

# Division of Chemical Education Examinations Institute



## Operations Manual

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## Overview

This manual summarizes policies and procedures established by the Examinations Institute Board of Trustees for operation of the ACS Division of Chemical Education Examinations Institute, hereafter referred to as “the Institute.” The ACS Division of Chemical Education will hereafter be referred to as “DivCHED”. This manual does not detail the day-to-day operation of the Institute itself. Within the framework of policies outlined in this manual, the Institute Director (hereafter referred to as “the Director”) is free to establish operational procedures required to carry out the functions of the Institute.

This manual shall be reviewed during the fourth year of the Director’s term and updated as needed to include revisions endorsed by the Board of Trustees.<sup>1</sup>

## Management

The management of the Institute shall be in the hands of the Board of Trustees, hereinafter referred to as “the Board.”<sup>2</sup> The Board shall establish policies for all aspects of Institute operations, including fiscal management and appointment of a Director.<sup>3</sup>

## Board Membership

The Board shall consist of nine voting members, three of whom serve in an *ex-officio* capacity and six other DivCHED members appointed by the Executive Committee of DivCHED,<sup>4</sup> hereafter referred to as “ExComm”. Ex-officio members shall be: (1) the Chair-Elect, Chair, or Immediate Past Chair whose election occurred in a year divisible by three with a remainder of two,<sup>5</sup> (2) the Member-at-Large, and (3) the Treasurer of DivCHED. ExComm appoints two members to the Board each year. A Board member serves a three-year term unless appointed to fulfill a remaining term.<sup>6,7</sup>

Should members of the Board find it necessary to remove another appointed member of the Board (either the Chair or another appointed member), the following procedure will allow for their removal from the Board. (1) A petition by three or more members would call for a vote of the full membership of the Board asking for the removal of an appointed member. (2) If a simple majority agrees to the removal, an action request will be immediately made to ExComm for removal of the Board member.<sup>8</sup>

## **Board Officers**

Chair: The Board shall choose a Chair from its appointed members to serve a two-year term.<sup>9,10</sup> The Chair shall report all activities of the Board to ExComm.<sup>11,12</sup> The Chair shall be elected at the Fall ACS meeting in even numbered years to serve for the following two calendar years. In the event that the Chair wishes to not seek reappointment by ExComm or wishes to step down as Chair before the end of the elected term, the Chair shall give one calendar year's notice to the Board.<sup>13</sup> An election will be held at the next Board meeting from among the remaining appointed members to designate a Chair-Elect for the Board.

In the event that the Chair is unexpectedly vacated, the Chair-Elect will become the Board Chair.<sup>14</sup> If no member is currently designated as the Chair-Elect, an Acting Chair shall arrange an election to immediately fill the unexpired term.<sup>15</sup>

Should the Board Chair be absent from an official meeting, the Chair-Elect of the Board shall be the Acting Chair and convene the meeting.<sup>14</sup> If no member is currently designated as Chair-Elect of the Board, the member of the DivCHED chair succession serving on the Board shall be the Acting Chair and convene the meeting.<sup>16</sup>

### Board Secretary:<sup>17</sup>

At the Fall meeting of odd numbered years, the Board shall choose the Board Secretary. The secretary shall serve two years if their term on the Board permits it. The Secretary is charged with attending Board meetings and drafting the minutes of the meeting. Minutes should also include interim motions that were approved in between meetings. These minutes should be circulated shortly after each meeting for potential edits. It is also the Secretary's responsibility to make sure that a final approved copy of business meeting minutes is submitted to the permanent records of the Board. The Board Secretary is also responsible for communicating official matters to external entities as needed. The Board Secretary<sup>14</sup> and Board Chair share the responsibility of maintaining the permanent records of the Board of Trustees. In addition to meeting minutes, the permanent record shall include materials such as Board meeting packets, legal correspondence, contacts, records of financial transactions that required Board or Board Chair approval and important correspondences by and between the board members and leadership.<sup>14</sup>

Since this modified language was adopted in an even year (2016), the first term of Board Secretary will be for one year.

