



NCME Board Meeting Minutes

July 9, 2015

Philadelphia, PA

In attendance:

Officers & Board Members

Richard Patz, President

Mark Wilson, President-Elect (Via Teleconference)

Lauress Wise, Immediate Past President

Luz Bay, Board Member

Amy Hendrickson, Board Member

Kristen Huff, Board Member

Cindy Walker, Board Member

Dale Whittington, Board Member

Committee Chairs & Staff Members

Mark Shermis, Chair Budget & Finance Committee

Andrew Ho, Program Committee Co-Chair (Via Teleconference)

Matt Johnson, Program Committee Co-Chair (Via Teleconference)

Joe Casey, Executive Director - Fernley & Fernley

Monica Mobley, Director of Meetings Services - Fernley & Fernley

Guests

Trudie Bruner, President & COO - Fernley & Fernley

Vicki Scott, Director of Client Services - Fernley & Fernley

David Freno, Executive Assistant – Fernley & Fernley

Not Present

Won-Chan Lee, Board Member

NCME President Rich Patz called the meeting to order at 9:02 a.m.

Executive Director Joe Casey welcomed the Board Members to Philadelphia and to the Fernley & Fernley (Fernley) headquarters, introduced the Fernley staff present and shared logistics. He noted that the meeting will follow guidelines established by US Anti-trust laws. The NCME Board Members briefly introduced themselves to the Fernley staff. Rich Patz spoke to the need for open communication between Fernley and the Board of Directors. Trudie Bruner provided a brief observation of the Fernley

management viewpoint of the transition and expressed appreciation for the spirit of openness in communication that has been the experience of working together so far.

Rich reviewed the agenda for the meeting. The focus of this Summer Board Meeting is to address priorities to be accomplished during this year; review the progress of the transition; and to keep up momentum on reaching NCME's Strategic Goals.

VOTE: Laurie Wise made a motion to accept the minutes from the April 16 & 19, 2015 Board Meetings. The motion was seconded and all board members present voted in favor. Motion passed.

Management Company Transition

Joe Casey provided his perspective on the transition checklist details and cooperation of all involved. Vicki Scott addressed the transition of the information from TRG. There are some small balances left in the NCME bank accounts set up by TRG. The full transition should be complete by the end of July 2015. Internally, all of NCME's processes are set up. Fernley's philosophy is that transitions really aren't completed until the first 12-18 months pass.

There was a brief discussion about NCME managing its own registration for meetings. Laurie Wise said that it has been considered before and that there is interest in exploring this. Monica Mobley confirmed that Fernley has capacity to process registrations for NCME. She noted that NCME's arrangement with AERA is unique for Fernley clients.

The next areas of focus will be 2016 dues invoicing; continuing development of the abstracts management; and distribution of the newsletter. Laurie noted that the work plan/calendar must focus on the election process as well.

Rich spoke to how the website transition was not smooth and that there was a scramble to get the content together. Vicki described how the migration of significant amounts of content, some dated, impacted the time needed for the process. Ultimately, the Fernley team believes that the new website will promote a better member experience. Fernley will continue to gather volunteer and NCME member feedback; and work with internal resources and the external consultant wherever improvements can be made. Fernley will provide training on the Content Management System for NCME's web content volunteer, Brett Foley, and until then will use internal resources to manage content updates. Laurie would like to see the Archive Committee populate the content in the Archive section. He is glad the Board Only section is searchable, but would like to see more layers. Vicki said that all website feedback is both appreciated, and essential to improve the functionality of the website.

Kristen Huff asked the Board if everyone was comfortable about the new navigation tools on the top of the NCME home page which gave her an impression of NCME asking for money. Dale Whittington agreed with Kristen regarding the term "Cart" and the implications it may have. The question of charging for job postings was also raised. Vicki Scott reported that about half of Fernley's clients offer job postings as a means of non-dues revenue. Kristen noted that AERA's listserver provides free job

postings. Cindy Walker noted there are also several job boards that charge. At issue may be where and how NCME is disseminating and/or promoting the job postings.

