6. Provides assistance as needed to resolve disputes about publications.
7. Reviews proposals for new publications.
8. Coordinates the searches for and onboarding of new editors.
9. Provides ongoing support for editors in all aspects of the publishing cycle.
10. Provides support for special publications. When a special publication, such as a revision of the Joint Standards or a new edition of Educational Measurement is undertaken, the NCME Board meets with the Chair(s) of the Publications Committee at the beginning of the process to determine the committee’s role in selecting the leadership (Editor or other), finding a publisher, and overseeing the development process.

Standards and Test Use Committee

Composition

Seven members (six members and one student member). New members should be selected who have expertise and experience relevant to the use and development of professional standards in testing.

Effective in 2013, upon request of the President and the agreement of the Chair, the Chair of this committee will serve as liaison to the Joint Committee on Standards Revision for the Standards for Educational and Psychological Testing (hereafter referred to as “the Standards”), at the time the Joint Committee is formed. All members will then be invited to remain on the committee at the time the committee becomes involved in the public review process, through an additional term appointment or provisional appointments.

Duties

The committee provides input to the Board on matters directly or indirectly related to the Standards for Educational and Psychological Testing (i.e., the Standards). This typically includes information related to the need for a revision to the Standards or progress reports after the process of a revision is underway. Once a Joint Committee has been appointed to revise the Standards, the Standards and Test Use Committee should receive all reports from NCME’s liaison to the Joint Committee. The Standards and Test Use Committee is responsible for coordinating the NCME review of the draft Standards. The committee also performs recurring reviews of any standards and guidelines that derive from or are intended as a complement to the Standards and makes recommendations to the Board for revisions of these Standards and guidelines.

Past examples of related standards and guidelines documents include

- Standards for Teacher Competence in Educational Assessment of Students (1990)
- The ABCs of School Testing (1993)
- Competency Standards in Student Assessment for Educational Administrators (1997)

The purpose of these reviews is to ensure that the related standards and guidelines documents remain consistent with the Standards as it is revised. The committee makes recommendations to the Board regarding the need for and development of new standards and
guidelines addressing testing or test use. The committee represents NCME in working with external groups in the development or review of standards and guidelines concerning testing and test use. At the Board’s request, the committee reviews and makes recommendations to the Board on all new standards or guidelines developed within NCME or externally that have been submitted for NCME approval.

NCME Members, including the Board, have an opportunity to review the Standards and submit comments. Formal NCME Endorsement occurs after at least 2/3 of the Board vote to endorse.

**Training and Professional Development Committee**

**Composition**

The committee is typically composed of the Chairs for the upcoming Annual Meeting. Typically, two Co-Chairs are appointed. These Co-Chairs may meet regularly with the previous and/or subsequent year’s Co-Chairs.

**Duties**

This committee organizes training sessions and publicity for the Annual Meeting, as well as at other times and for other conferences, on an as-needed basis. This committee works with the Annual Meeting Program Committee on the call for proposals for the Annual Meeting as it relates to training sessions. The committee advertises the call for proposals, manages the process to review and select training sessions, and organizes the selected training sessions for the Annual Meeting.

**Website Committee**

**Composition**

Ten members (nine members and one student member)

**Duties**

This committee’s responsibilities follow:

1. Developing website policies and procedures, and overseeing website updates, organization, and functionality.
2. Auditing website traffic and making necessary revisions to the website design.
3. Ensuring written permission is secured (e.g., from award winners) before publishing a personal likeness on the NCME website. A sample permission request is “In accordance with the European Privacy Law, do you grant permission to post this photo of you on the public-facing NCME website?”.

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The committee will evaluate the design of the website every three years and be prepared to implement and evaluate a redesigned website based on the evaluation. The committee is also responsible for assisting the Publication Committee in the selection of the Website Content Editor and for working in close collaboration with the Website Content Editor. Editorial policy decisions and plans for work that involve the central office staff and fall outside the current contract should be submitted to the Board for review and approval. Written reports and responses to inquiries from the Board should be provided when requested.

Social Media Committee

Composition
Ten members (nine members and one additional student member)

Duties
As a new committee, this committee is responsible for the following:

1. Developing and maintaining a social media presence for NCME across multiple platforms.
2. Developing and implementing guidelines for postings on various platforms.
3. Monitoring NCME’s social media footprint.
4. Developing a social media strategic plan.

Special Interest Groups in Measurement in Education (SIGIMIEs)

Special Interest Groups in Measurement in Education (SIGIMIEs) provide an important forum for NCME members with common interests to join together, network, and make contributions to NCME membership and to the NCME mission and goals.

Rules for Establishing a New SIGIMIE

SIGIMIEs require Board approval, based on the submission of a formal request from an NCME member.

The request should include

(a) the proposed name of the SIGIMIE;
(b) a list of at least 50 NCME member names and emails who have expressed interest in joining the SIGIMIE;
(c) a description of the importance of the SIGIMIE to NCME’s mission and goals (see ncme.org/about/mission), including what actions the group will take within its first three years of existence;

(d) any supporting documentation of relevance to the request;

(e) the contact information of the person filing the request;

(f) the proposed officers for the SIGIMIE.

**Funding**

SIGIMIEs are member-driven groups, supported by NCME’s existing infrastructure, and not expected to incur expenses in their regular activities. Newly formed SIGIMIES may incur expenses associated with their start-up activities, and such expenses (up to $1,000) may be included in the SIGIMIE proposal and will be covered by NCME if approved. In addition, to support member engagement, SIGIMIEs may incur and be reimbursed for expenses up to $300 annually. To qualify for reimbursement, the expense must be for the benefit of the SIGIMIE as a whole. For example, up to $300 could be used to offset the cost of a social gathering of the SIGIMIE in conjunction with the Annual Meeting, as long as the event would be open to all members of the SIGIMIE. Questions about reimbursable expenses may be directed to the Executive Director.

