

**THE NCME GOVERNANCE
HANDBOOK
April 2026**



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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.

This Handbook is updated on a regular basis to reflect and guide the current practices of NCME. Contents of this Handbook are consistent with NCME's [Bylaws](#) and include board-approved policies. Unlike the Bylaws and board policies, changes to the Handbook require neither full Board nor Membership approval. The Handbook is managed collaboratively by the President and Executive Director.

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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). 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 Executive Director serves ex-officio as a non-voting member of the Board and Executive Committee.

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

The Board should hold regular meetings to advance the mission of the organization. The meeting schedule is at the discretion of the President. Currently, the Board meets in person on three separate occasions: at the Annual Meeting, once during the summer, and once in the fall. The Board also meets virtually two or three other times during the year for half-day meetings. The areas of focus of these meetings typically are Getting Mobilized (spring), Strategy (summer), Finances/Resources (fall), Governance (winter), and Recognition (at the Annual Meeting). Additional meetings may be called by the President.

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 partial 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 Chair 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](#).

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 directs the Annual Meeting, including the appointment of committee chairs responsible for the meeting. The President should communicate any expectations they may have about the Annual Meeting Program to their Annual Meeting Program Co-Chairs, Co-Chairs of the Training and Development Committee, and Co-Chairs of the Graduate Student Issues Committee. The communication of expectations should be done well in advance of program planning activities so that those expectations can be taken into account. Presidents should expect to begin planning for their annual meeting over a year in advance, in their Vice Presidential year, given the advance planning required.

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 their 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 current President and incoming President meet with the Past Presidents at a luncheon or other gathering.

Making Special Appointments and Nominations as Needed

The President may periodically need to make special appointments or nominations of NCME members. These are made at various times, depending upon scope and function. For example, the President appoints an NCME member to the Joint Standards Management Committee when this position is open. The President also solicits and advances nominations of NCME members to serve in the Testing and Measurement Expert role on the National Assessment Governing Board when this position is open.

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 that is held during the NCME Annual Meeting. The President also delivers a Presidential Address to NCME members.

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 include these policies.

Reviewing and Updating the NCME Handbook

At the winter board meeting or around this time, any substantive policy changes should be discussed with Board members and Committee Chairs. Thereafter, the President, Vice President and Executive Director should implement appropriate revisions to the Handbook and circulate to the Board members for their input. The revised Handbook will be made available to incoming committee members, Chairs, and SIGIMIE leaders and posted on the NCME website. In order to document the evolution of NCME policies, past handbooks may be found in the [archive section of the website](#).

Evaluating the Executive Director

At the end of each calendar year, the President is responsible for managing the evaluation of the performance of the Executive Director. The process should involve: a self-evaluation provided by the ED; discussion of performance with the ED and the Executive Committee; a sharing of perspectives with the full Board (e.g., the ED's self-evaluation and input from EC members); and a consensus from the Board regarding a statement of the ED's performance.

The ED self-evaluation, discussion regarding performance among the Board, and the Board's statement regarding performance are treated in executive session and kept confidential as a personnel matter. Any changes regarding the ED's position or compensation resulting from the evaluation require Board approval and are the responsibility of the President to manage and communicate.

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 their Vice-Presidential year, 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 early (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 and facilitate 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. Preparation for 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. This process 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 and remind Committee Chairs that they have modest funds to support a convening at the Annual Meeting.

Reviewing and Updating the NCME Handbook

The Vice President works with the President and Executive Director to review and update this Handbook, as described in the prior section.

Past President

The Past President serves as a member of the Board and the Executive Committee. The Past President serves in this position for the 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 may carry out ad hoc requests made by the President at their mutual agreement. 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 this committee's members. The Past President should secure approval of nominating committee appointments 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 and the Executive Director to coordinate outstanding special initiatives that will require the President's attention during their term.

The Executive Committee

The Executive Committee (EC) of the Board consists of the President, the Vice President, and the immediate Past President. The Executive Director serves as an ex-officio member in a non-voting capacity. 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 (excluding the Executive Director) 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 six elected Directors include the following:

Attending and Actively Participating in All Board Meetings Convened by the President

These 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

Directors should review the Board Book in advance of board meetings. 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 as appropriate and if requested.

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) whenever possible, attend meetings of the committee and be included on all related email correspondence, (2) report on and provide insights during quarterly meetings to the rest of the Board on issues related to the work of the committee, and (3) following Board meetings where relevant committee and SIGIMIE reports are discussed, contact the Chair of the committee or SIGIMIE about Board directives and to encourage goal-setting.

Staff Supporting NCME Leadership

Executive Director

The Executive Director (ED) 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. Consistent with common practices in nonprofit management, the Executive Director both reports to the Board and serves in ex-officio capacity as a non-voting member of the Board and its Executive Committee.

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.

The Executive Director role (first established in January 2023) and its relations with the Board are expected to model best practices in non-profit governance (e.g., publications by [BoardSource](#), including *Ten Basic Responsibilities of Nonprofit Boards* and *The Nonprofit Chief Executive's Ten Basic Responsibilities*). 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 shall periodically engage the Board in discussions regarding best practices in non-profit governance.

The Executive Director should enable the Board to focus more completely and effectively on matters of governance and societal 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 ED updates the Board regarding progress on the established priorities, including a brief report included in regular Board meeting materials. The current priorities are focused on four areas: Membership, Finances, Operations, and Outreach and Partnerships.

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 AMC. The Director of Operations serves the Board, the President and other officers, and volunteer committees whose work requires AMC support. The Director of Operations is directly accountable to the Executive Director but generally acts to support the organization without direct supervision. 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

The Nominating and Elections 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.

