



ICE
ACADEMY

Education and Professional Development Opportunities

2020 Edition

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ICE Academy at-a-Glance

The Institute for Credentialing Excellence (ICE) provides education and resources in a variety of delivery methods that fit your learning style to help you achieve your professional goals. The ICE Academy provides tailored offerings that supports your professional development, increases competencies across your organization's staff, and improves your credentialing program.

CEO Connect Series
The CEO Connect Series is a framework of learning and networking for busy leaders and chief executives of credentialing organizations. Connect with experts in the field and explore hot topics in credentialing alongside other knowledgeable C-level peers through targeted learning opportunities at strategic levels.

Business of Certification Benchmarks
Discover how benchmarking data can show gaps in your processes and identify new opportunities to improve performance and gain a competitive edge. See page 19 for more information.

Live Workshops
ICE hosts live workshops throughout the year to meet the needs of credentialing professionals of all levels. Offerings designed specifically for executives of credentialing organizations include: Executive Summit, Governance workshops, and the Business of Certification. Accreditation and psychometrics workshops are also offered to meet the needs of those responsible for the day-to-date management of programs.

On-Demand Webinars and Conference Recordings
ICE features knowledgeable speakers discussing relevant industry topics during live webinars and our annual Exchange events, affording the opportunity to interact with other participants and ask questions in real-time. Can't make the live event? The webinars and annual conference recordings are posted as on-demand resources that are available for unlimited viewings for a 30-calendar-day period, beginning on the date of purchase.

Online Courses
Written by credentialing community experts, each online course features multiple modules with presentations, accompanying slides, links to additional resources, and checkpoints that allow participants to measure their learning. Successful completion of each course may be submitted to ASAE for credit toward the application or renewal of the CAE credential.

Online Journal
Recipient ASAE's Gold Circle Award 2019
Credentialing Insights is the official online journal for ICE, featuring content that focuses on credentialing best practices, legal issues, case studies, association news, member profiles, industry thought-leadership, and more. The user-friendly online platform features original content from ICE that helps you stay up-to-date on the latest credentialing trends impacting organizations across the country.

Research
The mission of ICE's Research and Development (R&D) program is to better inform the individuals leading credentialing organizations. Many aspects of credentialing require ongoing analysis while other cutting-edge trends require the establishment of baseline information in order to progress. Our research reflects the current state of the credentialing field with new reports released each year. ICE continues to supply data that challenges member organizations and the programs they administer.

White Papers
ICE members are encouraged to use ICE as a vehicle for exchanging ideas and sharing expertise. Written by industry volunteers, our white papers serve as a tool to inform, educate, and perhaps persuade on a particular issue or emerging trend. Free to members, our white papers are quick reads that are sure to jump-start your thinking on a particular topic.

Certificate Program for the Credentialing Specialist

The Certificate Program for the Credentialing Specialist is an assessment-based certificate program that uses instructional design principles to deliver best in class education. It is a multi-modal, online, self-study program with an online community of resources and facilitated discussions. The certificate program exists to create a profession around certification and a pathway for an individual to become a credentialing professional. Enrollment is available January and July of each year. Topics include:

- Determine the need
- Accreditation standards as a framework
- Basic psychometric concepts
- Exam development
- Program operational management
- Policies and procedures
- Governance
- Legal issues

Credentialing Overview

Advanced Topics in Certification
 Use ICE's Advanced Topics in Certification online modules to guide your staff's leadership conversations and decisions on expanding, elevating, or marketing your established program(s). The modules challenge you to strategically take your program to the next level. Each module averages 45 minutes to 90 minutes in length and can be purchased individually or as a package.

Modules include:

- Business of certification
- Continuing competence
- Psychometrics
- Legal issues
- Marketing for non-marketing professionals

New! Certification: The ICE Handbook, 3rd Edition

Find direction for designing and implementing a quality certification program in this step-by-step guide. Written by recognized experts, the handbook provides practical industry knowledge that should be applied to your organization.

Certificate or Certification: What's the Difference?

Over the past few decades, a number of credentialing options have become increasingly popular, including certificate programs, microcredentials, and digital badges. Gain clarity on the differences between a certificate and certification program, including three major differences based on ICE and ANSI (ISO and ASTM) definitions and standards.

- Understand the difference between certificate and certification programs
- Identify the major differences between ICE and ANSI (ISO and ASTM) definitions and standards
- Learn a basic method of evaluating the quality of program types

Credentialing Insights
Credentialing Insights is the official online journal for ICE. Updated on a regular basis, ICE's *Credentialing Insights* is your go-to source for the latest news, trends, and information impacting credentialing and accreditation.

Credentialing Insights includes content on:

- Credentialing best practices
- Legal issues
- Case studies
- Association news
- Member profiles (testimonials)
- Industry thought-leadership

Visit www.credentialinginsights.org for more information.

Fundamental Topics in Certification
 Prepare your staff and volunteers for success with Fundamental Topics in Certification. This online course is ideal for those who are starting new certification programs, as well as new employees or volunteer leadership who are new to the credentialing industry. Each module averages 45 minutes to one hour in length and can be purchased individually or as a package.