The discussions moved to social media platforms. Joe Casey spoke on the strategic value of social media and a need for a plan. He shared that he heard from the Outreach & Partnership Committee that they are exploring creating social media platforms for NCME and that the Program Chairs have recommended using social media promotions about the Call for Proposals. Amy Hendrickson noted that several Committee reports in the Board Book have also identified a need for social media. Luz Bay recommended that NCME must consider naming a social media manager or else these platforms would not serve the association as intended. Kristen and Dale echoed this concern. Rich Patz suggested the Website Committee also needs to play a role as these platforms impact the website. Laurie suggested a role regarding the commerce side of the website for the Budget & Finance Committee establishing the underlying policies.

ACTION ITEMS: The President will appoint a board Task Force to establish policies and management of possible NCME social media platforms with the relevant committees.
The Budget & Finance Committee will review the commerce elements of the NCME website and provide feedback to the Fernley team regarding possible changes.

Cindy Walker asked if all document sharing will take place through the website or if additional software or systems will be used. Vicki Scott noted that the Board Only area of the website is accessible only to current board members. Credentials determine permissions/access. Joe Casey reported he will establish a DropBox folder to facilitate the review of the proposals for the Assessment Literacy initiative.

There was a brief discussion about what materials should be made public to members via the website. Board Meeting Minutes through 2011 are currently visible to the membership, and later Board Meeting minutes have recently been provided to the NCME executive director and can be posted. A determination on whether to continue to post board meeting minutes and add the newly acquired documents was not made. Board Books are not currently posted and Rich Patz advised he would not recommend having the Board Book publicly visible due to some confidential content such as the CVs of the Journal Editor nominees.

Program Committee Update

Matt Johnson and Andrew Ho joined the Board of Directors via conference call at 10:00 AM.

Rich asked Matt to update the Board on how the program is going. Matt said that most of the Program and Training Chairs' time has been spent putting together the call for proposals and abstract collection system for the meeting. Matt noted that the theme was selected, and that the Chairs are now working with OmniPress on the adjudication component of the system. He suggested that while some things could have been smoother, overall the abstract system will provide a better experience than last year's system. Andrew added that it is still slightly early to expect to see a high number of submissions. The

chairs expect that NCME will receive the usual number of proposals for 2016 as submitters often wait until closer to the deadline.

Kristen Huff noted that she had a discussion with a representative of the Education Writers Association about a proposed panel session during the 2016 NCME Annual Meeting. The panel will include measurement professionals and education writers and would focus on how measurement topics are dealt with in the media. With the next Annual Meeting taking place in Washington, this is both an opportunity to clarify/inform and to provide further exposure for NCME's role in shaping opinion. Kristen's contact is willing to recruit individuals for the panel and would work with Kristen on the details of the session. The contact recommended that the session be held on either Monday or Friday to attract the right panelists and maximize the opportunity. Mark Shermis shared his experience with panel sessions and endorsed including a panel session on this topic for the 2016 NCME program. Rich responded that it would be a great idea and encouraged Matt and Andrew to see how it would fit into the program. Andrew and Matt agreed to support the inclusion of this panel session.

Rich reported that the survey results from the 2015 Annual meeting have been compiled and were shared with Matt and Andrew, noting that the results included interest in panels. Matt suggested that there will be a Twitter feed for the conference and to advertise the Call for Proposals. Andrew welcomed ideas and brainstorming for the program.

The call was concluded at 10:23 AM.

Rich updated the Board on committee reports for those committees for which he is liaison. The Mission Fund Development Committee report was informative and also identified needs for guidance. Linda Hargrove asked for review and input on a Gift Acceptance policy; recommendations for a Year 2 activity for fundraising proceeds; and direction regarding their reserves. Laurie provided an update on the recent CCSSO workshop that was sponsored by the Mission Fund, which attracted 38 in-person and 14 remote registrants. The WebEx was recorded and the file was recently received from the AV provider. The recording was a positive outcome that will allow members and non-members alike who were not able to participate to review the workshop slides and audio.