According to Article V of the NCME Bylaws, the Immediate Past President shall appoint a Nominating and Elections Committee. The Past President should recommend, and secure Executive Committee approval for, a Nominating and Elections Committee in the early summer. 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. The two members serve a one-year non-renewable term; however, the same person could serve in non-consecutive years. Following the establishment of the committee, the Past President should schedule a conversation between the Nominating and Elections Committee and the Executive Committee to ensure the Nominating and Elections Committee has the benefit of the EC's perspective regarding the composition of the Board and the evolving needs of the organization. The Nominating and Elections Committee should solicit nominations for the Board positions 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 from further consideration. All ballots that ranked the eliminated candidate or candidates first are recounted. Their votes are counted for their highest ranked candidate (not counting the eliminated candidate or candidates) to best reflect their preferences. 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 2025 election for 2026 appointment, is as follows:

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.

To take office in 2028, 2031, 2034:

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.

Changes in employment that occur after nomination, including from one type of organization to another, do not impact the eligibility of individuals to stand for election or serve in elected office, and do not impact the composition of future election cycles.

The Nominating and Elections committee should work with the NCME Executive Director and Director of Operations to:

1. Obtain statements and photographs from the candidates.
2. Review these documents for compliance to specifications and accuracy.
3. Review the election procedures, including the collecting and tabulating of votes.
4. Create the final text for all ballot materials.
5. Verify the accuracy of the ballot materials and text describing the voting process for both the web and the email to members.
6. Schedule reminder emails.
7. Work with the Social Media Committee and *News@NCME* to publicize the election.
8. Receive and review the results of the election.
9. Communicate 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).

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.

NCME Committees

NCME Committees conduct the work of the organization following the charges specified in this handbook. They conduct their work under the direction of the Board, connected through

their Board Liaison, and in alignment with the NCME mission. There are currently 2 Annual Meeting Committees, 12 Topical Committees, and 6 Awards Committees. All committee members must be NCME members in good standing at the time of appointment and for each year they serve.

Terms of Office

On Topical and Awards Committees, members generally serve three-year staggered terms, with roughly one third of the committee rotating off and on each year. Committee chairs are usually appointed from members who are beginning their second or last year on a committee. 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 member in good standing.

Committees wishing for changes to existing committee terms and structures should discuss such changes as a committee and provide a proposal and rationale to the board through their liaison. The final decision when it comes to the appointment of new members, committee chairs, and any requests for exceptions to terms and rotations rests with the Vice President who would serve as President in that coming year. The timing of this is generally such that the Vice President provides these approvals in the months leading up to the end of their term or shortly after they assume the role of President at the conclusion of the NCME Annual Meeting.

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. Committee Chairs on most committees (see exceptions in committee descriptions below) follows this general process:

1. Early in each calendar year, the outgoing Committee Chair or Co-Chairs should discuss with the committee who from the current committee members would be a good recommendation to become the incoming Committee Chair or Co-Chairs. 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 or Co-Chairs will then communicate their recommendation and reasoning to their board liaison, the Vice President, the President, and the Executive Director. The Vice President (who is the incoming President) considers these requests for their approval in consultation with the board and committee as desired.

3. The incoming President will contact their selected member, with the past and/or forthcoming Board Liaison copied, to invite them to serve as Committee Chair following the Annual Meeting.
4. The Executive Director and Incoming President will invite the new Committee Chair to an orientation meeting following the annual meeting. The purpose of the meeting is to review this Handbook for general information about each committee chair's role and responsibilities.

Recruiting and Recording New Committee Members

On most committees, members serve staggered three-year terms with one-third of membership joining each year as another one-third of membership rotates off. Each committee typically has a graduate student representative that serves a single year, with the possibility of continuing for additional years at the incoming Chair's recommendation for the approval of the incoming President. Committees should facilitate the appointment of new members by the incoming president by following this process:

1. NCME surveys membership about committee interest annually in conjunction with the membership renewal process. The volunteer form provides an opportunity for volunteering members to explain (a) their current professional role, (b) which committees they feel eligible and inspired to join, and (c) what they feel they would be able to contribute to the committee.
2. Following the winter Board meeting each year, the NCME Director of Operations should provide each Committee Chair a list of volunteers for their respective committees from the most recent membership renewal process as well as a reminder of the process in this Handbook.
3. The committee should discuss candidates from the list of volunteers as well as others who they may recruit. 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.
4. The incoming President will discuss the recommendations with the Committee Chair for their coming presidential year and make appointments at the discretion of the Incoming President and informed by committee deliberations and preferences.
5. Once approved, it is the incoming President's responsibility to invite the candidate or delegate this invitation to the current chair. The Chair may invite the new committee member to participate in scheduled gatherings of the committee during the spring Annual Meeting. The Chair should coordinate with the incoming chair to arrange invitations to the first committee meeting following the annual meeting, to be led by the new Chair.
6. The incoming President should work with the Executive Director and Director of Operations to ensure that a list of Committee Chairs and members, as well as contact

information, is accessible to Committee Chairs and NCME leadership, including preservation of historical records over time to document member service.

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 goals and a timeline for committee activities over the coming year. 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 convene a meeting of new Committee Chairs and new Board members following the Annual Meeting to establish these norms, connect chairs to their respective liaisons, and field questions.