Modules include:

- Business of certification
- Program governance and operations
- Policies and procedures
- Psychometric concepts and analyses
- Assessment development and delivery
- Legal concepts related to credentialing

Learn more at www.credentialingexcellence.org/CredentialingOverview

Level	● New Credentialing Program ● Established Credentialing Program ● All Credentialing Programs
Type	◆ Book ◆ CEO Connect Series ◆ On-Demand Webinar and Conference Recordings ◆ Online Course ◆ Research ◆ White Paper ◆ Live Workshops ◆ Online Journals



The ICE Guide to Understanding Credentialing Concepts

Free Resource

How are you using credentialing terms? Despite the widespread use of professional designations, credentialing terms are often misused and misunderstood. ICE developed this guide to assist stakeholders, including legislators, educators, employers, credentialing agencies, professionals, and the public in understanding and correctly using credentialing terms and concepts.

- Professional designation of credentialing terms
- Correct usage and understanding of credentialing terminology



The ICE Basic Guide to Credentialing Terminology

Free Resource

This useful guide combines the glossary from the National Commission for Certifying Agencies Standards for the Accreditation of Certification (NCCA) Programs and The ICE Guide to Understanding Credentialing Concepts. Updated in 2019, this guide clarifies terms that are used by programs that grant formal recognition to individuals or entities in what can be described as credentialing process.

- Formal glossary of accreditation and credentialing terms
- Language clarification

“As interest in and the importance of certification grows both in the U.S. and internationally, our staff counts on ICE to develop the standards to guide certifying bodies in conducting their work in a manner that is safe and responsible to the public and to their constituents. Our membership provides us with many education and networking opportunities as well as data around value of certification and there research which is needed to validate what ICE members hold as a core belief; certification matters to both the public and to our certificants.”

William Ellis

Executive Director

Board of Pharmacy Specialties, RPh, MS

Business of Certification

A Standards Based Approach to Offering Credentialing and Education Programs

The separation of credentialing and educational programs avoids conflicts of interest and maintains the integrity of the exam. Learn best practices for separating these programs for NCCA compliance.

- Education and training activities a credentialing body can offer beyond their certification exam or certificate program
- Understand what structural and governance separation is needed in order to ensure compliance with NCCA standards

Best Practices for Preparing Your RFPs and RFIs

Free for ICE Members

Credentialing programs often seek assistance from contractors and vendors. To obtain the best set of responses and select the most qualified service provider, your organization is obligated to develop and disseminate a clear Request for Proposal (RFP) or Request for Information (RFI). This white paper will help you to develop strong RFPs and better describe the goods and services your organization is seeking.

- Tips for developing a clear and concise RFP/RFI
- The criteria by which the responses will be judged

Business of Certification Survey Report

Discover insights into the financial operations of certification organizations. This 2014 report marks the most recent iteration of financial benchmarking data. The 2009, 2011, and 2014 reports are available as individual reports or as a bundled package.

- Benchmark data to assess your organization's financial health

Business of Certification Benchmarks

The Business of Certification Benchmarks is an interactive, online benchmarking platform that measures key performance indicators from credentialing organizations and provides dynamic, personalized reporting. Benchmark data provides relevant insights on:


- Business practices
- Program development
- Financial performance
- Strategic analysis of how your organization compares to other credentialing programs (filter by organization size, number of programs, location, or industry)

Data collecting in the tool includes:

- Sources of revenue
- Expense allocation
- Program operation decisions

See pg. 19 for more information.

Certification Law from the Guy Who Wrote the Book

 Learn the basics of the laws that apply to professional certification from Jerry Jacobs, author of "Certification and Accreditation Law Handbook."












- Understand laws pertaining to governance, autonomy, antitrust, tax exemption, copyright, trademark, contracts with vendors, injury and damage claims, and more

Considerations for International Expansion

This online program will help you decide whether or not to expand your certification program abroad and provide guidance on how to execute an expansion. Through a series of three modules that are 30 minutes to 45 minutes in length, you will:

- Learn why and how to expand your program
- The legal issues you should consider
- How to deliver a certification internationally or globally

Learn more at www.credentialingexcellence.org/BusinessOfCertification

Level	 New Credentialing Program	 Established Credentialing Program	 All Credentialing Programs		
Type	 Book	 CEO Connect Series	 On-Demand Webinar and Conference Recordings	 Online Course	 Research
	 White Paper	 Live Workshops	 Online Journals		

Doing a Technology Gap Review: Why Look for Trouble?


Free to ICE Members

Learn how a solid technology gap review done proactively will give you the knowledge to anticipate those troubles.

- Tips and techniques to a successful technology review for a certification organization
- Empower your organization to strategically approach the issues rather than sit (suffering) behind them


Finding Needles in Haystacks of Data: How to Use Your Data

Free to ICE Members

 This on-demand webinar will share examples of key data and success metrics that are used by colleagues in the credentialing and business communities.