## **Meetings**

The Board is required to meet at the Spring ACS meeting,<sup>18,19</sup> but in practice it meets at both the Fall and Spring ACS meetings.<sup>20</sup> In the event that a Fall meeting is not held, actions that would normally take place at that meeting will be slated for the next scheduled meeting.<sup>21</sup>

When Board action becomes necessary between scheduled meetings, the Chair may request that such action be carried out by e-mail or by virtual meeting.<sup>22</sup> Any action taken shall be summarized by the Chair, and appended to the minutes of the next scheduled meeting.<sup>23</sup>

## **Responsibilities**

The Board is the legal entity of the Institute; it alone can authorize contracts with individuals and companies for services and goods and/or authorize the Director to be responsible for such arrangements as part of the yearly operational budget of the Institute. In addition, the Board maintains a contract with the Director (and any other management personnel the Board considers necessary) who serves for stated terms at the Board's discretion.<sup>24</sup> The Board also negotiates and maintains any necessary contracts with the host institution of the Institute.<sup>25</sup> Whenever a signature is needed to authorize a contract the Board Chair will sign upon the agreement of the Board. If the Board Chair is unable to sign a contract, then the Chair-Elect or Acting Chair (as defined above) may sign in place of the Board Chair.<sup>26</sup> An original copy of all contracts shall be kept in the permanent records of the Board of Trustees and maintained by Board Chair and Secretary.<sup>26</sup>

## **Appointment of Institute Director<sup>27</sup>**

The Board is responsible for appointing the Director. This process involves the action of a Search Committee charged with bringing a recommendation to the Board.

Appointment of a Search Committee: The Chair, with approval of the Board, shall appoint a search committee of at least four members. The members shall be chosen from the Board, members of ExComm, past or present exam committee members, and/or individuals whose expertise could be useful to the Search Committee. At least one member of the Search Committee must be a current Board member.<sup>26</sup>

Actions of the Search Committee: The Search Committee, in conjunction with the current Director, will draft an advertisement for the position. After Board approval, the advertisement will be placed in appropriate journals, websites, and/or other communication media.

Each applicant will receive a packet containing information concerning present operations and the responsibilities of the Director. In 2000, this included a statement of the scope of responsibilities of the Director, as well as the institutional parameters for hosting the Institute (see 2001 permanent record files for these documents). Candidates will be asked to prepare a directed resume that addresses issues raised in the packet. Letters of support from the candidate's home institution should be part of the packet.

To ensure that each applicant is evaluated in a standard manner, the Search Committee will discuss, develop, and prioritize evaluation criteria to evaluate each applicant. A list of finalists is to be shared with the Board.

The Search Committee will interview each finalist in person. Interviews of finalists will consist of a site visit to each finalist's home institution and discussions with appropriate administration as well as colleagues who would be involved with Institute operations.<sup>26</sup> From the group of finalists, the Search Committee will choose a candidate(s) for a site visit(s). At least three members of the Search Committee will visit each potential Institute site. Travel costs for the site visit(s) will be paid by the Institute. Search committee members submit their travel receipts to Board Chair who then authorizes the Business manager to reimburse the committee members.<sup>26</sup>

The site visit(s) will include interviews with those in policy-making positions (Provost, Vice President, and Dean) and the Department Chair to whom the candidate reports. Each member of the site-visiting committee will prepare a site visit report using a common format. The reports will be distributed to the members of the Search Committee.

The Search Committee will confer by email, conference call, or face-to-face and craft a recommendation to the Board. The recommendation, with supporting data, will be made to the Board in closed session. The recommendation need not be unanimous.

Actions of the Board After Receiving the Recommendation: The search committee will provide the Board with supporting information with their report on the search. After receiving the Search Committee recommendation and report, the Board will dismiss those Search

Committee members who are not current Board members and continue in closed session. The Board then votes to appoint a director based on the findings of the search committee.<sup>26</sup>

The Board will vote either to accept or reject the recommendation of the Search Committee. If the Board accepts the recommendation, the Chair will then enter into negotiations with final candidate for the position as soon as possible. If the designee accepts, the Chair will inform the other finalists of the decision as soon as possible.

If the recommendation of the Search Committee is rejected, the Board will take appropriate action.

### **Director Changing Institutions<sup>28</sup>**

If the Director accepts a position elsewhere and wishes to remain Director, the Director should ensure that the institution offering the position is willing to host the Institute in accordance with the document “*Institutional Parameters for Hosting the ACS DivCHED Examinations Institute.*” Should this happen, the Chair of the Board will appoint a committee to visit the institution to make sure that it complies with the parameters for hosting the Institute. If the parameters for hosting the Institute can be met, the Board will develop a timeline to cancel the existing Memorandum of Agreement (MOA), develop an MOA with the new institution, and offer a new contract to the Director. If the Director accepts a position elsewhere and does not wish to remain the Director, then the Board will negotiate a timeline for the Director’s resignation and begin the process for appointing a new Director.<sup>26</sup>

### **Incapacitation of the Director<sup>29</sup>**

If the Director becomes incapacitated and cannot carry out the responsibilities of the job, then the Chair of the Board will be notified immediately. The Associate Director will serve as Acting Director. If the incapacitation is permanent the Board shall expedite a search for a new Director.<sup>26</sup>

## Personnel

### Director

The Board shall appoint a Director, who shall carry out the day-to-day activities of the Institute in accord with established policies.<sup>30</sup> The Director must be a tenured faculty member at the host institution and must be a member of both the ACS and DivCHED.<sup>31,32</sup>

The Bylaws of DivCHED specify that the Director shall be an ex-officio member ExComm. As such, the Director shares in the governance of DivCHED.