ACTION ITEM: Joe Casey will ensure the recording of the CCSSO event gets uploaded to the website.
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Following a brief break, Mark Wilson joined via conference call at 10:45 AM.

AERA Relationship Update

The relationship with AERA is positive, and both sides have indicated they would like to continue to hold an Annual Conference in connection with the other's meeting. There were some issues with the AERA program matching well with NCME's. Rich explained a few of the AERA's sensitivities, and said that NCME should be able to negotiate solutions in planning for 2016 and likely beyond. AERA Division D is interested in having joint sessions, as well as sharing hotels with NCME. Kristen Huff asked what the NCME Board considers to be the differences between NCME and AERA Division D, and if there is a desire

to have a distinction? Laurie explained that Division D is primarily focused on research methodologies. He noted that testing companies are more active in NCME than AERA.

Dale Whittington recommended that the Board also include collaboration with AERA Division H in planning for the Annual Conference.

Rich explained that changes to 2016 might be hard to influence as the contract is already in place and planning is well underway. There will be opportunities with 2017 and beyond to make changes very directly to the program and joint sessions. NCME had to make some concessions in 2016 to ensure NCME events don't conflict with AERA's larger Centennial celebration activities.

AERA Division D Incoming Vice President Kadriye Ercikan and Mark Wilson have been working to identify areas for collaboration. Rich asked the Board about the idea of sharing hotels with AERA-D. Is there a risk that NCME will be splitting its program? Many people who attended the conference did not stay in the conference hotel. The choices would be to use two adjacent hotels mixed with Division D, or to be in one hotel as NCME has historically been. Amy Hendrickson suggested that NCME could create our own registration desk if we split hotels. Monica Mobley will work with Laurie Cipriano from AERA on ways to better serve NCME members within current constraints (e.g. AERA books all hotel rooms but does not allocate NCME's until closer to the meeting). The Board supports having a registration desk in the NCME hotel if the details and costs can be worked out. Rich said he will address these issues and the location of the NCME Booth in the exhibit hall with AERA during the July 10 meeting. A new mobile display for the Conference is also being purchased.

Administrative – President Elect

Mark Wilson raised the question of NCME's position when the news media is looking for comments on measurement topics. Laurie said NCME's stance must align with the Standards, and provided the individual being interviewed stays on point we should be available to the major news outlets. What NCME chooses to comment on should be driven by a conscious policy and consistency with the Standards.

Dale asked if there was a statement that could be shared with the media that is also posted in our own systems. Kristen described a prior effort to establish a policy committee that attempted to synthesize NCME's position on complex issues; however, it was found that very little could be done without some degree of controversy. Dale supported following Laurie's suggestion and post positions based on the Standards. Rich noted that the statements could link directly to the appropriate standard that speaks to the issue. Mark Shermis suggested creating a forum for outlining the arguments rather than describing a stance. No action was determined.

Mark Wilson said he would like to see NCME foster relationships with international groups and asked for the Board members' views. Laurie commented on how NCME is in many respects an international organization, regardless of its title. Problems and solutions in education measurement are becoming international and NCME could be of help in solving issues around the world. The idea of Special Interest

Groups was suggested as was the value of international meetings. Luz noted that the Standards are not observed in all other countries, citing an example in the Philippines.

Next, Mark Wilson gave a committee update. There is a great need for committee to committee interaction and communication. Mark suggested finding a way to increase communication, perhaps through the website and social media. Luz and Kristen agreed. Laurie suggested a model where two or three themes that overlap committees are addressed. The Board asked if Fernley or the Board had any suggestions of a social media platform to promote committee communication. Rich said he also would like to leverage social media, in general, to strategically improve communications. Luz commented that virtual and video conferences are an option. She also suggested that during the Annual Conference there could be a lounge where all committee members can interact and share thoughts.

Mark reported that the Membership Committee is looking to reach out to younger members and for ways to solidify membership. The Committee seeks a small budget item for a mentoring project and Mark strongly supports the request. The Committee asked for advice from the Board regarding posting a video for prospective members and budget implications. Mark Shermis provided guidance regarding how to best put things into the budget. The idea for mentorship will be refined and piloted. Amy asked if the mentorship project should be tied to the Mission Fund's focus on graduate students. Rich said he sees these as separate activities.