- Demonstrate dashboard used to communicate key data and success metrics with your board
- Analyze database and application processes to determine opportunities for enhancing data collection
- Illustrate methods to identify and monitor success throughout your application and renewal windows
- Demonstrate tools to tie operational reports to financial reports

Governance Success: Effective Recruitment, Motivated Engagement, Dynamic Orientation, and Training

 The governance as leadership model offers a practical framework to govern nonprofit organizations effectively and leads to satisfaction in governing for both leadership volunteers and executive staff.

- Explore three keys to governance success
- Guidance in developing and implementing strategies for governance success in your nonprofit organization

How to Start a Certification Program

Setting up a new high-quality certification program takes time, resources and a considerable amount of planning. This on-demand webinar provides a roadmap regarding recommended steps necessary to start up a new program.

- Psychometrically sound and legally defensible steps for starting a program
- Learn how to address common trials and tribulation

International Expansion

This report shares the results of two brief surveys conducted by the International Expansion Task Force for the ICE Research and Development Committee. The purpose of this data collection was to gauge ICE member interest in international expansion, and to gather initial information on what ICE-produced resources might be most interesting and useful to members who are considering international expansion of their credentialing programs.

In the Public Interest?

Certification organizations and regulatory agencies share a common mandate to serve in the public interest. Explore public interest through the regulator's lens.

- Hear common concerns and goals on working in the public interest, what it means, and what it should mean
- Learn strategies from the regulatory world on how to structure your organization and make decision on truly working in the public interest
- Understand the importance of communicating this to your stakeholders

Managing Multiple Credentialing Programs


Free to ICE Members

This white paper is designed for leaders of organizations responsible for more than one credentialing program or who may add a program. Through a case study, the authors describe:

- How to add a new program
- The relationships between programs
- How to manage resources
- Representation of credential holders on the board
- Possible standardization across programs

Business of Certification *(continued)*

Navigating Organizational Relationships: Exploring Opportunities and Landmines

 Learn the benefits and potential landmines when a certification organization has a relationship with another organization (membership, foundation, for-profit). Through a credentialing organization case study, learn best practices for navigating organizational relationships.

- Learn strategies for creating and maintaining a successful partnership
- Understand considerations for programs that have earned or are considering NCCA accreditation

Quality Assurance: An Inside Look

Learn a framework for Quality Assurance (QA) and Quality Improvement (QI) through an example of how an accredited organization successfully implemented a QA and QI project and embraced changes to include:

- Engaging staff in capturing opportunities for corrective and preventive actions
- Conducting internal and external audits
- Understanding the purpose of the Management Review Team
- Treating your Quality Manual as your organizational guidebook

Succeeding in the Business of Certification *Free to ICE Members*

Learn to build a successful certification program. Whether you are adding a program or enhancing your existing one, this guide helps you apply the fundamental business tools to the certification enterprise. Learn more about the certification business and discover insights from those within the field.

- How to create a market analysis and business strategy for your program
- Effective planning methods for starting a program
- Adding credentials to an existing program
- Changing key program features of an existing program
- Discontinuing a program
- Guidance for maintaining or enhancing the success of an existing program

Volunteer Engagement

Learn tips and techniques for engaging your members in ways to engage your members in volunteer service. Through this on-demand webinar, learn how to:









- Recruit qualified people to fill your volunteer positions
- Set expectations from the start through orientation and training common reasons volunteers want to get involved
- Recognize volunteers for their contributions

Learn more at www.credentialingexcellence.org/BusinessOfCertification

Level

 New Credentialing Program  Established Credentialing Program  All Credentialing Programs

Type

 Book  CEO Connect Series  On-Demand Webinar and Conference Recordings  Online Course  Research
 White Paper  Live Workshops  Online Journals

Legal and Human Resources

Certification Industry Compensation and Benefits Survey 2015 Report

Access valuable data on the average salary and total compensation and benefits offered for 18 certification-specific positions from the only report related to the certification industry. ICE's report classifies the data collected from organizations in the United States and Canada based on organizational variables such as: revenue, geographic location, number of staff, programs managed, certificants, and scope of operation.

- Identify salary trends in credentialing
- Compare your practices to field standards


Critical Communications to Applicants and Certificants: Legal Considerations

Legal due process principles and best practices mandate that certification programs communicate certain information to applicants and certificant. The NCCA Standards specifically impose significant obligations on certification bodies for communication. This on-demand webinar features a comprehensive look at these communications and what they might mean for your program.

- NCCA obligations on certification bodies to communicate with applicants, certificant, and the public
- "Wise" practices for complying with NCCA communication requirements


How to Reap the Most Benefits from Insourcing and Outsourcing

Free to ICE Members

 Outsourcing aspects of credential development has become commonplace for executives. For those organizations meeting credentialing accreditation standards (NCCA, ISO, ASTM), the need to identify and closely manage vendors is significant as clear expectations and close partnerships are required. While there are clear benefits to outsourcing, organizations should not overlook the value gained from cross-training resources to develop a stronger bench of talent internally. Review the best ways to create a healthy balance of in-house and outsourced talent.