Providing Periodic Updates on Committee Activities to the Board

Committee Chairs are responsible for submitting short updates of committee activities prior to certain Board meetings. The topical committees typically provide updates to the Board before the summer and winter board meetings. These updates all follow the same basic format using a 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 Annual Meeting committees typically meet more frequently with the President, Executive Director, and staff. Both committees submit reports to the Board before all Board meetings. At the president's discretion, the Annual Meeting program Committee co-chairs also join Board meetings virtually to report on progress toward the Annual Meeting and field questions and advice from the Board.

The award committees do not use the same template or reporting timeline. Award committee Chairs work with their Board Liaison to review the call in the summer, raising issues to the Board only if revisions are requested. They work with the Board Liaison and President to distribute calls for nominations in the fall. They raise issues with the Board in the winter meeting only if the committee receives insufficient nominations. The only formal report required of award committees is the selection of the awardee required before the annual meeting.

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 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 President has the authority to remove the person from the committee and appoint a replacement in consultation with the committee chair.
2. If the person does not respond to the email from the Committee Chair, the Chair, in consultation with the President, has the authority to remove the person from the committee and appoint a replacement.

The President may choose to delegate responsibilities for managing a non-responsive committee member to the Vice President, particularly if the issue arises late in the President's term. 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.

Committee Types and Charges

The 2 Annual Meeting Committees

Annual Meeting committee chairs (for the Program Committee and the Training and Professional Development Committee) are typically selected by the President Elect early in their Vice Presidential year so that they can begin following and learning from the committee chairs of the current president. There are typically multiple co-chairs and no other members.

Annual Meeting Program Committee

Composition

Typically, the Vice President selects two Co-Chairs early in the Vice Presidential term to be appointed officially when the Vice President becomes President. (More than two co-chairs may

be appointed at the discretion of the President.) The Vice President selects Co-Chairs early to enable them to follow the Co-Chairs of that year's President and learn the best strategies and techniques to manage the program. Current Co-Chairs may also call upon past co-chairs to advise them given their past experience.

The President typically serves as an ex officio member of the Annual Meeting Program Committee. The President and Board of Directors typically fund an informal meal for Program Committee Co-Chairs to meet with their incoming counterparts at the annual meeting to thank them for their considerable service and enable knowledge sharing across presidential terms.

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 plenary or keynote speakers as desired
4. Recruits reviewers and adjusts evaluation procedures and timelines as needed.
5. Communicates decisions regarding all submissions.
6. Provides reviewer feedback for all submissions.
7. Coordinates the schedule and room assignments with AERA to avoid conflicts.
8. Develops a final program for distribution and communicates with presenters about the schedule.
9. Confirms invited presenters (e.g., award addresses).
10. Provides overall leadership and direction for the program.
11. Resolves conflicts and problems.
12. Designs and administers a brief survey for attendees to evaluate the meeting
13. Provides a report to the Board following the Annual Meeting on recommended changes in policy and procedures related to the Annual Meeting program.

Training and Professional Development Committee

Composition

The Committee will consist of six members, intentionally staggered to ensure continuity across years and annual meetings:

- Two members affiliated with the previous conference year, who act as the Co-chairs of the overall committee
- Two members who are identified by the Vice President and who's primary responsibility is to manage the trainings for the next conference
- Two members who are identified by the Vice President and who will manage the trainings for the following conference year

To support the expanded training mission during the initial transition period:

- The current editor of the ITEMS modules will participate as a transitional (voting) member of the T&PD Committee. These roles are transitional and will remain in place

until the 2028 T&D conference co-chairs are selected, at which point committee composition will revert to the standard six-member model unless otherwise directed by the Board.

- A current member of the Membership and Communications Committees will also liaise with the T&PD Committee to support coordination related to access, presentation, and promotion of training materials.

These additional members/liasons are intended to:

- Accelerate progress on organizing and expanding access to training resources already in place (i.e., ITEMS modules)
- Improve alignment between content development, digital infrastructure, and dissemination

Duties

This committee organizes training sessions and related publicity for the Annual Meeting. The president may also delegate this committee to manage the training sessions of other special conferences at the discretion of the special conference program chairs. 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.

In addition to supporting conference-related training activities, an expanded purpose of the T&PD Committee is to broaden and strengthen NCME's year-round training and professional development offerings. This includes improved organization, visibility, advertising, and access to NCME training resources, including the ITEMS modules, as well as other existing and future training materials. The committee will support greater coherence across platforms and audiences, with the goal of increasing reach, usability, and impact.

The 12 Topical Committees

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.

Budget and Finance Committee

Composition

Five members (no student members). The Chair may serve for three consecutive years. Although the budget and finance expertise of committee members may vary, there should be sufficient experience on the committee to ensure effective financial oversight.

Duties

This committee has 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. Meets with the Executive Director to provide advice and perspective regarding the organization's annual budget and long term financial plans.
3. Reviews, advises, and recommends for or against Board approval of the proposed annual budget.
4. Develops investment policy in collaboration with NCME's investment advisor for Board review and adoption.
5. Reviews periodic investment reports and shares recommendations with the Board no less than semiannually.
6. Reviews the scope and results of the external auditors' annual audit.
7. 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.

8. 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.

Classroom Assessment Committee

Composition

Eleven members (nine members who serve three-year terms, two graduate student members who serve two-year terms). Past members and interested others collaborate on initiatives on an as needed basis. The Classroom Assessment Committee attempts to achieve balance in diversity in terms of race/ethnicity, gender, and professional roles (i.e., state assessment professional, classroom educator, university faculty/researcher, etc.).