The Director meets regularly with the Board, but is not a voting member of the Board.<sup>33</sup>

Compensation: The stipend and terms of compensation are specified in the Director's contract.<sup>34</sup> The Board is not responsible for withholding sums to pay taxes, social security, or benefits of any kind.

Travel Expense: It is the policy of the Institute to pay travel expenses for the Director in the amount of round-trip travel plus registration and up to three days per diem at the normal DivCHED rate for up to three meetings each year.<sup>35,36</sup> The Director may also be called on to travel for other Institute business associated with work that may include handling intellectual property and legal matters or monitoring off-site development of ACS Exam materials. In such cases, the Director should report these trips to the Board and indicate which budget lines these were charged to (*i.e.* legal, materials development, *etc.*) during regular board meetings.<sup>37</sup>

Term of Office: The Director is appointed to a five-year term. Re-appointments may be granted as full five-year term or partial-term extensions. If the Director seeks a partial-term extension, a request for a partial extension specifying the timeframe and the work to be accomplished during that time will be made to the Board.<sup>38</sup>



Job Description: The Director is responsible for production, analysis, advertising, and fulfillment related to all Institute products. The Director is expected to report to the Board twice a year.<sup>39,40</sup> The Director is additionally responsible for all aspects of DivCHED's assessment initiatives, including:

- a. development and distribution of examinations in all fields of chemistry at all levels;
- b. development, security, and distribution of computer-based assessments;<sup>41</sup>
- c. production and dissemination of ancillary assessment materials (such as test-item banks, computer-based assessment materials, and laboratory assessment instruments);
- d. production and distribution of training materials designed to improve the quality of teacher-made tests;
- e. research and development activities designed to improve the quality of chemistry assessment in the United States; and
- f. development and distribution of other products as guided by the Board.<sup>42</sup>

The Director is responsible for both programmatic and fiscal management of the Institute, and for supervision of the daily activities of the Institute staff. The Director is responsible to DivCHED through the Board, which sets policy for all aspects of Institute operations. The Director's duties are varied, and the list that follows is more representative than inclusive. The Director must routinely

- a. select exam committee chairs and, working with the chairs, identify suitable individuals for service on exam committees,
- b. offer structural and editorial guidance to committees as they prepare examinations,
- c. arrange meetings of the exam committees,
- d. ensure that released examinations are consistent with ACS editorial style,
- e. prepare trial forms of tests and the final, printed examinations using appropriate publishing methods,
- f. prepare trial-test item statistics for committee use,
- g. print all examinations and place them into inventory,
- h. prepare individual item statistics and overall test statistics for released examinations,
- i. oversee the customer service operation,
- j. ensure that examinations reach users in a timely and economical manner,

- k. strive to maintain the security of all examination materials,
- l. copyright all released materials with the U.S. Copyright Office in Washington, DC and protect these materials by being on the alert for any copyright violation,<sup>43</sup>
- m. prepare programmatic and fiscal reports for the Board,
- n. implement policies established by the Board,
- o. prepare and distribute marketing materials by direct mail, for conference displays, and for the Institute's online presence,<sup>44</sup>
- p. maintain all necessary records, including archival information and financial records,
- q. explore new initiatives for the Institute and prepare and submit proposals to funding agencies in order to support the Institute's activities and new initiatives,<sup>45</sup>
- r. serve as a resource to the chemical education community on assessment issues,
- s. engage an external auditor every year who is responsible for auditing the Institute,<sup>46</sup> and
- t. <sup>[[[SEP]]]</sup>protect the intellectual property of the Institute, the security provisions <sup>[[[SEP]]]</sup>of the Institute's products, and the good name and reputation of the <sup>[[[SEP]]]</sup>Institute. The Director will notify the Board of instances where action is taken. If lawyers are engaged, the Director will notify the Board of the nature of the legal matter and the estimated cost.<sup>47</sup>

The Director is assisted in these activities by a support staff.<sup>48</sup> The Business Operations Manager (BOM) is hired by the Director to run the Business Office (currently in Berthoud, CO). The BOM reports directly to the Director. The BOM is responsible for overseeing business operations and maintaining appropriate staffing of the business office to ensure smooth operations, particularly during busy times in the academic year.<sup>49</sup>

The BOM works with the Director to manage personnel responsibilities that include hiring, evaluation, salary modifications, and continuance decisions within both the constraints of Board policies and the Director's host institution's personnel policies. Situations may arise where the Director's interpretation of the Board's policies is inconsistent with the fiscal or personnel policies of their host institution. In such cases, the Board will ask the Director to withdraw from negotiations immediately and refer matters to them. The Board will then designate one or more of its members to negotiate with the host institution's administrators.