- Supplement in-house talent with a healthy mix of outside vendors to gain higher long-term returns for your organization
- Leverage outsourced talent to support your organization's initiatives

Intellectual Property

 Learn how your organization can protect intellectual property and avoid lawsuits. This on-demand webinar features both national and international case studies on international property and will teach you how to:

- Legally control web domains, copyrights and trademarks
- Tips for avoiding lawsuits related to association websites and accounts

Legal and Ethical Issues in Certification: Approaches to Disciplinary Policies and Procedures

Certification organizations face important ethical and legal issues in setting criteria for certification, establishing a code of conduct for certificants, addressing allegations of cheating or of fraudulent use of credentials, and responding to reports of charges or disciplinary or legal actions by licensing, civil, or criminal authorities. Learn the ethical and legal issues in establishing policies and procedures that protect the public, certificants, and the certifying organization and uphold the integrity of certification.

- Learn from a legal advisor to certification organizations
- Examples of disciplinary policies and procedures from the Board of Pharmacy Specialties

Learn more at
www.credentialingexcellence.org/LegalandHR

Certificate Program

▶ **Assessment-Based Certificate Programs** *Free to ICE Members*

This on-demand webinar distinguishes the unique purposes and goals of assessment-based certificate programs versus certification programs.

- Identify the needs of your organization and stakeholders
- Determine the best program for your desired outcomes

CEO ▶ **Digital Badging: A Strategic Perspective**

This on-demand webinar addresses the strategic implications of digital badging.

- Understand the role of digital badges for your programs
- What needs to be considered for offering digital badges

💡 **Digital Badging Report**

How can digital badges be used by the credentialing industry? They are digital representations of accomplishments. In credentialing, they can be awarded upon completion of a volunteer activity such as item writing. When they are backed up by assessments, they can digitally represent the award of a certificate or certification. This report explores the potential applicability of badging in credentialing programs.

- Introduction to digital badging and related definitions
- Current digital badge applications
- Potential usage of digital badges in credentialing
- Marketing your credentials with digital badges

▶ **Foundations of Assessment-Based Certificate Programs**

If you offer an education or training program that includes an end-of-course assessment, you offer an assessment-based certificate (ABC) program. Use this four-module course to provide your staff and volunteers basic knowledge and good practices for developing and administering an assessment based ABC program that meets the quality criteria required for accreditation to the ICE 1100 Standard through the ACAP accreditation program.

- The business of credentialing: certificate vs. certification
- Program design and structure
- Adult learning and instructional design
- Assessment and measurement principles

▶ **The Business Case for Assessment-Based Certificate Programs**

Assessment-based certificate (ABC) programs can be a valuable addition to your credential portfolio. ABC's are particularly useful for providing recognition for a specialty area of practice set of skills. This on-demand webinar focuses on the business case for ABC programs:

- Benefits of ABC programs
- Factors to consider when conducting a business analysis
- Considerations for ABC program development when accreditation is a goal

▶ **What About Microcredentialing?** *Free to ICE Members*

There's a lot of buzz about microcredentials, but what are they? Are they certification or education? How are they different from traditionally offered credentials? Is a digital badge a microcredential? Why should we consider offering them? What's involved in developing and granting them? These questions and more will be addressed in this on-demand webinar.

- Definition of a microcredential
- Benefits associated with a microcredential and is the program right for your organization
- Next steps in implementing a microcredential

💬 **Learn more at**
[www.credentialingexcellence.org/
CertificatePrograms](http://www.credentialingexcellence.org/CertificatePrograms)

Accreditation

Common Pitfalls in Applying for NCCA Accreditation

This on-demand webinar highlights common pitfalls faced by certification organizations seeking NCCA accreditation, and shares:

- The Standards that pertain to these common problem areas
- Suggestions for organizations to come into compliance and avoid problems

Defining Features of Quality Certification and Assessment-Based Certificate Programs

Free Resource

Do you know the difference between a certification program and assessment-based certificate program? This “defining features” guide served as the basis for the ICE 1100: Standard for Assessment-Based Certificate Programs.

- Characteristics of quality certification and assessment-based certificate programs

Engaging Your Board in the NCCA Accreditation Process

Free to ICE Members

This on-demand webinar will help you engage in strategic discussions with your Board and relevant committees regarding key changes to the NCCA Standards (effective January 2016).

- Ideas to help you plan your process, irrespective of stage of development
- Tips for to keep the NCCA standards at the top of the list of your volunteer leadership’s key priorities are presented

Five Most Frequent Problem Areas with NCCA Applications

Free to ICE Members

This white paper helps certifying bodies preparing applications for accreditation by the NCCA. Although this paper does not provide an authoritative interpretation of the Standards, it provides the following:

- Review of five of the most frequent problem areas with applications for NCCA accreditation
- Suggestions to clarify the requirements for compliance with the Standards

ISO/IEC 17024 Compliance Handbook

The ISO/IEC 17024 Compliance Handbook is a comprehensive, definitive source of information about how to achieve 17024 compliance. Written by Wallace Judd, Ph.D., the handbook is an invaluable resource for anyone applying for accreditation under ISO 17024. The Handbook comes in three formats providing you with options appropriate for your situation.