**Rules for Retiring an Existing SIGIMIE**

SIGIMIEs may be retired if a different structure seems better suited to NCME’s and the SIGIMIE’s function (for example, a SIGIMIE could be transitioned into a committee or a task force, merged with another SIGMIE, or adjusted to fit current trends in measurement in education).

SIGIMIEs, for example, that no longer function according to the SIGIMIE guidelines, that have a very small membership, that do not seem to be engaged in any activities, or that have few active members may be dissolved. The NCME Board may dissolve a SIGIMIE based on a majority vote and may specify the timeline for the dissolution.

Two or more SIGIMIEs may formally merge if, as time goes on, they seem to substantially overlap in scope, or if the SIGIMIEs decide that pooling resources is preferred. The Board Liaison(s) for the separate SIGIMIEs should bring this proposal to the full Board for approval.

Multiple separate SIGIMIEs are encouraged to work jointly on activities such as initiatives, and session proposals without formally merging.

**Rules of Operation for a SIGIMIE**

1. SIGIMIEs should establish a leadership structure to ensure efficient organization of the group. We assume the default is to have Co-Chairs or a Chair and Incoming Chair (with staggered term limits). If an alternate structure is desired, it should be proposed for
Board approval. Yearly changes in leadership (e.g., new Chair, new Co-Chair) should be communicated to the NCME Vice President prior to the Annual Meeting.

2. SIGIMIE leadership should meet monthly with each other and with their NCME Board Liaison. Meeting monthly will help ensure progress on SIGIMIE goals and activities and help keep members engaged. Including the NCME Board Liaison at these meetings or updating the liaison on a monthly basis will facilitate communication of SIGIMIE activities and requests to the Board.

3. SIGIMIEs should provide biannual updates to the Board that summarize its activities and progress meeting its goals. The NCME Board meets quarterly. SIGIMIEs are invited to send progress reports for each of these four board meetings but are required to send progress reports for the July and January board meetings. A report template will be provided. These reports should be coordinated with the SIGIMIEs’ Board Liaison.

4. SIGIMIE activities must be coordinated with NCME activities. NCME sponsors many virtual sessions, brown bags, receptions, and other events throughout the year. SIGIMIEs are also encouraged to sponsor activities. In order to prevent NCME and SIGIMIE events from competing with one another, all SIGIMIE proposed events should be communicated to the NCME Director of Operations before the dates and times are finalized. Of particular note are receptions, business meetings, and other activities that may occur near to or during the NCME Annual Meeting.

5. Any NCME member in good standing is eligible to join any SIGIMIE.

6. The Digital Presence of a SIGIME shall be accessed through the NCME website.

7. No SIGIMIE website, newsletter, or other communication may include advertisements. Notices of resources, relevant events by other organizations, et cetera must be approved by the Board Liaison.

8. SIGIMIEs should be aware of and leverage NCME resources. These resources include announcements via the NCME website, communicating with SIGIMIE members via the NCME community forum on the web site, the NCME YouTube channel (https://www.youtube.com/channel/UCBxobaOJXiyzZgEbwsWmFg), ITEMS (https://ncme.elevate.commpartners.com), management group staff, and other resources.

9. SIGIMIEs are expected to propose a coordinated session for the Annual Meeting that will be of interest to SIGIMIE members and to NCME members in general. The coordinated session should be consistent with the conference theme and will be evaluated by the program Chairs. Acceptance of a SIGIMIE’s proposal for a coordinated session is not guaranteed. It is critical that proposed sessions include diversity of perspectives and avoid conflict of interests. Attendance and survey data for SIGIMIE sessions at the Annual Meeting will be among the criteria used for evaluating the effectiveness of the SIGIMIE.

10. SIGIMIEs cannot currently grant awards.

11. SIGIMIEs cannot currently raise funds for their own SIGIMIE (like all NCME members and groups, they may encourage donations to NCME in general).

12. Expenditures to be made by or on behalf of a SIGIMIE will be authorized by the Executive Director if they are determined to be consistent with the Board’s approvals.
NCME Membership

NCME seeks members from among university professors and students of research, measurement, and educational psychology; testing research and development organizations; state and federal agencies involved in assessment and measurement; school districts; personnel involved in assessment and measurement; and associations and organizations serving educators and public workers in assessment and measurement.

NCME seeks to have a membership with racial and ethnic diversity and gender representation. If continued membership of any person is believed to be contrary to the interests or purposes of NCME, the Board may terminate that person's membership by a two-thirds vote.

Membership Types

Active Members

Any person actively engaged in the field of educational or psychological measurement, who desires to promote the mission and goals of the organization and pays dues as prescribed in the NCME Bylaws is an active member. An active member shall be entitled to vote and hold elective office within NCME.

Student Members

Any student interested in the field of educational and psychological measurement may become a student member. Student status must be verified by an active member. Students should be interested in promoting the NCME Mission and should not be employed full time. Student members do not have the right to vote or hold elective office within NCME. Student members may participate on NCME committees, present at Annual Meetings, and participate in other NCME events. Graduate student membership is free for the first year.

The term of membership for all member types is the calendar year, with all memberships expiring on December 31.

Membership Dues

In 2007 the NCME Bylaws were revised, and the Board of Directors was given responsibility for establishing the dues for all membership categories (see NCME Bylaws Article VI, Section 2). Prior to 2007, the NCME Bylaws required that the membership ratify the dues assessment. At its July 2011 meeting, the Board approved an increase in 2012 dues. It also recommended that future Boards consider regular dues increases to offset increasing expenses. In 2022, the membership approved revised Bylaws and the Board approved revised Articles, giving the Board the authority to create membership categories as well as the dues structure.
Current Membership Dues (beginning in 2023):

- Active Member $125.00
- Student Member $25.00

Benefits of Membership

Membership in NCME includes access to four publications, instructional materials on measurement topics, the Annual Meeting program and training programs, and involvement in major efforts to improve measurement practices in education.