Periodic Performance Review:<sup>50</sup> The Director will keep the Board informed of Institute activities through semi-annual reports. Midway through the Director's term of appointment, a formal review will be conducted in anticipation of a reappointment decision the following year. The primary purpose of this review is to assess the performance of the Institute, to determine the Director's interest in being reappointed to an additional term, to review strengths and weaknesses of current operations, and to consider proposals to strengthen the Institute during the next five-year period.

The Director shall prepare a report for the Board outlining significant accomplishments to date, major concerns for the next five-year period, and suggestions for addressing those concerns. The Director's report should state his/her interest in continuing as Director. The Director's report shall be submitted FOUR WEEKS before the appropriate national meeting and separate from the larger board packet. During this meeting the Board will meet in closed session to discuss the report.<sup>51</sup> Trustees who have additional concerns shall communicate those to the Chair no later than one week prior to the review meeting. Concerns expressed by the Director and/or Trustees will be an agenda item for closed session.

If the Board determines that there are deficiencies that the Director needs to address, the Board will discuss these with the Director and put its concerns in writing. The Board will outline measurable objective(s) for the Director to meet. The Board will specify a timeline for addressing these issues and request that the Director submit regular bimonthly progress reports to the Chair. Two weeks prior to the following Board meeting the Director will submit a summary to the Chair.

If the Board determines that the Director has not adequately addressed the measurable objectives, the Board may modify the objectives. In the event that the Board finds the Director's progress in meeting the objectives to be unsatisfactory, the Board should make plans to a) immediately secure the physical inventory of the Institute (exams, financial records, etc.), b) ensure minimal interruptions in customer service, c) identify a short list of candidates for Interim Director, and d) establish a timeline for appointing a new Director. The Chair should initiate the termination of the MOA with the now former Director's institution and begin negotiation with the Interim Director's institution.

## **Associate Director<sup>52</sup>**

The Director may appoint an Associate Director. The Associate Director need not be at the same institution as the Director. At the Director's discretion, the Associate Director's responsibilities may include, but are not limited to, production of exams or exams-related materials, conducting research, and producing materials related to research.

Compensation: The stipend and terms of compensation are specified in the Associate Director's contract. The Board is not responsible for withholding sums to pay taxes, social security, or benefits of any kind.

## **Host Institution**

### **Contractual Agreement: Memorandum of Agreement (MOA)<sup>53</sup>**

There must be a formal contract between the Board and the host institution. Among the issues that should be covered in the MOA are a) the method of transfer of funds and payment of bills, b) job classification for secretarial staff that establishes the nature and cost of fringe benefits, c) the faculty status for the Director,<sup>54,55</sup> and the provision of secure office and storage space.<sup>56</sup> Although formal arrangements must necessarily differ from institution to institution, it is essential that the host institution provide secure office and secure storage space, a mechanism for handling the Institute budget and accounts, and a means for appointing and reimbursing the staff. The most satisfactory arrangement is one by which all of the business operations of the office are transacted through an Institute account in the institutional accounting system and in which charges to the Institute by the institution are minimal.<sup>57</sup>

## **Finances**

### **Financial Authority**

The Director is authorized to make disbursements necessary for the functioning of the institute, subject to audit by the Board.<sup>58</sup>

## **Fiscal Year**

The fiscal year is the calendar year.

## **Budget Preparation**

The Director will prepare a budget for each calendar year and present the budget to the Board for its approval at the Fall ACS meeting.

## **Budget Approval**

The Board must approve the annual budget prior to the disbursement of funds.

## **Financial Report**

The Director presents a financial report for the previous calendar year at the Spring ACS meeting. This report consists of a net worth statement followed by income and cash flow statements. Backup schedules containing details of the expenses and income are provided to the DivCHED Treasurer and to the Chair of the Board.