The Handbook includes:

- Templates for a policies and procedures document, candidate handbook, and an employee handbook
- Commentary on how to conform to each section of the ISO 17024:12
- Forms that are helpful in complying with the regulations of 17024

ICE 1100: 2019 Standard for Assessment-Based Certificate Programs

Free to ICE Members

The ICE 1100 Standard specifies essential requirements for ABC programs and provides guidance to program providers, consumers, and others on what defines a quality program.



- National standards for certificate programs
- Guidance for a high-quality program

Learn more at www.credentialingexcellence.org/Store-Accreditation

Level	● New Credentialing Program ● Established Credentialing Program ● All Credentialing Programs
Type	📖 Book 👤 CEO Connect Series ▶ On-Demand Webinar and Conference Recordings 📺 Online Course ❓ Research 📄 White Paper 🗣️ Live Workshops 📖 Online Journals

Accreditation *(continued)*



Meeting NCCA Standard 3 in Terms of Autonomy and Impartiality

Free to ICE Members

This paper addresses the NCCA Standards dealing with the separation between certification and any education or training function having to do with exam review, concentrating primarily on Standard 3 – Education, Training, and Certification while also addresses peripherally related Standards. The author's interpretation of those Standards are discussed using two unique perspectives: as a submitter to the NCCA both as a previous applicant and an advisor to clients, and as a reviewer of applications as a former NCCA Commissioner.



National Commission for Certifying Agencies Standards for the Accreditation of Certification Programs

Free to ICE Members

The National Commission for Certifying Agencies (NCCA) is ICE's accrediting body. As the first standards developed by the industry for professional certification programs, the NCCA Standards for the Accreditation of Certification Programs require demonstration of a valid and reliable process for development, implementation, maintenance, and governance of certification programs.

- Specify essential requirements for certification programs
- Provide guidance to program providers, consumers, and others on what defines a quality program



Tips and Tricks for Navigating the NCCA Online Portal

Free Resource

This on-demand training walks through the NCCA online application process.

- Review common technical mistakes
- Learn how to complete the steps in the application process



NCCA & ISO/IEC 17024 Accreditation Overview Workshop

Want to understand what it takes to gain accreditation for your certification program(s)? Already NCCA-accredited, and wondering if adding ISO/IEC 17024 accreditation will help you achieve your program goals? The NCCA and ISO/IEC 17024 Accreditation Overview Workshop takes a deep dive in to the Standards and what it will take to help you increase the quality, credibility and value of your certification programs.

- Insights into the NCCA Standards
- Understand if your program is ready for ISO/IEC 17024 accreditation
- Question and answer opportunities with expert facilitator

Learn more at www.credentialingexcellence.org/Store-Accreditation

Level	● New Credentialing Program ● Established Credentialing Program ● All Credentialing Programs
Type	◆ Book ◆ CEO Connect Series ◆ On-Demand Webinar and Conference Recordings ◆ Online Course ◆ Research ◆ White Paper ◆ Live Workshops ◆ Online Journals

Beyond Certification: Engaging Your Certificants

Free to ICE Members

Discover the fundamental concepts of successful content marketing and key strategies for engaging certificants. Learn practical tips for effectively branding your communications.

- Identify the needs of your certificants career lifecycle
- Learn how to develop an engagement plan that meets certificants' needs

Five Tips for Marketing Certifications

Free to ICE Members

Step back and examine your certification marketing. Walk through five key concepts around certification marketing, including:

- Generating leads for your certification
- Capturing essential information
- Making the process easy to understand
- Understanding lifetime value (LTV)
- Creating a learning system through testing optimization

Leveraging ISO/NCCA Accreditation as a Marketing Tool

Learn different tactics to effectively leverage the achievement of accreditation and see examples of what other programs have implemented.

- Explore the marketing “promise” of accreditation versus what the credential is delivering

Marketing the Value of Your Certification: Creating Internal and External Brand Evangelists

Many certification organizations find that there are competing forces, both internally and externally, for market share. Gain clarity through the use of a messaging platform that helps you create a distinct voice while harnessing the power of your internal resources to build a holistic brand message.


- Learn strategies for developing a marketing campaign
- Learn to effectively communicate the value of your certification program

Promoting Credentialing of Military Service Members: Army, Navy, Air Force, and Marine Corps Credentialing Opportunities On-Line (COOL) Programs

Occupational credentialing is promoted across the military Services to enhance recruitment, professional development, retention, and transition to the civilian workforce. Through the military Services' Credentialing Opportunities On-Line (COOL) programs, military occupations have been mapped to over 1,000 civilian certifications and Services will pay for certifications for Service members. In this on-demand webinar:

- Learn about the COOL programs
- Understand methods for matching military occupations to civilian certifications
- Credential payment policies for the COOL programs
- How to facilitate credentialing of Service members

Protecting the Brand of Your Credential and Organization in the Marketplace

 In the world of credentialing, stakeholders obtain information about a credential from a variety of sources, including certification bodies entering the marketplace. Communication channels must be developed to provide proper brand messaging. Explore a multi-tiered approach to identifying and responding to threats to the organization's good name in the marketplace, and learn how to proactively provide information to decrease the risk of issues occurring in the future that will negatively impact the organization's brand.