Publications

All NCME members receive access to four publications:

1. The *Journal of Educational Measurement* (JEM) publishes articles on technical and theoretical developments in measurement and improvements in the application of measurement methods in educational settings. Reviews of new testing instruments and publications are also included.

2. *Educational Measurement: Issues and Practice* (EM:IP) features articles that deal with the practical aspects of testing in educational settings. This publication is aimed at practitioners and users of tests, and it is intended to provide a forum for presenting major perspectives on current testing issues and problems. Issues of recent focus include state accountability and assessment systems, minority issues in testing, the role of computers in testing, measurement skills for teachers, the use of assessments to improve instruction and student learning, and credentialing exams.

3. *Chinese/English Journal of Educational Measurement and Evaluation* (CEJEME) is cosponsored by the National Council on Measurement in Education (NCME) and Beijing Normal University (BNU) and aims to share advances in scholarship and practice between China and the assessment and evaluation communities throughout the world. CEJEME publishes original empirical articles that present new approaches to educational measurement and evaluation, as well as review articles. The journal places an emphasis on sharing knowledge relevant to the practice of educational assessment and evaluation in the service of improving educational outcomes. The journal is published in two languages (Chinese and English). Manuscripts can be submitted in either Chinese or English and will be peer-reviewed in the language of submission.

4. *News@NCME* publishes announcements and brief descriptions of current activities, both internal and external to NCME, that are of interest to the membership. *News@NCME* is intended to provide the broad diversity of NCME members with timely information about important current events in educational measurement.
practice, and research. It is also intended to inform the membership about the activities of its Board and committees. News@NCME is an electronic publication and members should be encouraged to distribute it widely to interested and relevant parties. News@NCME has a news editor who works under the guidance of the Executive Director. It is not a peer-reviewed publication, is not subject to the policies that apply to NCME’s scholarly journals, and is not overseen by the Publications Committee.

In addition to these publications, NCME members are also entitled to a discount on all NCME special or sponsored publications.

Instructional Materials for Classroom Use

NCME has developed the Instructional Topics in Educational Measurement Series (ITEMS), which are instructional materials for teachers and students of educational measurement (see https://www.ncme.org/itemsportal). These materials consist of instructional modules, self-tests, and a list of references for learners and instructors. Selected topics include item response models, preparing essay tests, scoring tests, equating test scores, and setting standards. The materials are published or summarized in Educational Measurement: Issues and Practice and are available on the NCME website.

Annual Meeting and Training Programs

All NCME members receive the Annual Meeting Program electronically and are encouraged to participate in the Annual Meeting, which may be held at the same time and location as the Annual Meeting of the American Educational Research Association (AERA). NCME members are also encouraged to attend training programs on timely measurement topics. The training programs are offered at the Annual Meeting, sometimes before the meeting and at other times during or after the meeting. Training programs for past and upcoming meetings may be found at https://www.ncme.org/event/annual-meeting.

Involvement in Major Efforts to Improve Testing and Measurement Practices

NCME also serves its members by taking an active role in projects for improving testing and measurement practices. For example, NCME, along with AERA and APA, have participated in the development multiple editions of the Standards for Educational and Psychological Testing.

NCME worked with several organizations on the development of the Code of Fair Testing Practices in Education and the Standards for Teacher Competence in Educational Assessment of Students. In addition, NCME has authored and endorsed the Code of Professional
Responsibilities in Educational Measurement. NCME also monitors new testing legislation and provides technical advice on this legislation when appropriate.

These and many other initiatives are being taken by NCME to improve testing and measurement practices around the country.

Selected NCME Policy Documents

The following NCME policy documents are found in this section of the Handbook:

- NCME Investment Policy
- NCME Spending Policy
- Policy on NCME-Organized Conferences and Convenings
- NCME Policy on the Management of Classroom Assessment Conference Funds
- Additional Financial Policies and Procedures
- NCME Policy on Board-Directed Spending
- Conflict of Interest Policy
- Whistleblower Policy
NCME Investment Policy

Purpose
The policy’s purpose is to identify a set of investments and constraints to support NCME’s short- and long-term goals.

Assumptions. This policy assumes that NCME revenues approximate expenses and that NCME has cash or a cash equivalent on hand that represents approximately one third of the annual expenses.

Approach
NCME will invest in a variety of no-load, low-fee (i.e., <1% expense ratio), broad market U.S. and international stock and bond index mutual funds (e.g., those that track indexes such as the S&P 500, Russell 2000, Bloomberg Barclay’s U.S. Aggregate Bond Index) and money market funds. It is also acceptable to invest in one or more balanced funds that include other mutual funds that mimic market indexes.

Note the following about the approach:

1. Selected mutual funds should not focus on one narrow sector (e.g., healthcare, technology).
2. International stock exposure should not exceed 25% of the aggregate portfolio.
3. International bond exposure should not exceed 20% of the aggregate portfolio.

Objectives
NCME’s investable assets are designed to support

● a structured deficit (in case revenue is less than expenses for the current fiscal year);
● one year’s worth of expenses;
● mid- and long-term strategic goals.

Risk Tolerance
At a total portfolio level, NCME will assume a moderate to conservative risk tolerance. This tolerance is conceptualized as no more than 60% (approximate, within +/- 5%) exposure to equities (i.e., stock).

Asset Allocation
The NCME assets will be allocated as follows for each investment objective (percentages are approximate):

● Structured deficit fund—cash or short-term bonds
● One year’s worth of expenses—40% stock, 60% bonds
● Mid- and Long-term strategic goals—60% stock, 40% bonds
NCME Spending Policy

NCME will allow for an annual distribution of 4% of the rolling 3-year average of the total value of funds invested to support mid- and long-term strategic goals. That is, NCME’s annual budget will reflect this amount as operating income.