Mark next reported on the Website Committee and its initiatives. They have worked, and continue to work, to assist in the enhancement of the NCME's website user experience through the transition. They are working with NCME Website Content Editor Brett Foley and the Fernley staff to identify technology-based initiatives for the NCME website, including social media platforms.

The Archives Committee is looking for guidance and support from the Board for the Committee's stated goals/priorities. A priority is capturing presentations from Conference sessions for the archives. Rich suggested that perhaps there will be a way to leverage the new website and new abstract management system to meet this goal. The new website has an archive section; though it isn't linked to the abstract system. Staff will explore if there are ways to download and port abstracts to the archives section.

ACTION ITEM: Staff will explore if there are ways to download and port abstracts to the NCME Website's archives section.
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Budget and Finance Committee Report

Mark Shermis reported that the 2014 audit is complete; however the report is not yet available from the auditor. As far as Mark is aware, there are no major issues that were lingering. Because of the transition, a half-year audit was considered at the request of TRG. The auditors that Fernley and TRG use worked

out agreed upon procedures that met TRG's needs and saved NCME some costs. A complete 2015 audit will be done by RKG, the auditors used by most of Fernley's clients.

One of the challenges for the transition and financial reporting was the timing of the Conference and some lingering expenses. The auditors and the accounting team will ensure a "cut point" that will allow for a clean audit at the end of this fiscal year.

There was a discussion around the formalized term of the role that Mark holds. Laurie strongly endorsed having longer terms for the Budget & Finance (B&F) Committee Chair and members and updating the terms outlined in the handbook. Mark said that Lynda Reese and Richard Sawyer remain on the Committee and that new member John Poggio has joined the Committee.

Mark reported that a couple line items have gone over budget as of 5/31, including the Food and Beverage bills from Chicago. Mark said it will be important to watch travel costs for the Board, which have also exceeded the 2015 budget allocation. Challenges with booking flights have not been reflected in past budgets. On the revenue side, Conference registration revenue was down from the budget target, as was membership. Mark suggested that depending on the conditions improving, the Board may need to consider a dues increase, or a reduced expense budget for 2016. The Committee is currently taking recommendations from the Board and Committees regarding initiatives for the 2016 Budget. Best to determine if such initiatives are recurring or one-time expenses. Rich suggested that Mark send out a communication reminding everyone to submit their expenses for the budget beginning January 1, 2016.

Laurie asked about alternatives to a dues increase. The B&F Committee will consider and suggest alternatives. Setting aside a piece of the portfolio earnings for operational costs is one option, but doing so will diminish the funds available for special initiatives. If the market is good, everything is fine, but if the market goes down, it will affect the operational budget. Also, counting on reserves for operations could result in a need for even greater dues increase if the market declines. Finally, permitting the use of the portfolio money would require a change of policy. This is not a recommendation the Committee is ready to make; yet, it is an idea the committee will work through. The B&F Committee encourages the Board to keep the principal of the portfolio as high as possible to ensure financial stability.

Rich commented on how committee initiatives could put NCME over-budget. The Mission Fund's recent expenses for the CCSSO event also highlighted the need for a better approach. It might serve NCME well to consider endowing the Mission Fund with a steady reserve so that interest will support its activities while protecting the principal. Rich stated he would like to keep membership costs as low as possible and suggested NCME must set up a steady state where revenue is never short of expenses for an ongoing period.

Mark Shermis also suggested that the Board needs some oversight of the expenditures of the Mission Fund. The B&F Committee recommends the creation of an approval process for money that is being expensed out of the Fund. For example, the Board approved the expenditure of a budget for the CCSSO

event, but not with clear parameters. Like the conference, some bills are still being paid, placing some uncertainty as to the overall cost of the event.

The meeting was suspended for a lunch break at 12:25 p.m. featuring a presentation by the Fernley & Fernley Team and a brief tour of the office. The Board Meeting resumed at 1:35 p.m.