- Legal protections for the brand
- How to proactively identify and address brand threats

Social Media Strategy: How to Connect with Certificants and the General Public through Social Platforms

Learn the importance of creating a strategy that allows you to understand and reach your audience on their terms and timeline. Hear practical tips and gain a list of ideas to apply immediately to your practice.

- Using social media groups for maximum effectiveness
- The value of hashtags
- How to curate valuable content with whatever amount of time you can dedicate to your digital presence
- Important questions to ask when designing your social media strategy that's right for your unique organization

Learn more at
www.credentialingexcellence.org/Marketing

Testing

Assessing Non-cognitive Competence

This reference document serves as an initial introduction to non-cognitive assessment and its relevance to professional credentialing provide references.

- Answers to common non-cognitive assessment questions

Becoming the SME Whisperer *Free to ICE Members*

Hear how one testing organization created a strong SME culture with low turnover and high engagement at all levels. This paper presents a case study, but also provides a set of conceptual tools for organizations interested in creating both a sense of investment among their SMEs and a sense of group cohesion and overall program continuity.

- Tips and lessons learned for implementing a SME culture

Beyond Multiple Choice: Strategies for Planning and Implementing an Innovative Item Initiative *Free to ICE Members*

Go beyond the use of multiple choice to create innovative item formats. Discover lessons learned and best practices from the National Board of Certification and Recertification for Nurse Anesthetists (NBCRNA).

- Overview of alternative item types
- Benefits of the NBCRNA project and value added to the credential
- Lessons learned and recommendations for decision-making

Creating and Maintaining a Test Security Plan *Free to ICE Members*

Learn the basics of how to build a strong security plan from the ground-up. Through recommendations and maintenance advice, learn how to devise a plan that grows and supports your certificant as your program grows.

- Recommendations for prioritizing limited budgeting resources
- How to maintain your security plan

Critical Psychometric Concepts for Credentialing Personnel

Do you find yourself smiling vacantly at conferences while everyone around you debates enthusiastically about how many panelists are required for a passing score study? Have you ever wondered why you can't just write the certification exam for your agency while sitting next to the fire, petting your dog? Do you know why psychometricians use so many acronyms? It's time to be in the know! Speak like a psychometrician in just one hour's time.

- Critical psychometric concepts
- Insights into the test development cycle
- How many test forms are enough
- Job analysis and test specifications
- How to use Angoff as a verb

Documenting Psychometric Evidence *Free to ICE Members*

There are probably fewer things less interesting, yet more important than documentation for credentialing programs. The goal of this white paper is to discuss and provide suggestions for how to document evidence for the testing components of a credentialing program and provide examples of what types of information could be included.









- Tips and techniques for documenting evidence for a credentialing program
- Understand what information should be documented

Eligibility Requirements Report

There is very limited guidance and resources available on how to set eligibility requirements. To meet this need, ICE's Research & Development committee conducted interviews with existing certification programs, completed a thorough review of the topic, and produced the Eligibility Requirements Report. This report includes:

- Industry perspectives and best practices
- Policies for determining credential eligibility and the methods for setting or changing these requirements

Learn more at www.credentialingexcellence.org/Testing

Level	● New Credentialing Program ● Established Credentialing Program ● All Credentialing Programs
Type	 Book  CEO Connect Series  On-Demand Webinar and Conference Recordings  Online Course  Research  White Paper  Live Workshops  Online Journals

Exam Results and Score Reports: Dos and Don'ts

Developing score reports for credentialing programs requires balancing multiple stakeholders' various needs for information and professional standards for reporting examination results. Their designs can limit the ability of examinations to provide precise feedback about candidate performance for the different content areas covered by the test. Exam results must be expressed in a way that encourages proper interpretation and minimizes the likelihood of misinterpretation.

- Learn how to develop score reports for credentialing programs
- Discover the top dos and don'ts in exam results and score reports

How Job Task Analysis Informs Test Blueprint Development

Free to ICE Members

Gain an overview of the job analysis process, including the purpose behind the activities, what the law has to say about it, and what methods can be used.

- Steps used in a Job Task Analysis
- How to use Job Task Analysis to gather current information and stay up-to-date about new developments
- How the results inform the development of a test blueprint

Impact of the Internet on Exam Security

Free to ICE Members

This white paper focuses on exam security for high-stakes exams, and provides practical business-related considerations for addressing the increasingly complex landscape that assessment organizations face today as they seek to securely navigate the internet.