Duties

The purposes of the Classroom Assessment Committee are to enhance the equitable and high-quality practice of classroom assessment, to enhance the visibility and awareness of classroom assessment among the NCME membership, and to spur and communicate classroom assessment scholarship beyond the NCME membership by promoting research and practice. Specific responsibilities include:

1. Generate greater emphasis on this topic within NCME, given the importance of classroom assessment for teaching and learning.
 - a. Lead the organization of the biennial classroom assessment conference.
 - b. Increase the number of classroom assessment-focused symposia and papers at the NCME Annual Meeting.
 - c. Develop a process for having a Classroom Assessment Committee session at the NCME Annual Meeting.
 - d. Increase the participation of practitioners and various stakeholders at the NCME Annual Meeting and special Classroom Assessment conference to spur learning, communication, and collaboration.
 - e. Develop and implement strategies that will increase collaboration and visibility of classroom assessment within the NCME community.
2. Develop and publish resources that will illuminate the power and purposes of quality classroom assessment practices to support student learning and foster student ownership.
 - a. Host a biennial classroom assessment professional development pre-session at the annual NCME conference.

- b. Expand online resources, e.g., Formative Assessment for Classroom Teachers, that benefit teaching and learning in the classroom.
 - c. Identify gaps in the Instructional Topics in Educational Measurement modules with respect to classroom assessment and propose new modules/authors.
 - d. Sponsor the creation of a new classroom assessment-focused journal.
 - e. Sponsor special issues in NCME and other measurement journals.
 - f. Establish collaborative partnerships with other organizations and associations that focus on classroom assessment.
3. Identify and respond to the differential impacts of classroom assessment practices on various stakeholder groups (e.g., students, educators, education leaders, families, and communities).
- a. Identify classroom assessment needs and leverage points of different stakeholder groups.
 - b. Advocate and provide support for equitable and socially just classroom assessment practices.
 - c. Identify community needs and areas for additional research in classroom assessment.
 - d. Create talking points and materials to support policy/decision makers to learn about classroom assessment.
 - e. Build and support collaborative partnerships and inclusive learning communities that enhance equitable classroom assessment practices (e.g., readings, discussions, blog posts, non-scholarly pubs).

Committee on Informing Assessment Policy

Composition

Six regular 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 identify and highlight 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 works to identify areas of educational measurement and assessment policy initiatives that need to be identified and discussed among the membership. In collaboration with the NCME board and liaison, members will look to identify partnerships and 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: short-term activities that will result in a specific deliverable or outcome (e.g., draft considerations for the NCME board and membership on an important policy issue in order to support their crafting of policy and responses to policy issues, identifying NCME members with expertise who can host informative webinars or create conference proposals.); and longer-term projects that provide the background necessary to support the organization in addressing more substantive policy and technical issues. In addition, the Committee keeps NCME leadership informed of important policy issues that are emerging and any considerations and needs for addressing such issues and challenges and may develop internal resources (e.g., NCME membership lists or surveys) to support policy related outcomes.

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) collaborating with the Board to coordinate NCME members in an appropriate response to the policy issue (including arranging special sessions at NCME annual meeting); (3) acting as liaison to Board regarding the issues and NCME member response; and (4) other related activities as assigned by the President or Board.

In addition to its core policy mission, CIAP oversees NCME's ongoing effort to recognize and honor the service of State Technical Advisory Committee (State TAC) members. State TACs serve an important—and often unsung—role in the validation and monitoring of state testing programs, and NCME is committed to recognizing and sustaining this service. This responsibility includes establishing and following guidelines and standard operating procedures for: oversight of the NCME State TAC Service webpage and database, an annual update process, the early- and mid-career pipeline list, emeritus TAC member recognition, and coordination with NCME leadership.

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.

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.

Graduate Student Issues Committee

Composition

Nine members (six student members and two other members, at least two of whom are faculty). Student members serve a two-year term; other members a three-year term. 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. Coordinating the annual NCME mentorship event in conjunction with the annual meeting.
10. Coordinate membership activities at the Annual Meeting booth and member services, and identify and evaluate the NCME value proposition for members and graduate students.
11. This committee will work in close collaboration with the Website Committee to ensure the website meets member needs.

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.

The Committee has been operating under a model of having two Co-Chairs. The member in their second year as a Co-Chair acts as the lead while the member in their first year learns the responsibilities of the role and supports the work of the committee.

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 Committee, Award Committees, and Board.

Publications Committee

Composition

Eight members (seven regular 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. The work of the committee is guided by the [NCME Publications Guidelines](#). Given the need to build a knowledge base about the NCME publications and guidelines, there is an overlapping Chair/Co-chair model who each serve 3-year terms for this committee.

Duties

The following are the primary duties of the Publications Committee:

1. Maintains direct contact with all publishers in the best interests of NCME.
2. Works directly with the publisher(s) and the Director of Operations 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.
11. Advises the Board and Executive Director when contracts with publishers are to be negotiated, re-negotiated, or terminated.

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.

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 liaison role is served by NCME's representative on the Standards Management Committee.

When a revision is in progress, the Standards and Test Use Committee is responsible for working with the liaison (i.e., the Standards Management Committee representative) to plan and coordinate the NCME review of the draft revision of the *Standards*. NCME Members, including the Board, have an opportunity to review the *Standards* and submit comments. Once this review process is underway, chairs or co-chairs are typically invited to serve until the review processes are complete to ensure continuity of communication and collaboration with the Standards Management Committee.

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)
- The Code of Professional Responsibilities in Educational Measurement (1995, rev 2023)
- Competency Standards in Student Assessment for Educational Administrators (1997)
- The Code of Fair Testing Practices in Education (2004)

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.