Monitoring Procedures

The NCME Budget and Finance Committee will meet with the NCME Financial Advisor no less than semiannually to discuss the performance of the portfolio. At these meetings, the NCME Financial Advisor will provide reports for

- the portfolio performance over the last 6-month, 1-year, 3-year, and 5-year periods;
- an assessment of current asset allocation relative to policy;
- recommendations for changes (e.g., converting funds to short-term bonds in the case of an excessive market sell off).

The NCME Budget and Finance Committee will share these reports with the NCME Board of Directors. As a matter of course, the NCME Budget and Finance Committee will keep the Board of Directors apprised of any material changes in the Budget and Finance Committee’s outlook, recommended investment policy, and tactics. In addition, an NCME Budget and Finance Committee representative will meet with the Board of Directors no less than annually to review and explain the portfolio’s investment results and any related issues.

Roles and Responsibilities

NCME’s Financial Advisor will meet with NCME semiannually (and as needed) to update NCME on the performance of its portfolio and provide advice on whether changes should be considered relative to existing policy and/or market conditions.

The NCME Board of Directors approves investment policy, makes final investment decisions, initiates change to the policy should conditions change, and keeps the Budget and Finance Committee aware of NCME’s financial situation.

The President of NCME will have the authority to transfer funds (to different investments or to NCME’s checking account). A balance of approximately $100K is to be kept in the checking account. The accounting team at the central office monitors the checking account balance. If the checking account balance drops below $85K, then the NCME President is notified (with a copy to the Executive Director and the Chair of the Budget and Finance Committee) and authorization to move approximately $30K from investment accounts to the checking account is requested. The amount proposed for transfer may be more or less depending on the timing of additional income or expenses, with the goal of maintaining an average balance of approximately $100K.

The NCME Budget and Finance Committee works on behalf of the NCME Board of Directors to update/revisit this policy, manage the portfolio consistent with policy, participate in
semiannual updates with the NCME Financial Advisor, monitor the portfolio, recommend changes, and implement any changes directed by the NCME Board of Directors. The Chair of the Budget and Finance Committee will also have the authority to transfer funds, doing so at the direction of the NCME President.

NOTE: The NCME Budget and Finance Committee or its individual members will not take title to any assets, nor will the Budget and Finance Committee or Financial Advisor exercise discretionary control over any of NCME’s assets. The Budget and Finance Committee will be responsible only to make recommendations to the Board and to implement investment decisions as directed by the Board.

Policy Review Schedule

This policy will be reviewed annually at the conclusion of NCME’s fiscal year or as directed by the NCME Board of Directors.
Policy on NCME-Organized Conferences and Convenings

Organizing events and conferences is an important way for NCME to attract members, serve their interests, and advance positive social impact aligned to our mission. NCME fully organizes its own Annual Meeting under specific, documented policies and practices. This policy applies to organizing and executing other convenings (e.g., conferences, training, and professional development events) at the initiative of NCME committees, SIGIMIEs, or other member groups. Convenings or ‘events’ in this context refer to in-person or virtual gatherings, outside of regular business, for which participants pay a fee and whose delivery requires the expenditure of more-than-nominal financial resources.

NCME encourages members and groups of members, including committees and SIGIMIEs, to consider developing ideas and plans for events that will attract, interest, and satisfy the needs of members and potential members. NCME has significant resources that can assist in ensuring that such events are sufficiently well planned, economically viable, and well executed.

Policies. The following policies apply to NCME-organized conferences and convenings:

- NCME-organized convenings must be approved by the NCME Board of Directors, at which point they become NCME events.
- No convening may be represented as NCME events unless so approved by the Board.
- NCME convenings must be clearly aligned to NCME’s mission.
- NCME-organized convenings must be planned with adequate safeguards to ensure their financial viability. All such events must generate revenues that meet or exceed costs.

Proposals. To receive consideration a complete proposal must include

- a statement of the purpose of the event and how it aligns to NCME’s mission;
- details about the time, place, and intended audience;
- identification of an Organizing Committee (or at least its Chair or Co-Chairs) who take responsibility for all aspects of planning (albeit assisted by NCME planning staff);
- a complete event budget (a template is available from the central office);
- concrete plans for any fundraising that may be involved.

Processes. The following processes are to be followed:

- Proposals are welcomed and should be sent to the Executive Director for feedback and for scheduling consideration by the Executive Committee.
- Early proposals and ideas may be vetted with the Executive Director, members of the Executive Committee, or other Board members.
- Working with the Executive Director and assigned staff from the central office is recommended, in preparation for consideration by the Executive Committee and Board.
**Financial.** Unless otherwise specified in advance and approved by the NCME Board, surpluses generated by NCME-organized convenings belong to NCME and will be used at NCME’s discretion in supporting NCME initiatives and operations.
NCME Policy on the Management of Classroom Assessment Conference Funds

Background

NCME’s Classroom Assessment Committee organizes a periodic classroom assessment conference. This conference typically generates net-positive revenue which can be used to support future conferences as well as the committee’s other initiatives. Furthermore, there is an expectation that the committee will be financially self-sustaining. Accordingly, it is important that NCME appropriately protects the committee’s net-revenue from each conference. This policy describes how NCME will protect those funds and how those funds should be used.

The following describe the financial policy for revenue generated by the classroom assessment conference:

- NCME will establish and maintain a restricted fund or separate account for all classroom assessment conference revenue.
- Any net-positive revenue is to be used for future classroom assessment conferences or other Classroom Assessment Committee initiatives.
- Policies for account access to the general NCME account(s) apply to this restricted account.
- If expenses are forecasted to exceed revenue, and funds from NCME’s general budget are required, the guidelines in the spending authority threshold policy would apply. See the notes that follow for general conference planning.