Annual Meeting Committee

The Committee completed the first draft of an Annual Meeting Planning Guide. Volunteers and staff are currently reviewing the document with a goal of completing and finalizing the Guide in August. Also the Survey Results from the 2015 Annual Meeting were shared with the Program Chairs and other stakeholders.

Training and Development Committee

It was suggested there be snacks/lunch for presenters and attendees of NCME Training Sessions. Rich recommended possibly providing mid-morning/mid-afternoon refreshments. Another approach is to add a “lunch option” to the registration. If lunch is offered, it’s best to determine how many people would want it to avoid waste and expense.

ACTION ITEM: Staff will research costs for whatever options could be provided.
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Administrative – Past President

A list of nominees for the three open positions for the 2016-2017 NCME Board has been determined. NCME seeks diversity in recruiting individuals and the top two candidates for each position agreed to run. Also, last year’s Election Committee agreed to continue to serve for another year. Laurie would like to see increased participation in the voting. Luz suggested encouraging candidates to remind friends and colleagues to vote. Kristen asked when the candidates would be identified. The candidates were briefly discussed and the names will remain confidential until the ballots are announced.

Rich suggested personalizing communications, while assuring confidentiality, might help increase participation. Laurie asked the Board to decide when it wants the election balloting window to be. It was suggested that when members renew, they are reminded to vote.

Publications

Kristen prefaced the report by acknowledging the great work of the committee. The committee is behind on seeking nominations for Editor positions and needs help tracking editors and the nominations process. It would like help from the Central Office for these activities.

The committee is also looking to change ITEMS to become an online, more interactive, vehicle for NCME, though it was unclear how such content will be accessed.

ACTION: Kristen to gain more clarity from the committee as to what the end product will be compared to what is already being done, as well as finding out specific cost implications.

The committee is also seeking additional pages for journal articles, nominations for a new ITEMS editor, and a decision regarding the nominations submitted for editor of EM:IP. Rich expressed satisfaction with the committee's process and he supports the committee's recommendation of Howard Everson.

It was determined that Rich would call Howard Everson to offer the appointment. He will also reach out to the other nominees to thank them. Kristen asked for the Board's feedback on the process and the committee's work; all gave positive feedback.

Kristen commented on how the committee is proposing forward thinking and ambitious ideas. She requested assistance on developing a cost proposal and for a reaction to the need to hire someone on an ad hoc basis for instructional design or IT. Trudie Bruner commented that Fernley can help investigate options and vendors that will integrate platforms for systems that are used for this type of content. Kristen asked that we maintain communication with Rose in the committee. Dale recommended bringing in someone who has more knowledge on the technological piece rather than the design piece. Cindy recommended focusing on the online instruction portion.

ACTION ITEM: Fernley to research options for publication platforms to include instructional design to support NCME content.

The current EM:IP Editor has requested an extension to have a year of overlap to the next editor. Rich suggested the current editor cultivate nominees and plan for a lesser transition period as twelve months is too long and may dissuade quality candidates from applying. Laurie suggested nine months may be a good compromise.

Professional Committees

The Graduate Student Issues Committee has a new Chair who is very engaged and the Committee has identified several appropriate tasks for the year. Board input was requested on the financial implications for the joint reception held with AERA-D during the conference. The committee requested NCME's help to solicit funds to support the event. Rich supports offering a room for the reception within our meeting space and continuing to support the general costs split with AERA. The committee's request to solicit sponsors may cause confusion for the sponsors NCME is asking to sponsor the conference as a whole.

The Diversity and Testing Committee held a successful symposium in Chicago and is planning a 2016 event. There are also goals to encourage diversity within NCME's Committee structure and create an online journal specific to the topic of diversity, but no concrete plans to address these goals. Kristen agreed it is good to see a diversity session at the NCME meetings, and suggested that may be the

primary need/activity rather than a journal or series of events. The idea to connect the Committee with other committees led to a brief discussion about possibly disbanding the Diversity Committee and having its members nominated to other NCME committees to serve as the 'diversity voice' on those committees. No action was determined on this suggestion.