Communications Committee

Composition

Six members will comprise the Communications Committee.

Duties

The Communications Committee is responsible for the following ongoing activities:

- Gathering newsworthy information and sharing related details, photos, and context with the Director of Communications. This includes regular solicitation of content updates from Committees and SIGIMEs.
- Maintaining an up-to-date database of headshots/photos of members who are featured in our communications, and securing all necessary permissions for using the photos for marketing purposes.
- Compiling and interpreting data related to social media engagement, email campaigns, and website traffic to support the development and refinement of the annual strategic communications plan.

In addition to the ongoing activities described above, the Committee is responsible for:

1. Developing and maintaining a comprehensive communications guide that details NCME's practices and norms for communicating with its members and the public. The guide will include key processes, policies, and routines to ensure timely, transparent communication with our members and to maintain a strong public presence.
2. Contributing to a strategic communications plan that details the goals, audiences, timelines, and cadences for each of the organization's major campaigns (e.g., membership, event registrations, mission and endowment donations, publication releases, elections, calls for proposals).

The work of the Communications Committee is supported by the Director of Communications, who, under the direction of the Executive Director, manages the communications calendar and disseminates all communications (i.e., designing and sending emails and newsletters, posting social media updates, and executing website changes).

Endowment Committee

Composition

Five members will comprise the Endowment Committee. The Chair is typically a Past President or another established NCME leader. The Board liaison is typically the

Immediate Past President or another designated officer. Members are selected for their deep understanding of NCME's mission, values, and governance norms, as well as their ability to support relationship-based fundraising and donor stewardship.

Duties

The Endowment Committee is responsible for the following ongoing activities:

- Recommending strategies and campaigns to grow the Fund for Measurement Excellence and Integrity (FMEI), including annual meeting campaigns, major gift priorities, matching challenges, and recurring giving initiatives.
- Reviewing and maintaining the Enduring Tributes Recognition Framework, including recommending updates to recognition levels, contribution thresholds, acknowledgment standards, and stewardship practices to ensure they remain meaningful, equitable, and sustainable over time.
- Coordinating communications related to Annual Meeting program designations connected to endowed tributes, ensuring clarity about the nature of the honor and liaising on donor stewardship following session selection, while maintaining strict separation from peer-review and program decisions.
- Providing an annual report on the donations and expenditures from the endowment, including the nature and outcomes of funded activities. This report will be delivered to the Board and made available to public (including donors).

In addition to the ongoing activities described above, the Committee is responsible for:

1. Recommending to the Board any material changes to the nature, format, or implementation of enduring tributes and endowed legacy contributions, consistent with NCME's Guidelines on Endowed Legacy Contributions, and ensuring that all commitments protect NCME's long-run flexibility and minimize administrative burden.
2. Recommending to the Board mission-aligned priorities and multi-year targets for the use of the annual endowment distribution, including proposed initiatives, budgets, and evaluation goals that advance the endowment's purpose of protecting and advancing measurement excellence and integrity in perpetuity.

The Endowment Committee is advisory in nature; the NCME Board retains final authority over endowment policy and any material commitments. The work of the Committee is supported by the Executive Director (and development staff, as applicable), who manages recordkeeping, compliance, and continuity of donor documentation.

The 6 Award Committees

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

1. Reviews and revises the call for nominations.

2. Submits requested revisions to the board through the board liaison in the summer.
3. Works with the President and Board liaison to distribute the call in the fall (via website, email, print).
4. Identifies possible candidates and encourages nominations before the deadline.
5. Raises attention about insufficient nominations to the Board liaison and board if necessary.
6. Reviews nominations judiciously while avoiding conflicts of interest.
7. Selects an award recipient.
8. Informs the NCME Board liaison of the recipient's name, current affiliation, and a brief statement describing the basis for the award for public dissemination.
 - a. The NCME Board liaison creates a summary list of the award recipients, their current affiliation, and a brief statement describing the basis for the award for public dissemination and sends the list to the NCME President, ED, VP, and AMC.
 - b. The President alerts the award winners
9. The award committee chair ensures that all nominators are informed of the outcome of their nomination, following the President alerting the award winners
10. The award committee chair ensures that news of the selection is disseminated via the website, an email announcement sent to the membership via email, and in News@NCME. This is typically done in coordination with the board liaison and all award committee chairs.
11. The award committee chair arranges with the Director of Operations for the award citation, cash prize, and plaque.
12. Submits a final report to the board before the April annual meeting. The report should include the award winner, their current affiliation, and a brief statement describing the basis for the award for public dissemination. Additionally, the report may include committee recommendations for procedural or policy changes to the board for future consideration.
13. **Note:** Although there have been years when certain awards were not given, the board liaison and committee chairs should work to ensure that eligible candidates and their nominees are aware of awards, that there are a sufficient number of strong nominations to consider, and that the awards description is well scoped to ensure a competitive slate with worthy winners that reflect the promise and accomplishments of the field.

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)

Special Interest Groups in Measurement in Education (SIGIMIEs)

Special Interest Groups in Measurement in Education (SIGIMIEs) provide a forum for NCME members with common interests to meet, network, and contribute to NCME membership and to the NCME mission and goals. The policies below reflect current Board approved governance for SIGIMIEs, including the adoption of renewable charters and periodic review by the Board of Directors.

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.

Charter Term for SIGIMIEs

All Special Interest Groups in Measurement in Education (SIGIMIEs) operate under a renewable charter granted by the NCME Board of Directors.