Notes

The Classroom Assessment Committee, in coordination with the classroom assessment conference host/s and Board Liaison, should work with the NCME management group and the NCME Board (as appropriate) to plan for conference expenses and set registration fees. The committee should work with the NCME Board to resolve budget deficits; multiple years of deficits may require reassessing the viability of hosting the conference. Additionally, should the Classroom Assessment Committee need to borrow funds, NCME may, as a condition of making the loan, require that the Classroom Assessment Committee pay back some or all the funds when future conferences yield net-positive revenue.
Additional Financial Policies and Procedures

NCME is recognized as a nonprofit organization by the Internal Revenue Service according to Code #501, Section C-3. At the end of each fiscal year, the Executive Director files the required form 990NP for the Corporation.

In accord with the NCME Bylaws (Article VII, Section 4), the Executive Director is to be bonded. The Board has determined that only the NCME Executive Director and staff are authorized to receive and disburse NCME monies.

NCME’s fiscal year extends from January 1 through December 31. Until 1979 its fiscal year was the calendar year. At the fall 1979 board meeting, it was decided to make the fiscal year run from July 1 to June 30. In the fall of 2006, the Board decided to return to using the calendar year as its fiscal year. Ordinarily, the organizational budget, the budget(s) for special projects, and the Annual Meeting budget pertain to the fiscal year.

All invoices or requests for reimbursement should be signed by the person responsible for the budget and forwarded to the Director of Operations promptly for payment. Ordinarily, requests for reimbursement should be submitted on NCME reimbursement forms with appropriate receipts (or photocopies) attached. In every case, the request to pay or reimburse should indicate the proper budget to be charged. A copy of NCME’s travel policies is provided below.

See Appendix C for an Expense Reimbursement Form

Travel Policies

Following is a list of NCME’s travel policies for board meetings:

- Meeting sites must be selected to minimize the overall costs (e.g., travel distances, ground transportation, and hotel accommodations).
- Travel should not be for a distance greater than a round trip from an individual’s residence or institution to the NCME activity.
- Individuals must secure airline fares that take advantage of savings.
- Hotel accommodations should normally be made by the central office or NCME’s designated travel service. Room and tax will usually be billed to a master account. Travel by personal auto is reimbursable at the IRS standard rate for deductible uses of depreciated automobiles. To determine the current reimbursement amount, go to the IRS website at http://www.irs.gov/index.html and key search “IRS standard mileage rates [year].”
- Air travel is restricted to coach class.
- Individuals should use reasonably priced ground transportation between hotels, airports, residences, or institutions.
● Expenses incurred by NCME governance members when attending the Annual Meeting and its associated meetings are not reimbursable. This includes travel, hotel, meal, and transportation expenses.

● If travel to an NCME activity is coupled with other business or pleasure, it is expected that the cost will be prorated appropriately. Similarly, if a trip provides for a stopover, the fare should be prorated. Please indicate the amount of such a credit.

● Incidental expenses of a personal nature (e.g., entertainment, bar bills, phone calls, laundry bills) are not reimbursable.
NCME Policy on Board-Directed Spending

Authority for all spending rests with NCME’s Board of Directors. Although authority to manage spending is delegated to the Executive Director and further to the management company (or “the management”), the Board reserves authority to directly manage spending in specific budget lines under the category of Board-Directed Spending. This category enables the Board, acting on its own or in conjunction with NCME’s committees, to address the organization’s evolving needs and opportunities for social impact.

The funds within Board-Directed Spending, and policies for Board authorization of such spending, are described below:

- **President’s Fund.** The NCME President is authorized to direct the spending of funds in the President’s Fund.

- **Mission Fund.** Expenditures from the Mission Fund are typically proposed by the Mission Fund Committee and discussed first with the Board Liaison and then with the full Board. The NCME Board approves all expenditures from the Mission Fund.

- **Scholarship Fund.** The Board sets aside funds for scholarships, including the NCME Diversity Scholarships. The Board or the Executive Committee on behalf of the Board approves these expenditures, which may be identified through a process delegated to a selection committee.

- **Committee Initiatives Fund.** NCME’s committees, in advancing the priorities of the organization, may identify ad-hoc needs or opportunities for social impact, membership development, or other benefits. Requests for expenditures of these funds are to be directed, through the committee’s Board representative, to NCME’s Executive Committee, which may approve on its own for amounts below $5,000 or secure approval from the entire Board for amounts at or above $5,000. Approval of a committee initiative in one year does not constitute approval of any expenditure in future years (although such approval may be obtained through the annual budgeting process).

The role of management in facilitating the expenditure of Board-Directed Spending is to ensure that (1) the required approval has been secured and (2) funds are available (i.e., they have not already been spent).
Conflict of Interest Policy

Article I
Purpose

The purpose of the conflict of interest policy is to protect the interest of the National Council on Measurement in Education (NCME), as a tax-exempt organization, when it is contemplating entering into a transaction or arrangement that might benefit the private interest of the Executive Director, an officer, or other member of the Board of Directors, or might result in a possible excess benefit transaction. This policy is intended to supplement, but not replace, any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Article II
Definitions

Interested Person
The Executive Director or any Board Officer or Director which has a direct or indirect financial or personal interest, as defined below, is an interested person.

Financial Interest
A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

An ownership or investment interest in any entity with which NCME has a transaction or arrangement, a compensation arrangement with NCME or with any entity or individual with which NCME has a transaction or arrangement, or a potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which NCME is negotiating a transaction arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the Board of Directors decides that a conflict of interest exists.

Personal Interest
A person has a personal interest if the person has, directly or indirectly, through business or close professional association and affiliation, an opportunity to either endorse or reject an arrangement or transaction that would benefit the interested person. Examples of associations that might involve such conflicts are co-workers in the same institution or organization, co-authors, and relatives.
Article III
Procedures

Duty to Disclose
In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the personal or financial interest and be given the opportunity to disclose all material facts to the Board of Directors considering the proposed transaction or arrangement. If the person already has taken steps to mitigate a real or potential conflict, they should provide evidence of such action to the Board.

If after signing and submitting an NCME conflict of interest statement, an interested person becomes part of an arrangement that could be regarded as posing a conflict of interest, that person is obligated to replace the prior statement with one that updates their status and the new arrangement.