The Outreach and Partnership Committee asked the Board to support the distribution of the Standards via a draft letter that will be sent to organizations listed in an Excel document in the Board materials. Rich expressed satisfaction with the letters that the committee drafted and would support sending the standards. Luz suggested adding other organizations to the list that was provided by the committee. The Committee also recommended it would be advantageous to create a LinkedIn group for outreach.

This began a conversation about NCME leveraging social media platforms. Cindy suggested that Fernley should manage social media while the Board will curate the content. Trudie suggested determining the strategy around what social media is going to accomplish. Rich suggested creating an ad hoc committee to determine what NCME would like to achieve. Luz and Cindy volunteered to serve; representatives from other committees will be determined and invited.

ACTION ITEM: Rich will appoint an ad hoc committee on developing NCME's social media strategy.
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A short break was taken at 3:15 PM. The Board reconvened at 3:25 PM.

Standards Committee Update

Some current Committee members are rotating off, including the Graduate Student representative. The Committee is looking for help in identifying new members, including students, to join.

The Committee was one of the committees that contributed to the development of the RFP for the Assessment Literacy initiative, which led to a discussion of the status of the effort. Cindy reviewed the summary of the five proposals received and asked the Board for recommendations on the review and budget issues needing clarity to proceed. It was suggested there may be opportunities to generate revenue to offset the investment needed to create the materials. As the original intent of the project was not to generate revenue, but rather as an outreach to educate stakeholders on measurement, the focus shifted to what NCME can reasonably fund at this point. The board approved funding up to three modules in April. Amy suggested that the challenge was now how to prioritize which three modules to start with and what role the Board could play in that evaluation. Rich recommended that the reviewers pick the three of the proposals and attempt to get the storyboards done by December. Amy calculated an estimated budget of \$125,000 to implement the entire set of modules, including production costs.

Recognition Committees Update

Due to the slight delay in updating the website pages, the awards deadline has been moved to August 31st. The committees are fully staffed, and no action is need from the Board at this time.

Prioritize and General Discussion

Rich reviewed the 2015-16 NCME priorities identified in Chicago. They include fostering more collaborative connections among the committees; creating efficiency and clarity in NCME's governance; and modernizing NCME's digital and online functioning.

NCME must also facilitate networking for members, finding ways to create connections through various channels, including mentorship, to increase the member value proposition. One idea to support this is to organize a roundtable session at the Conference.

Rich also noted that the Membership survey results spoke to an interest in NCME holding a Fall Meeting. The Board did not agree that this was a priority, and for now the focus will remain to work out the best possible arrangements with AERA for 2016 and look to enhancements for 2017 and beyond.

Laurie explained how the defined, short, term of NCME's volunteers means that the management company should provide continuity with regard to NCME initiatives. It will be especially important that someone will keep NCME's technological initiatives cohesive. It was suggested that there should be a task force about NCME's online presence that will address issues beyond the outcomes of the group that is addressing social media.

Other Topics

Rich and Laurie addressed the copyright issues involving *Standards*. First, Rich updated everyone on the 1999 Standards and Malamud litigation. Malamud's group scanned and posted the Standards online. NCME, APA and AERA contested this copyright infringement and the Standards were temporarily taken down, only to be reposted. After a long process, a preliminary ruling is expected soon. The litigation is being funded from the proceeds of the sales of the Standards, a pool that is rapidly diminishing and that will impact future updates. It was reaffirmed that NCME is not spending any of the association's money beyond its share of the management fund to defend the Copyright of the 1999 Standards.

Separately, NYSED requested 'Fair Use' of the 2014 Standards, which presented some challenges in setting a precedent that could impact the litigation, and raised some points of contention among NCME and AERA as to how best to address "fair use." A compromise to grant specific permission seems to have bridged the differences and provided a path forward.

The Board went into Executive Session and the meeting was adjourned at 5:00 p.m. eastern

Respectfully submitted,

David A. Freno
Executive Assistant