## **Audit<sup>59</sup>**

Every year an external firm will conduct an audit of the Institute. The audit report shall be distributed to the Board and the Director. The Board will discuss the report, and appropriate actions recommended by the auditing firm will be pursued. A copy of the report will be placed in the permanent records of the Board.<sup>60</sup>

## **Financial Reserves and Investment Strategies<sup>61,62</sup>**

At each Fall meeting, the Board will review and adjust as necessary the financial investments of the Institute with regard to a balance between risk and return. Assets must be invested through a professional firm that has a strong credit rating (e.g., Moody's). The firm must offer portfolio management services to actively coordinate the Board's investment strategy, including a tax planning strategy and the avoidance of unnecessary fees. The investment strategy should reflect asset allocation to include appropriate cash, income, and growth needs.

The Director, Business Operations Manager, Chair of the Board, and Board Secretary<sup>63,64</sup> will receive quarterly reports from the investment firm and share these reports with the Board at each

national meeting. The Director and Chair both have permission to deposit and withdraw assets. The Director will provide an investment report to the DivCHED Finance Committee at each Spring ACS National Meeting.

### **Pricing of Examinations, Study Guides, and Services**

The price structure is approved annually by the Board, typically at the fall meeting.<sup>65</sup> The Director may negotiate discounts for very large orders.<sup>66</sup>

The price of study guides is approved annually by the Board and will include a discount for ACS Student Affiliates Chapters. Commercial entities will be sold the study guides with an agreement not to sell them below cost (i.e. an injunction from unfairly competing with the Student Affiliates Chapter at a given institution).<sup>67</sup>

### **Other Operational Policies**

#### **Eligibility to See/Use Examinations**

Active exams are not provided to teachers at a level lower than that for which the examination is designed. For example, high school teachers may not see college general chemistry exams and faculty in undergraduate schools may not see graduate exams. Inactive exams may be shared, but not active ones.<sup>68</sup>

Exams will not be sold to individuals. Exams may be made available at testing centers that can guarantee their security. Home-schooled students may take exams at testing centers.<sup>69</sup>

At the Director's discretion, exams may be distributed to foreign institutions. Latest versions should not be distributed if the Director feels the security of the exam might be compromised.<sup>70</sup>

#### **Duplicate Use of Examinations**

Institute exams are designed for specific audiences, and the Institute strives to prevent duplicate use of its exams. For example, the California Diagnostics Test is not available for end-of-year high school testing.

## **Study Guides<sup>71</sup>**

Selection of study guide authors and editors is the responsibility of the Director. The authors and editors will be informed about matters pertaining to the legal protection of the intellectual property of the Institute. As part of this process, the Director will collect appropriate Assignment Agreements from each study guide author and editor.

## **Service on Examination Committees**

Selection of committee members is the joint responsibility of the Director and the committee chair. They will strive for geographic, ethnic, institutional, and gender diversity among committee members. All committees are constituted to produce one specific examination, unless otherwise specified by the Director at the time the committee is convened. The chair and members of the committee serve until the examination is finished, at which time the committee is dissolved. In general, terms of service on all committees are limited to three terms or six years, and chairs serve a single term.<sup>72</sup> Terms may be extended at the discretion of the Director.<sup>73</sup>

All committee members will be informed about matters pertaining to the legal protection of the intellectual property of the Institute. As part of this process, appropriate Assignment Agreements will be collected from each exam-writing committee volunteer.<sup>74</sup>

## **Examination Committee Expenses**

In order to comply with IRS guidelines, cash advances, expenses, and reimbursements will be closely coupled in time and supported by appropriate documents.<sup>75</sup> The Director provides committee chairs with detailed guidelines for expenditures with examples of allowed and disallowed expenses.<sup>76</sup>

## **Logo**

The official logo of the Institute is a modification of the ACS logo containing CHEM ED EXAMS in the center<sup>77</sup> as shown at the right. The use of the Logo must include the TM as this is a Registered Trademark of the Institute. Use of the logo should be approved by the Director of the Institute or the Board Chair.<sup>78</sup>



## **Use of Institute Databases**

It is the policy of the Institute to allow use of its databases, at the discretion of the Director, for non-profit organizations and for commercial organizations deemed to provide significant professional benefit to the individuals listed in the databases.<sup>79</sup> A three-tier cost system exists for selling mailing labels generated from its databases. The lowest cost is for use within DivCHED, the middle cost is for dues-supported ACS and other non-profit use, and the highest cost is for use by profit-making entities.<sup>80</sup>

## **Travel Expenses<sup>81</sup>**

Travel expenses will be reimbursed per the travel policy adopted by ExComm on September 7, 2013:

*Given the significant fiduciary responsibilities of the Board, reasonable travel expenses for appointed Board members will be reimbursed for conducting official Board business at national meetings. This includes up to two nights lodging (at hotels with rates in range of ACS approved hotels), transportation, and up to two days of incidental and food expenses at the federal per diem rate. When flying, this includes coach airfare and ground transportation. When not flying, this can include expense of train, bus, rental car, or personal vehicle (at the federal mileage rate). Each Board will support the travel expenses of its own members, including the Board Chairs. DivCHED will support the travel of ExComm members, excluding the Chairs of the Board of Publications and Examinations Institute. It is expected that members will attempt to keep travel expenses to reasonable levels.*

## **Research Project Collaborations<sup>82</sup>**

Because the Institute's assessment materials can be used in a range of projects that are carried out in Chemistry Education, it is recognized that the Institute and/or the Director may be approached about collaborative projects. Projects that present no long-term institutional or large financial commitment may be entered into at the discretion of the Director. These projects should be included in the Director's report to the Board at its semi-annual meeting. Collaborations that would require a financial stake from the Institute and/or long-term institutional commitment call for greater input from the Board.



In the event that the Director seeks out a potential long-term collaboration(s), a project summary with an approximate and justified budget, shall be distributed to the Board for comment at least two weeks prior to the submission deadline for grants.

If collaborators approach the Institute with projects that include possible long-term commitments from the Institute, then the letter (or email) of inquiry shall be distributed to the Board for comment.

Policies Regarding Exams Institute Funded Research.<sup>83</sup> The Institute may engage in research and other product-oriented collaborations with outside parties. In particular, collaborations that bring expertise in fields that will promote the quality of new products are a regular aspect of the Institute operations. These activities may be funded through financial resources of the Institute. There are several specific policies that regulate this form of collaboration.

1. The Institute may pay for research collaboration when the activities that are funded are conducted by experts who bring important skills and experience to the project. The expected result of the project should be capable of generating revenue for the Institute in some manner. The Institute will not generally fund long-term basic research.
2. The Institute will not fund unsolicited research proposals.
3. The Board, in consultation with the Director, may enter into agreements where the Institute funds research and development projects through sponsored research agreements. Most universities use this mechanism for funding research, and the Board will work with the appropriate sponsored research office to execute the agreement. The Institute recognizes that universities generally expect to include overhead costs in such agreements. The Board does not fund overhead costs unless specifically negotiated.
  - a. In order to enter into a sponsored research agreement, the Board will be presented with a budget and budget justification document describing the nature of the outlays and their costs. Salaries, fringe benefit rates, supplies, and travel, may be included in the budget request. The Exams Institute will not fund equipment purchases or other capital expenditures, because the experts with whom collaboration is sought are expected to have this level of infrastructure in place before the project is initiated.

- b. The Board will review progress on funded research projects annually. The collaborating organization should provide accounting information and summaries of work completed for the purpose of this review. The Board may elect to end the funding of a multiple year project if it deems progress is insufficient to warrant continued expenditures.
4. The Board, in consultation with the Director, may pay for research and development services through consultant contract agreements. Budgets for such agreements are to be presented with sufficient detail to the Board for it to consider the costs and length of contract.
5. The Ashford Fellowship is an open solicitation to for researchers in assessment to work with the Institute during a sabbatical. The fellowship provides up to the 50% funding that most faculty members need to have a full-year sabbatical. Applicants will apply for an Ashford Fellowship to the Director or Associate Director. The Ashford Fellowship is awarded by vote of the Board after consultation with the Director concerning the role of the applicant within the Institute and the nature of their work.<sup>84</sup>

### **Conference Sponsorship**<sup>85</sup>

Given the visibility of the Institute, the Director may receive requests to financially contribute as a sponsor to a conference. The Director will ask the Board to approve sponsorship requests in excess of \$2000 for Conferences. The following guidelines were approved by the Board<sup>85</sup> to guide the Director's response:

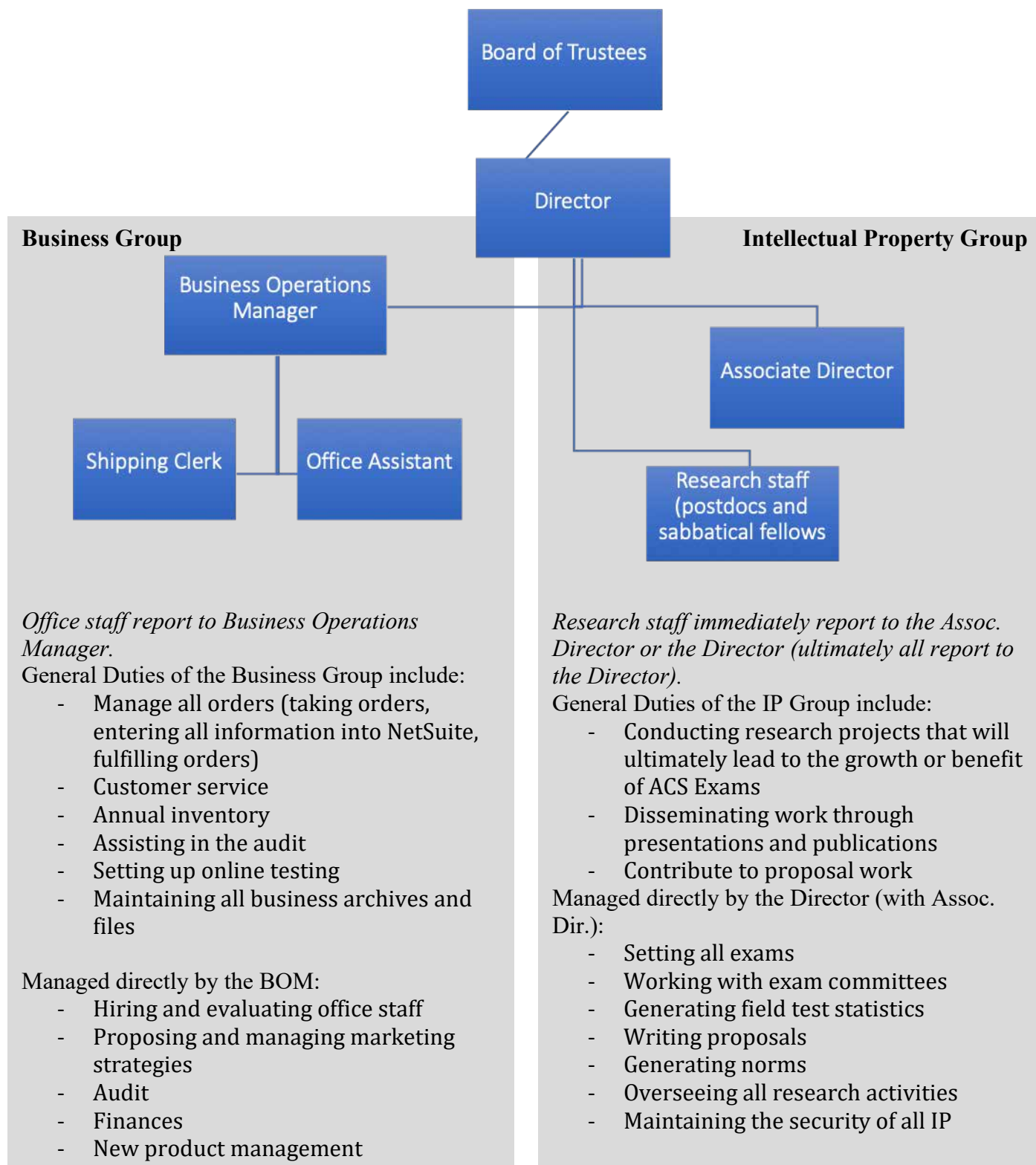
1. Top Connection Tier: DivCHED based conferences. Conferences run by DivCHED (e.g., BCCE, 2YC3, DivCHED regional conference programming) are considered high priority and will likely garner support under many or most circumstances. *Top connection tier conferences would continue to garner top priority for sponsorship support from the Exams Institute unless serious fiscal concerns arise.*
2. Middle Connection Tier: ACS based conferences. There are a number of conferences where the participation of the American Chemical Society is included, but the direct involvement of the DivCHED is less apparent, e.g, Pacifichem, ICCE, and ACS regional meetings. *Middle connection tier conferences will be considered for sponsorship support*

*if requested, provided that the program includes specific programming related to assessment or testing.*

3. Low Connection Tier: Other educational conferences would be in this category, e.g., Gordon Research Conferences, CHEMED, and Assessment Institute. There is little question that such conferences are capable of providing useful venues for chemistry education. Nonetheless, the benefit to the Institute is not always obvious. *Low connection tier conferences will be considered for sponsorship support only if the request is able to provide evidence that the sponsorship would lead to important enhanced visibility for the Institute. This visibility should include a probability of a new customer base, and the manner in which sponsorship acknowledgement is handled should afford significant exposure of the Institute to the conferees.*

## Organization Chart and Summary of Responsibilities and Duties

Generally, ACS Exams can be split into two groups, the business and intellectual property groups. There are differing duties based on group membership.