Determining Whether a Conflict of Interest Exists
After disclosure of the personal or financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the Board meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Board members shall decide if a conflict of interest exists.

Procedures for Addressing the Conflict of Interest
If after determining that a conflict of interest exists, an interested person may make a presentation at the Board meeting. But after the presentation, the person shall recuse himself or herself: leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the conflict of interest.

If in the judgment of the Board, a perception of conflict of interest might remain even after recusal, the NCME President shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

After exercising due diligence, the Board shall determine whether NCME can obtain with reasonable efforts a transaction or arrangement of at least equal advantage from a person or entity that would not give rise to a conflict of interest.

If a transaction or arrangement of at least equal advantage is not reasonable or possible under circumstances not producing a conflict of interest, the Board shall determine by a majority vote of the disinterested Board members whether the transaction or arrangement is in NCME’s best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

Violations of the Conflicts of Interest Policy
If the Board has reasonable cause to believe a member or the Executive Director has failed to disclose actual or possible conflicts of interest, the President shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

If, after hearing the member’s response and after making further investigation as warranted by the circumstances, the Board determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.
Article IV
Records of Proceedings

The minutes of the Board meeting shall contain:

The names of the persons who disclosed or otherwise were found to have a personal or financial interest in connection with an actual or possible conflict of interest, the nature of the interest, and any action taken to determine whether a conflict of interest was present, and the Board’s decision as to whether a conflict of interest in fact existed.

The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Article V
Annual Statements

The Executive Director and each Board Officer and Director shall annually sign a statement, which affirms such person:

- has received a copy of the NCME conflict of interest policy,
- has read and understands the policy,
- has agreed to comply with the policy, and
- understands that NCME is charitable and, in order to maintain its federal tax exemption, must engage primarily in activities that accomplish one or more of its tax-exempt purposes.

Article VI
Periodic Reviews

To ensure that NCME operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm’s length bargaining.
- Whether partnerships, joint ventures, and arrangements with management organizations conform to NCME’s written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes, and do not result in inurement, impermissible private benefit, or an excess benefit transaction.

Article VII
Use of Outside Experts

When conducting the periodic reviews as provided for in Article VI, NCME may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of its responsibility for ensuring periodic reviews are conducted.
Conflict of Interest Policy Acknowledgement and Disclosure

All NCME Board Officers and Directors and the Executive Director should read the policy, sign and return this form to NCME headquarters at ncme@ncme.org or in-person at the NCME Annual Meeting.

I have read, understand and agree to comply with the above Conflict of Interest Policy. I understand that in order for NCME to maintain federal tax-exemption, NCME must engage primarily in activities that accomplish one or more of its tax-exempt purposes.

I will direct any inquiries or concerns not specifically addressed in this policy to the Board of Directors prior to my participation in any association or action that may be considered a potential or possible cause of conflict of interest.

Signature: _______________________________ Date__________________________
Whistleblower Policy

Article I
Introduction

In order to maintain the reputation of the National Council on Measurement in Education (NCME) and the confidence of its members and the public, NCME requires the Executive Director, Board Officers and Directors to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. Representatives of the organization must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations. NCME hereby enacts this whistleblower policy to establish procedures for:

- The submission of concerns regarding questionable or improper conduct on a confidential and anonymous basis.
- The receipt, retention and treatment of complaints received by the organization regarding questionable or improper conduct.
- The protection of those reporting questionable or improper conduct from retaliation.

Article II
Reporting Responsibility

Each Executive Director, Board Officer and Board Director, has an obligation to report in accordance with this Whistleblower Policy matters involving questionable or improper conduct (hereinafter collectively referred to as Concerns). Concerns also include matters made known by third parties including independent service-providers.

Article III
Authority for Review

All reported Concerns will be forwarded to the President and Executive Director in accordance with the procedures set forth herein. If the subject of a Concern is the President, it may instead be forwarded to the Immediate Past-President. The Executive Director, President, or Past-President shall be responsible for investigating, and making appropriate recommendations to the Board of Directors, with respect to all reported Concerns. If the subject of a Concern is the Executive Director, the Board Executive Committee should receive the notice and proceed with the appropriate investigation and recommendation to the full Board.
Article IV
No Retaliation

This Whistleblower Policy is intended to encourage and enable all parties to raise Concerns within the organization for investigation and appropriate action. With this goal in mind, no individual who in good faith reports a Concern shall be subject to retaliation or, in the case of the Executive Director employee, adverse employment or contracting consequences. Moreover, a volunteer or Executive Director who retaliates against someone who has reported a Concern in good faith is subject to discipline up to and including dismissal from the volunteer position or termination of employment.

Article V
Reporting Concerns

Concerns should be reported directly to the President, or Past-President if the President is involved in the complaint. If the Concern was reported verbally, it should be subsequently confirmed in writing. Concerns may also be submitted anonymously. Such anonymous Concerns should be in writing and sent directly to the President.

Article VI
Handling of Reported Violations

The President, or Past-President if the President is involved in the complaint, shall address all reported Concerns. The President or Past-President will notify the sender and acknowledge receipt of the Concern within five business days, if possible. It will, of course, not be possible to acknowledge receipt of anonymously submitted Concerns.

All reports will be promptly investigated by the President, and appropriate corrective action will be recommended to the Board of Directors, if warranted by the investigation. In addition, action taken must include a conclusion and/or follow-up with the complainant for complete closure of the Concern.

The President has the authority to retain outside legal counsel, accountants, private investigators, or any other resource deemed necessary to conduct a full and complete investigation of the allegations.

Article VII
Acting in Good Faith

Anyone reporting a Concern must act in good faith and have reasonable grounds for believing the information disclosed indicates improper conduct, misuse of NCME resources or a violation of state or federal law or regulations.