Following Board approval of a new SIGIMIE, the SIGIMIE shall be established with a three (3) year charter term. The charter model is intended to ensure that SIGIMIEs remain active, relevant, and aligned with NCME's mission, while supporting innovation, responsible

stewardship of volunteer effort, and the possibility that some SIGIMIEs may be intentionally time bounded.

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.

Charter Review Process

Near the conclusion of each three-year charter term, SIGIMIE leadership shall submit a brief activity summary describing the SIGIMIE's activities, engagement, and plans over the preceding charter period.

The NCME Board of Directors shall review the activity summary holistically to determine whether the SIGIMIE should continue, evolve, or conclude. In conducting this review, the Board may consider, but is not limited to, the following criteria:

- Programming and Scholarly Activity
 - Webinars, panels, workshops, or other sponsored or co-sponsored events
 - Conference proposals or sessions affiliated with NCME
 - Contributions to NCME communications or resources
- Membership and Engagement
 - Identified and active leadership
 - Evidence of member engagement or outreach
 - Efforts to recruit and welcome new members, including students and early career professionals
- Governance and Communication
 - Responsiveness to NCME communications and requests
 - Maintenance of current leadership and contact information
 - Alignment with NCME policies and codes of conduct
- Strategic Value to NCME
 - Clear intellectual or professional focus
 - Relevance to current or emerging issues in educational measurement
 - Distinctiveness relative to other SIGIMIEs, committees, or NCME structures
 - Stated longevity intentions of SIGIMIE leadership

Following review, the NCME Board of Directors shall determine one of the following charter outcomes for the SIGIMIE:

1. Charter Renewal
Renewal of the SIGIMIE charter for an additional three-year term.
2. Charter Renewal with Support
Renewal of the SIGIMIE charter with additional guidance, expectations for increased activity, or other forms of support from NCME. Such renewal may be granted for a one to three-year period, as determined by the Board.
3. Charter Conclusion
Conclusion of the SIGIMIE charter following a defined transition period, when a SIGIMIE is inactive, no longer aligned with NCME priorities, or when SIGIMIE leadership states an intention to conclude the charter.

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 summer and winter 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](#) , Instructional Topics in Educational Measurement Series ([ITEMS](#)) Portal , AMC 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 researchers including professors and students of research, measurement, and educational psychology; measurement, research and development organizations; testing 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 diverse 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

Regular 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 a regular member. A regular 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.

Emeritus Members

Any person who has been a Regular member of NCME for at least 10 years, is at least 60 years of age, and is no longer employed on a full-time basis may become an emeritus member. Emeritus members are entitled to vote and hold elective office.

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. The Board has subsequently increased membership dues on several occasions 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. In 2024, the Board established the following membership categories and dues structure:

Membership Dues (beginning in 2025):

Regular Member	\$180.00
Emeritus Member	\$75.00
Student Member	\$25.00

Benefits of Membership

Membership in NCME includes reduced registration fees to the Annual Meeting program and other special interest conferences as well as 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 | 教育测量与评估双语季刊 (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. The editor of *News@NCME* serves in an ex-officio capacity as a member of the Website Committee.

Instructional Materials

NCME has developed the Instructional Topics in Educational Measurement Series (ITEMS), which are instructional materials for teachers and students of educational measurement. 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 at the [ITEMS Portal](#) 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 of multiple editions of the *Standards for Educational and Psychological Testing* (more on this below).

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.

Management of the Standards for Educational and Psychological Testing

NCME collaborates with the American Educational Research Association (AERA) and the American Psychological Association (APA) as Sponsoring Organizations (SOs) who publish the *Standards for Educational and Psychological Testing* (aka “the *Standards*”). The current edition of the *Standards* was published in 2014, having superseded the 1999 version.

The AERA-APA-NCME collaboration is governed by a “Memorandum of Agreement among AERA, APA, and NCME for Publication, Distribution, and Stewardship of the *Standards for Educational and Psychological Testing*” (aka, the MoA). The currently in force version of the

MoA was signed in 2018 and subsequently renewed several times. According to the MoA each of the Sponsoring Organizations identifies a representative to meet the organization's responsibilities under the MoA. This obligation has been met by alternating NCME Presidents in the past but is now met by the Executive Director. Each SO appoints a representative to a Management Committee that oversees all aspects of the *Standards* on an ongoing basis. Responsibility for appointing NCME's representative to the Management Committee belongs to the NCME President (as noted elsewhere in this Handbook).

Also according to the MoA, when the Management Committee, upon conferring with the SOs, determines that a revision of the *Standards* is required, several important activities ensue. These include formation of a Joint Committee (JC) for Revision of the *Standards* and creation by the Management Committee of a document containing a charge to the Joint Committee, and elements of a project plan including a budget and schedule, which is to be approved by the Sponsoring Organizations.

The need for a revision of the 2014 *Standards* was agreed to in recent years and led in 2024 to the appointment by the Management Committee of a Joint Committee for Revision of the *Standards* and approval by Sponsoring Organizations of a Charge to the committee and a Project Plan. Noteworthy features of the current arrangement for NCME include:

- NCME is providing project management support for the revision effort and the Joint Committee's work, doing so by contracting (as scope of work under NCME's existing agreement) with our association management company (AMC). Under this agreement NCME expends funds as needed according to the project plan, and NCME is reimbursed by the Development Fund managed by AERA for approved expenses including project management expenses.
- NCME's representative on the Management Committee, Kristen Huff, was re-appointed to a term that will expire after completion of the current revision effort (after which this role will revert to 3-year terms).
- The Management Committee members are serving as Liaisons to the Joint Committee on behalf of their respective Sponsoring Organizations. I.e., Kristen Huff serves not only as NCME's appointee to the Management Committee but also as NCME's Liaison to the Joint Committee.
- NCME's Standards and Test Use Committee does not have formal liaison responsibilities but is expected to keep apprised of developments in the Standards revision process and serve as a resource to the Management Committee and the Board, including in the process of membership review of proposed revisions.