- Understand exam security in the digital age
- The evolving landscape of assessment organization

Innovative Item Types

Learn various types of alternative item types and why an organization might benefit from incorporating them into its assessment(s).



- Considerations and best practices for developing alternative item formats and integrating them into assessments
- Advantages and disadvantages of alternative item types
- Ways for evaluating the performance of alternative items

Introduction to Computerized Adaptive Testing

Gain a better understanding of the benefits of computerized adaptive testing (CAT) and evaluate its applicability to their organization.

- Introduction to the algorithms of CAT
- Learn the benefits of CAT from both a psychometric and operational perspective
- Learn a five step model for developing a valid, defensible CAT

Item Writer Development: Training Volunteer Writers

There is a difference between training an item writer to write a question and developing an item writer to write good, useful, practical, and high-performing items.

- Explore the cognitive level schemes
- How the various levels are applicable to item writing
- Learn how to guide item writers in developing higher order questions

Job Analysis, a Starting Point for Your Program

Job analysis is the cornerstone of any sound, legally defensible licensure or certification program. Hear an overview of different methods for conducting a job analysis, review best practices, and learn the value and importance of job analysis for credentialing programs.

- Learn how job analysis is used to delineate the key tasks performed in a job or role
- How to identify the knowledge and skills required to perform those tasks
- How to ensure that an examination reflects the critical elements of the job or role

Organizational Response to Test Misconduct

Free to ICE Members

This white paper describes how testing organizations can take a holistic perspective to prevent test misconduct from occurring.

- Tips for deterring, detecting, and preventing test misconduct

Remote Proctoring and Strategies for Implementation



This on-demand webinar examines remote proctoring from the perspective of a broader test security framework, and review remote proctoring options available.

Testing *(continued)*

- Learn remote proctoring's pros and cons
- How technology and careful process can be used to mitigate risks of this delivery method
- Learn questions to ask in a remote proctoring RFP
- How to set policy and candidate communications to enable better success with remote proctored delivery

Remote Proctoring Test Delivery

Remote proctoring is a relatively new test delivery system that was initially targeted for educational programs and is now being investigated by credentialing organizations. This paper intends to provide an impartial view of the strengths and weaknesses of remote proctoring test delivery.

Setting and Communicating Cut Scores

Hear a complete overview of standard setting methods that are used in various assessment settings. Through this on-demand webinar, learn:

- Practical aspects of selecting and training a group of Subject Matter Experts
- How to communicate standard setting results to both the governing body as well as the candidates

Score Reporting: Where Policy Meets Psychometrics

Free to ICE Members

Developing score reports for credentialing programs requires balancing various stakeholders' needs for information with professional standards for reporting examination results. It is imperative that these reports appropriately communicate the results of an examination in a way that encourages proper interpretation and minimize the likelihood of misinterpretation. This white paper will provide practitioners with guidance on designing and evaluating score reports.

- How to design score reports
- How to properly evaluate score reports

Standard-Setting Overview for Credentialing Programs

This report provides an introductory overview of standard testing process, methods and policies for credentialing organizations. The focus of this paper is on multiple-choice examinations, but many of the basic principles can be applied with modification to performance-based and oral examinations. Through this white paper learn:

- Standard-setting processes
- Testing and methods and approach principles
- Common challenges and issues when developing an exam

Small Program Issues, Part 1 and Part 2

This report explores the major issues facing assessment programs with low-test volume and/or small program staff size.

- Challenges with psychometric and organizational limitations
- Compliance difficulties with NCCA accreditation

Test Security: Policies and Procedures for Managing Breaches

This on-demand webinar discusses various approaches to test security breaches, and highlights the policies and procedures organizations use to deter, detect, and decide how to manage test security breaches across the testing lifecycle, putting you in a more informed position to choose which approach is right for your testing program.

The Psychometric Side of Test Security

This on-demand webinar introduces test security from a psychometric perspective.

- The background for relevant threats to test score validity
- A framework for evaluating threats to validity,
- Psychometric forensics that are available

Validation Strategies for Credentials

This research report documents methods that licensure and certification programs use to establish their programs' validity. In addition to verifying common methods, such as the job analysis, the study sought to determine whether programs are using methods other than or in addition to job analysis, and to identify additional validation activities that programs might undertake that extend beyond the test score's validity to the credential's overall validity.

- Methods for determining a program's overall value

What is the Optimal Number of Distractors in Exam Items? Case Study

Free to ICE Members

Through a case study, learn about an exam's transition to a three-option item format. The white paper provides lessons learned on:

- The motivation for change
- Challenges faced with stakeholders and constituents
- Psychometric impacts of change that align with literature-based expectations are shared

Continuing Competence

Best Practices in Recertification and Continuing Competence

Free to ICE Members

Continuing competence and the renewal of certification and licensure are topics that credentialing organizations are focusing on more and more because credentialing organizations permit individuals to use their name and acronym for their entire career, usually without evidence that the individuals have maintained proficiency at an acceptable level. Review work that has been done by ICE and several other organizations to clarify best practices in this important area.