The act of making allegations that prove to be unsubstantiated, and that prove to have been made maliciously, recklessly, or with the foreknowledge that the allegations are false, will be
viewed as a serious disciplinary offense and may result in discipline, up to and including dismissal from the volunteer position or termination of employment. Such conduct could potentially also give rise to other actions, including civil lawsuits.

**Article VIII**

**Confidentiality**

Reports of Concerns, and investigations pertaining thereto, shall be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Disclosure of reports of Concerns to individuals not involved in the investigation or without a need to know will be viewed as a serious disciplinary offense and may result in discipline, up to and including dismissal from the volunteer position or termination of employment. Such conduct could potentially also give rise to other actions, including civil lawsuits.
Whistleblower Policy Acknowledgement

All NCME Officers, Directors, and the Executive Director should read the policy, sign and return this form to NCME headquarters at ncme@ncme.org or in-person at the NCME Annual Meeting.

I have read, understand and agree to comply with the above Whistleblower Policy. I will direct any inquiries or concerns not specifically addressed in this policy to the Board of Directors.

Signature: ____________________________  Date: ____________________________
Appendix A.
Partial List of NCME’s Board of Directors Since 1990

1990
Ronald K. Hambleton
Dale Carlson
Irvin J. Lehmann
Beverly L. Anderson
Ronald A. Berk
Robert L. Brennan
Leigh Burstein
Jane Faggen
Barbara S. Plake

1991
H.D. Hoover
Wendy Yen

1992
Joy A. Frechtling
Brenda Loyd

1994
Anthony J. Nitko
Edward H. Haertel
Michael J. Kolen
Edward D. Roeber
Stephen B. Dunbar

1995
John Fremer
Carole Perlman

1996
Stephen F. Ferrara
James C. Impara

1997
Cyndie B. Schmeiser
Anne Fitzpatrick
Pamela Moss

1998
Linda Crocker
Lorna Earl

1999
Mary Lyn Bourque
David A. Frisbie

2000
Catherine J. Welch
Suzanne Lane

2001
LeAnn M. Gamache
Rebecca Zwick

2002
Mark Reckase
Sharif Shakrani

2003
Douglas Becker
Wayne Camara

2004
Terry Ackerman
Linda Cook

2005
Judith Koenig
Hariharan Swaminathan

2006
Leslie Lukin
Stephen Sireci

2007
Larry Rudner
Todd Rogers

2008
Kadriye Ercikan
Susan Loomis

2015-2016
Past President: Laurrey Wise
President: Richard Patz
President Elect: Mark Wilson
Member: Won-Chan Lee
Member: Luz Bay
Member: Amy Hendrickson
Member: Cindy Walker
Member: Kristen Huff
Member: Dale Whittington
2016-2017
Past President: Richard Patz
President: Mark Wilson
President Elect: Randy Bennett
Member: Luz Bay
Member: Kristen Huff
Member: Won-Chan Lee
Member: Dale Whittington
Member: Derek Briggs
Member: Walter (Denny) Way

2017-2018
Past President: Mark Wilson
President: Randy Bennett
President Elect: Rebecca Zwick
Member: Luz Bay
Member: Ye Tong
Member: Dale Whittington
Member: Walter (Denny) Way
Member: Rose McCallin

2018-2019
Past President: Randy Bennett
President: Rebecca Zwick
President Elect: Stephen Sireci
Member: Ye Tong
Member: Andrew Ho
Member: Walter (Denny) Way
Member: Rose McCallin
Member: Derek Briggs
Member: Debbie Durrence

2019-2020
Past President: Rebecca Zwick
President: Stephen Sireci
President Elect: Ye Tong
Member: Andrew Ho
Member: Rose McCallin
Member: Debbie Durrence
Member: Michael Walker
Member: Michael Rodriguez
Member: Howard Everson

2020-2021
Past President: Stephen Sireci
President: Ye Tong
President Elect: Derek Briggs
Member: Andrew Ho
Member: Debbie Durrence
Member: Michael Walker
Member: Howard Everson
Member: Ellen Forte
Member: Sharyn Rosenberg

2021-2022
Past President: Ye Tong
President: Derek Briggs
President Elect: Deborah Harris
Member: Kyndra Middleton
Member: Antionette Stroter
Member: Michael Walker
Member: Howard Everson
Member: Ellen Forte
Member: Sharyn Rosenberg

2022-2023
Past President: Derek Briggs
President: Deborah Harris
President Elect: Michael Walker
Member: Kyndra Middleton
Member: Antionette Stroter
Member: Susan Davis-Becker
Member: Li Cai
Member: Ellen Forte
Member: Sharyn Rosenberg

2023-2024
Past President: Deborah Harris
President: Michael Walker
President Elect: Andrew Ho
Member: Kyndra Middleton
Member: Antionette Stroter
Member: Susan Davis-Becker
Member: Li Cai
Member: Rochelle Michel
Member: Zachary Warner
Appendix B.
National Council on Measurement in Education
Board of Directors’ Delegation of Authority to Executive Director

Version 1, December 12, 2022

I. General

In accordance with NCME Bylaws the Board of Directors “may appoint or employ persons who, to the extent provided in said resolution, shall have and exercise the authority of the Board.” The purpose of this resolution is to authorize an Executive Director to take actions that support the effective management of the organization.

The delegation of authorities as specified herein is intended to enable the Board to focus more completely and effectively on matters of governance and social impact, and to enable the members of the organization to serve more effectively on the volunteer committees that advance the mission and goals of the organization. The Executive Director provides coherent leadership in the operation, financial management, and execution of organizational strategy. In this role the Executive Director reports to the Executive Committee of the Board of Directors. The Executive Director supports NCME members and the volunteer committees on which they serve, but volunteer committees continue to report to the Board through their designated Board Liaison.

The Executive Director shall act in accordance with all applicable state and federal laws and regulations, NCME’s Bylaws, and with all Board policies and directives.