Formal NCME Endorsement of any new version of the *Standards* occurs after at least 2/3 of the Board vote to endorse.

Selected NCME Policy Documents

NCME policies are adopted by the NCME Board of Directors. Policies relevant to the general membership are presented in this Handbook, but whereas changes to the Handbook in general do not require Board approval, changes to NCME policies do require such approval and may not be modified through Handbook revisions alone. The following NCME policy documents are found in this section of the Handbook:

NCME Financial Policies

1. Financial Structure Policy
2. Investment Policy
3. Investment Income Allocation Policy
4. Endowment 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
- Board Conflict of Interest Policy
- Whistleblower Policy

NCME Financial Policies

Introduction to NCME's Financial Policies

Over the past several years, NCME has strengthened its financial position and expanded its mission-aligned programs. To support this evolution, NCME has modernized its financial governance framework to provide clarity, transparency, and alignment with recognized best practices in nonprofit governance and financial stewardship. In developing and updating these policies, NCME has looked to authoritative guidance for nonprofit boards and executives, including publications by BoardSource, as well as generally accepted fiduciary standards applicable to nonprofit organizations.

This document contains four coordinated financial policies:

1. Financial Structure Policy
2. Investment Policy
3. Investment Income Allocation Policy
4. Endowment Spending Policy

Together, these policies establish NCME's accounting framework, investment architecture, allocation rules, and endowment spending approach. They are designed to function as an integrated governance system that supports effective Board oversight, appropriate delegation to management, prudent financial management, and the long-term financial sustainability of the organization in service of NCME's mission.

NCME Financial Structure Policy

Background

As NCME has reached a financially sustainable state for its day-to-day operations, and as the external environment presents challenges that NCME is well suited to constructively address, NCME is able to strategically prioritize philanthropic initiatives aligned with our mission. Over the past several years, NCME has increased both charitable contributions made to NCME and mission-aligned philanthropic expenditures. The purpose of this NCME Financial Structure Policy is to more clearly distinguish operations from philanthropy so that strategies to improve each may be more effectively supported.

Policy Statement

The financial operation of NCME will be tracked in five primary accounting funds:

1. Operating Fund
2. Investment Fund
3. Mission Fund
4. NCME Endowment
5. Board Designated Funds

These accounting funds reflect the intended purpose, restrictions, and governance requirements applicable to NCME's assets. Assets belonging to different accounting funds may be held in combined or separate financial accounts or invested across multiple portfolios, as appropriate to implement NCME's financial and investment policies.

Definitions

- Operating Fund: All income and expenditures associated with the general operation of the organization.
- Investment Fund: General investment income (loss) and expenditures associated with assets that support NCME's long-term financial stability.
- Mission Fund: Donations and allocations intended to be deployed for short-term mission advancement.
- NCME Endowment: A dedicated long-term fund governed by its Statement of Purpose and used to support mission-aligned initiatives in perpetuity.
- Board Designated Funds: Funds restricted by Board action for specific purposes.

Donor-Restricted Gifts

Donor-restricted gifts shall be credited to the appropriate accounting fund consistent with donor intent and applicable law.

Relationship to Other Policies

This policy shall be read in conjunction with:

- NCME Investment Policy
- NCME Investment Income Allocation Policy
- NCME Endowment Spending Policy

NCME Investment Policy

Purpose

This Investment Policy establishes the framework for prudent investment and oversight of NCME's financial assets. It supports long-term financial sustainability, mission alignment, and compliance with UPMIFA, donor intent, and NCME's governance standards.

I. Relationship Between Accounting Funds, Portfolios, and Accounts

NCME organizes its assets into five accounting funds but invests them using three investment portfolios:

- Short-Term Liquidity Portfolio
- Intermediate-Term Portfolio
- Long-Term Growth Portfolio

Multiple accounting funds may be invested within a single portfolio, and one accounting fund may use multiple portfolios depending on its spending horizon and risk tolerance. Financial accounts (e.g., checking, treasury, brokerage accounts) are operational tools for implementing this policy.

NCME favors cost-efficient investment vehicles. The organization emphasizes broad diversification and low-fee, no-load funds—such as index mutual funds or ETFs—unless the Investment Advisor provides a documented rationale for alternative investments that better meet portfolio objectives.

NCME may engage an Investment Advisor or Investment Manager to execute trades, maintain allocations, and implement this policy. The scope of discretionary authority shall be determined by the Board or its designee and documented in the engagement agreement.

II. Investment Portfolios

1. Short-Term Liquidity Portfolio

Purpose: Preserve capital and provide liquidity.

Typical Investments: Operating checking, sweep/treasury accounts, money market funds.

Risk Tolerance: Very low.

2. Intermediate-Term Portfolio

Purpose: Provide stable growth for near-term mission activities.

Typical Investments: Intermediate bond funds, balanced funds, limited equities.

Risk Tolerance: Low to moderate.

3. Long-Term Growth Portfolio

Purpose: Support NCME's long-term reserves and Endowment.

Typical Investments: Diversified indexed equity/fixed-income funds.

Risk Tolerance: Moderate to high.

Note: The Long-Term portfolio may consist of multiple accounts (e.g., reserves and Endowment managed separately).