- Key considerations in the design of renewal programs in certification and licensure
- Understanding of the strengths and weaknesses of various program elements as measures of continuing competence
- Perspective on procedures that may be used to evaluate the effectiveness of renewal programs in certification and licensure

Continuing Competence Framework Document

Free to ICE Members

Whether you are looking to select, build, or revise your continuing competence program, ICE's Process Framework reports provide suggested assessment measures that explore the relevance of continuing competence programs to the credibility of a certification.

- Establish the total value of a credential
- Establish and evaluate a continuing competence program
- How to use the Process Framework

Continuing Competency Initiatives

Ensuring continuing competence among certificate holders is a major objective of most certifying agencies. Representatives from three certification organizations share how they implemented new continuing competency methods.

- Insight into the development and implementation of a Continued Professional Certification (CPC) program for one of the advanced practice nursing roles
- How to adapt practices from the NBCRNA into your own program

Evaluating Your Continuing Competence Program and Framework: Document and On-Demand Webinar

Learn from the preliminary findings of the ICE Continuing Competence Task Force work, including designing evidence-based program requirements, establishing consistency among program requirements and components, and providing context-sensitive criteria for evaluating the effectiveness of a program. Consider commonalities of recertification practices across multiple industries and explore the framework document and discussion guide, currently being beta tested, that is intended to help organizations strengthen their programs.

- Acquire tools and vocabulary to define priorities for enhancing a continuing competence program
- Gain insight from organizations that are implementing continuing competence programs
- Grasp key principles of the ICE Continuing Competence Framework

Methods for Ensuring Continuing Competence, Part 1 and 2

The Research and Development Committee completed a thorough review of continuing competency, which includes a comprehensive discussion regarding definitions and construction of competence and typical continuing competence activities. The report also explores:

- Insights on how to construct a successful continuing competency program
- Methods for measuring and promoting continuing competence within a certification program

Learn more at www.credentialingexcellence.org/ContinuingCompetence

Level	● New Credentialing Program ● Established Credentialing Program ● All Credentialing Programs
Type	◆ Book ◆ CEO Connect Series ◆ On-Demand Webinar and Conference Recordings ◆ Online Course ◆ Research ◆ White Paper ◆ Live Workshops ◆ Online Journals



The **Institute for Credentialing Excellence**, or ICE, is a professional membership association that provides education, networking, and other resources for organizations and individuals who work in and serve the credentialing industry. ICE is a leading developer of standards for both certification and certificate programs and it is both a provider of and a clearing house for information on trends in certification, test development and delivery, assessment-based certificate programs, and other information relevant to the credentialing community.

Discover the Benefits of Membership with ICE

Join the only professional organization that advances credentialing through education, standards, research, and advocacy.

Whether you are starting a certificate or certification program, looking to elevate your established program, or want to learn from other credentialing professionals, ICE can support your development and growth.

- Exchange best practices with a community of credentialing leaders and professionals from across multiple industries
- Advance your career path and enhance your staff's professional development through education and information
- Strengthen your program's credibility using defined standards set by the credentialing community
- Speak confidently with your stakeholders about the value of your organization or program



Business of Certification

BENCHMARKS

ICE's Business of Certification Benchmarks helps credentialing organizations improve their business practices.

What is it?

A versatile and interactive benchmarking platform that measures key performance indicators from credentialing organizations, simplifies data collection, and provides customized and personalized data reporting and analysis.

Credentialing organizations who participate in the survey can now report on three certification programs. The options include:

- Flagship Certification Program: Your most recognized or valued program (i.e., program with highest demand among candidates)
- Next Most Popular Certification Program: Your second most recognized or valued program (i.e., program with second highest demand among candidates)
- Smallest Certification Program: Your least recognized or valued certification program (i.e, program with the lowest demand among candidates).

Benefit to Credentialing Organizations

Use this dynamic platform to measure a variety of data from similar organizations across the country.

- Certification fees
- Certification activities handled in-house vs. outsourced
- Marketing goals and methods
- Revenue and expense breakdown
- And much more!

Benefit to Those who Support Credentialing Organization and the General Public

Compiled in aggregate, The Business of Certification Benchmarks data provides valuable information about the state of the certification industry, and enables you to speak with authority on the kinds of organizations that issue certifications. Please note, all data is confidential.

www.credentialingexcellence.org/benchmark

Participate Today

Access Type		Can Enter Data?	Compare Permissions?	Reports Offered	Filter Permissions	Executive Summary	Cost
ICE Organizational Member Participant	Premium			Personalized	Full		\$200
	Basic*			Personalized	Limited		Free
ICE Sustaining, Affiliate, or Individual Member	Premium		N/A	Non-Personalized	Full		\$350
	Basic*		N/A	Non-Personalized	Limited		\$100
Non-Member Credentialing Organization	Participant Premium			Personalized	Full		\$600
	Participant Basic*			Personalized	Limited		\$400

Survey data progress requirement is 50+% PowerPoint report Excel report *Upgrades are available



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