The Executive Director shall act in all significant matters with the advice and consent of the Executive Committee of the Board, and, as appropriate with the Chairs of any other committees or sub-committees of the Board as the Executive Committee of the Board may direct. The Executive Director is authorized to conduct, manage, and oversee the administration and operation of all functions within NCME including financial management, fund-raising, membership services, information management, communication, and external legal counsel when specifically delegated by the Board. The Executive Director is specifically authorized, in his/her prudence and discretion, to delegate the Executive Director’s responsibilities to other outside service providers, including but not limited to an association management company, unless specifically prohibited by law or by Board policy.

The Executive Director is authorized to conduct and oversee the implementation of Board Policies, programs, strategic plans, fundraising efforts, and business plan objectives and initiatives within the resources and fiscal limits established by the Board. The annual budget approved by the Board provides targets for revenues and expenses in general categories and subcategories. Exceeding the budget of any general expense category by more than 5% requires Board authorization. The Executive Director is authorized to re-allocate funds between subcategories or line items within a general expense category.

The Executive Director shall report to the Executive Committee as needed, and to the Board as a whole or to committees of the Board as required by administrative rules and Board
direction, on all significant action that the Executive Director has taken pursuant to this delegation of authority.

II. Authorized Actions

The Executive Director is authorized to establish all necessary operational rules, to establish procedures, to make all decisions, and to take action, provided that any such policy, procedure, decision, or action is consistent with Section I. above. When appropriate, the Executive Director may authorize individuals and/or service providers to develop procedures, subject to the Executive Director’s final approval. Designees may not further delegate their responsibility without the Executive Director’s written approval. The Executive Director is responsible for all actions taken by a named designee while acting as a designee.

III. Contracts

In accordance with the general authorizations in Section I, the Executive Director is authorized to approve and execute contracts on behalf of the organization, subject to limitations, as stated here. Any contract or purchase that exceeds $30,000 in aggregate value must be approved by the Board. Approval authority for contracts and purchases (other than retention of outside legal or investment services) of $30,000 or less is delegated to the Executive Director or his/her designee. Unless otherwise restricted by the Board or applicable law, the NCME President and the Executive Director shall each have the authority to execute contracts on behalf of NCME. The Executive Director shall not enter into any agreement with a duration longer than five (5) years.

The Board shall approve all investment and external legal services agreements regardless of cost. The Executive Director shall act in accordance with the any Contract Administration and Procurement Policy that may be adopted by the Board.

IV. Organizational Spokesperson

Subject to any Media Policy that the Board may adopt, the Executive Director or designee shall act as a spokesperson for NCME subject to the following limitations:

1. The authority to issue formal, written statements regarding the position of NCME on matters of public interest, remains with the Board.

2. Regarding any matter on which NCME has taken a formal position, the Executive Director, when speaking on behalf of the organization, is authorized to represent, explain, and support that position but is not authorized to contradict or actively and intentionally undermine that position.

3. With respect to a controversial or potentially controversial matter germane to fundamental interests of NCME, and for which the Board has not taken a formal position, the Executive Director will consult with the Executive Committee of the Board when deciding whether and how to communicate publicly regarding NCME’s position or perspective, if any, on such matter.
4. With respect to all other public communications, the Executive Director, when speaking on behalf of the organization shall focus on education and advocacy with stakeholder groups, media, other organizations, and the general public regarding measurement-related matters in a manner consistent with NCME’s embrace of sound measurement practices and its publication (with AERA and APA) of the *Standards for Educational and Psychological Testing*.

V. **Board Directions**

1. Decisions or instructions of individual Directors are not binding on the Executive Director, unless such action is specifically authorized by the Board acting as a body.

2. In the case of individual Directors requesting information or when requesting assistance without Board authorization, the request shall be made to the NCME President or to the Executive Director, with a copy of the request to the other. The President or Executive Director, with a copy to the other, may refuse such request to the extent it relates to confidential or to non-public information, or would require a material expenditure of time or other resources, would be disruptive, or is contrary to Board direction.

VI. **Emergency Situations**

In a bona fide emergency, the Executive Director or designee is authorized to act on matters not expressly within this delegation, provided:

1. The action is, in the Executive Director’s judgment, necessary to protect NCME, its officers, its membership, or its assets, from loss or harm that is reasonably likely to occur if action is delayed and it is not practicable to reach the President or to schedule an emergency meeting of the Board or its Executive Committee; and

2. The Executive Director promptly reports to the President and the Board all action taken, and the reason that the Executive Director determined that such immediate action was time sensitive and necessary.

The Executive Director shall provide to the Board a description of the emergency and action taken and if appropriate the matter shall be put on the agenda for discussion and possible action by the Board.
Appendix C.
Expense Reimbursement Form
REQUEST FOR EXPENSE REIMBURSEMENT

Expense Guidelines

The Council greatly appreciates the professional contributions of members' time and expertise on behalf of its programs and activities. It is the policy of NCME to reimburse individuals for all reasonable costs related to their work on NCME business. As a nonprofit organization, individuals are to use discretion in spending Council resources. It is recognized that circumstances may occasionally occur that will require flexibility. Thus, applicable circumstances should be noted in advance, if possible, or explained with submission of the form.

Please indicate below specific expense items or fees. Also, please specify the NCME activity involved. Note: Itemized receipts are required for expenses of $25 or more. Any reimbursement for mileage traveled will be reimbursed at $0.655/mile per IRS guidelines.

Activity: ____________________________________________________  Cash Advance: _________

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<tr>
<th>EXPENSE DATE</th>
<th>EXPENSE DESCRIPTION</th>
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TOTAL REQUESTED: $_________

Make reimbursement payable to (please write legibly):

Name: __________________________________________________________________________

Address: _________________________________________________________________________

Email: __________________________________________________________________________

Would you like your payment via mailed check or electronic disbursement? ____________________________

I certify that the above information is correct:

Signature: __________________________________________________________________________

Date: _______________________________________________________________________________