III. Reserve and Liquidity Guidance

NCME maintains a structured reserve and liquidity framework for financial stewardship:

- Short-term Liquidity Portfolio: Holds at least six months of projected operating expenses in cash or equivalents.
- Intermediate-Term Portfolio: Holds an additional 6–12 months of expenditures to support near-term mission and operational stability.
- Long-Term Growth Portfolio: All remaining assets not required for short or intermediate term needs are invested for long-term growth.

Detailed procedures for calculating liquidity requirements, monitoring reserves, and initiating transfers are maintained in the NCME Investment Operating Manual.

IV. Asset Allocation Targets and Ranges

Intermediate-Term Portfolio:

- 30% equities (20–40%)
- 60% fixed income (50–80%)
- 10% cash (0–20%)

Long-Term Growth Portfolio (Investment Fund):

- 60% equities (50–70%)
- 40% fixed income (30–50%)

Long-Term Growth Portfolio (Endowment):

- 70% equities (60–80%)

- 30% fixed income (20–40%)

V. Roles and Responsibilities

Board of Directors: Adopts policy and oversees performance.

President: Authorizes all transfers between accounts.

Budget & Finance Committee Chair: Provides oversight and receives quarterly reports.

Executive Director: Administers policy, oversees Advisor.

Investment Advisor: Provides recommendations, executes trades within scope, and reports quarterly.

Delegation

The Executive Director may delegate day-to-day responsibilities to a Director of Finance or other qualified individual under their supervision, while retaining ultimate accountability.

VI. Engagement and Fee Principles

NCME seeks cost-effective investment management arrangements. Fee structures should be transparent, reasonable, and aligned with NCME's interests.

VII. Rebalancing

Rebalancing occurs at least annually or when allocations fall outside approved ranges.

VIII. Reporting

Quarterly reports go to the ED, President, and B&F Chair. Annual summaries go to the Board.

IX. Compliance

NCME complies with UPMIFA, donor intent, and internal governance policies.

X. Review

This policy is reviewed at least every three years.

NCME Investment Income Allocation Policy

Purpose

This policy defines how investment income and losses are allocated among NCME's accounting funds.

I. Guiding Principles

- The Operating Fund must be self-sustaining.
- Mission spending must be predictable and sustainable.
- Endowment earnings stay within the Endowment.
- Allocation must be transparent and formula-based.

II. Annual Allocation Formula

Mission Fund: The board allocates 3-6% of the trailing three-year average of the investment fund toward funded initiatives, including but not limited to funded research and travel grants. The allocation percentage for any year is determined during the budgeting process, proposed as an element of the organizational budget, and approved by the Board as an element of the approved budget.

Endowment: All investment returns remain in the Endowment.

Board Designated Funds: Returns remain within the designated fund unless the Board reallocates them.

Residual: Unallocated returns remain in the Investment Fund.

III. Allocation Mechanics

- Proportional allocation when funds share a portfolio.
- Allocations do not determine cash movements.
- ED (or designee) performs calculations; President authorizes transfers.
- B&F Chair receives quarterly summaries.

IV. Reporting

Allocation entries occur annually or quarterly.

V. Amendments

Requires Board approval.

NCME Endowment Spending Policy

Purpose

The NCME Endowment (FMEI) provides perpetual mission support.

I. Spending Rule

Board may authorize up to 4% of the trailing three-year average Endowment value. Lower or zero distributions are appropriate during early accumulation or adverse markets.

II. Permitted Uses

- Mission-aligned initiatives
- Multi-year strategic projects
- Activities identified by the Immediate Past President and approved by the Board

III. Prohibited Uses

- Routine operating expenses
- Operating deficits

- Non-mission activities
- Invasion of principal except under UPMIFA and approved by the Board

IV. Governance Roles

Immediate Past President: Leads initiative identification.

Executive Director: Oversees implementation, compliance, and continuity.

B&F Chair: Provides oversight.

President: Authorizes transfers.

Board: Approves all distributions.

Executive Committee: May act as permitted.

V. Unspent Authorizations

Unspent amounts revert to corpus unless reallocated by the Board.

VI. Donor-Restricted Gifts

Must comply with donor intent and applicable law.

VII. Relationship to Other Policies

Aligned with Financial Structure, Investment, and Allocation Policies.

VIII. Amendments

Requires Board approval.

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 an NCME event 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 accordance 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 requests for reimbursement are to be made online using the Expense Reimbursement Submission form along with appropriate receipts. Contact the Director of Operations for more information.

NCME Travel Policy

NCME recognizes that financial constraints can limit participation in key organizational activities. Need-based travel support for NCME conferences and meetings is available as resources permit, subject to advance approval. NCME prioritizes individuals with the greatest financial need, with particular consideration for those serving in designated leadership roles whose in-person participation is required for NCME governance or conference operations. Eligible roles include: NCME Board members and conference co-chairs.

Following is a list of NCME's policies for NCME volunteers traveling with pre-approved NCME financial support:

- 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](#) and 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. The amount of such a credit should be indicated
- 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 AMC, 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.** The Mission Fund Committee reviews project proposals and makes recommendations to the Board. The Board may also direct Mission Fund resources toward other mission-relevant activities — such as conference travel grants — as it deems appropriate. 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 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: Laress 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

2024-2025

Past President: Michael Walker
President: Andrew Ho
President Elect: Amy Hendrickson
Member: Susan Davis-Becker
Member: Li Cai
Member: Rochelle Michel
Member: Zachary Warner
Member: Leslie Keng
Member: Brad McMillen

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 Liason.

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 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 American Educational Research Association (AERA) and the American Psychological Association (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.