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<sup>1</sup> *March 28, 2004, minutes, p. 1*

<sup>2</sup> *March 28, 2004, minutes, p. 1*

<sup>3</sup> *DivCHED Bylaw X, Section 2*

<sup>4</sup> *March 28, 2004, minutes, p. 1*

<sup>5</sup> For example, when 2003 is divided by three, the remainder is two. Consequently, the person who was elected as DivCHED Chair in 2003 and who serves as Chair-Elect, Chair, and Immediate Past Chair during the years 2004-2006 serves concurrently on the Board of Trustees. Since 2006 is the next year that produces a remainder of two when divided by three, the person elected as DivCHED Chair in 2006 replaces the person elected in 2003 for the term, 2007-2009, and so on.

<sup>6</sup> *DivCHED Bylaw X, Section 3(a)* (For example, 2001 is divisible by three. In that year ExComm appointed one person to serve on the Board for the 2002-2004 term. Since 2002 and 2003 are not divisible by three, ExComm will appoint two persons in both of those years to serve for the 2003-2005 and 2004-2006 terms. The pattern is then repeated.)

<sup>7</sup> *March 28, 2004, minutes, p. 1*

<sup>8</sup> *Online motion by the Board June 2019. Captured in minutes of August 2019*

<sup>9</sup> *DivCHED Bylaw X, Section 3(c)*

<sup>10</sup> *March 28, 2004, minutes, p. 1*

<sup>11</sup> *DivCHED Bylaw X, Section 3(e)*

<sup>12</sup> *March 28, 2004, minutes, p. 1*

<sup>13</sup> *August 9, 2014, minutes, motion 4*

<sup>14</sup> *Online motion by the Board June 2019. Captured in minutes of August 2019*

<sup>15</sup> *August 22, 1993 minutes, Action 93-12*

<sup>16</sup> *DivCHED Bylaw X, Section 3(d)*

<sup>17</sup> *August 20, 2016 minutes, motion 3; note this completely changes the definition of the secretary position. Earlier actions and motions are superseded.*

<sup>18</sup> *DivCHED Bylaw X, Section 3(b)*

<sup>19</sup> *March 28, 2004, minutes, p. 1*

<sup>20</sup> *April 13, 1986 minutes, p. 2*

<sup>21</sup> *August 22, 1993, Action 93-13*

<sup>22</sup> *Online motion by the Board June 2019. Captured in minutes of August 2019*

<sup>23</sup> *March 28, 2004, minutes, p. 1*

<sup>24</sup> *March 28, 2004, minutes, p. 1*

<sup>25</sup> *April 5, 1987 minutes, item 12, p. 2*

<sup>26</sup> *Online motion by the Board June 2019. Captured in minutes of August 2019*

<sup>27</sup> *September 10, 2006 minutes*

<sup>28</sup> *September 10, 2006 minutes*

<sup>29</sup> *September 10, 2006 minutes*

<sup>30</sup> *DivCHED Bylaw X, Section 3(f)*

<sup>31</sup> *April 5, 1987 minutes, item 6, p. 1*

<sup>32</sup> *March 28, 2004, minutes, p. 1*

<sup>33</sup> *April 13, 1986 minutes, p. 2*

<sup>34</sup> *August 9, 2014, minutes, motion 2*

<sup>35</sup> *August 23, 1992 minutes, Action 92-12; amended by March 13, 1994 minutes, Action 94-3*

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- <sup>36</sup> March 28, 2004, minutes, p. 1
- <sup>37</sup> Online motion by the Board June 2019. Captured in minutes of August 2019
- <sup>38</sup> March 21, 2010 minutes motion 2
- <sup>39</sup> April 13, 1986 minutes, p. 3
- <sup>40</sup> Action 92-8
- <sup>41</sup> March 21, 2010 minutes motion 2
- <sup>42</sup> meeting of August 22, 1999 Action 99-?
- <sup>43</sup> March 28, 2004, minutes, p. 1
- <sup>44</sup> March 28, 2004, minutes, p. 1
- <sup>45</sup> March 28, 2004, minutes, p. 1
- <sup>46</sup> September 10, 2006 minutes
- <sup>47</sup> September 10, 2006 minutes
- <sup>48</sup> March 28, 2004, minutes, p. 1
- <sup>49</sup> Online motion by the Board June 2019. Captured in minutes of August 2019
- <sup>50</sup> September 10, 2006 minutes
- <sup>51</sup> Online motion by the Board June 2019. Captured in minutes of August 2019
- <sup>52</sup> August 9, 2014, minutes, motion 2
- <sup>53</sup> March 21, 2010 minutes motion 2
- <sup>54</sup> April 13, 1986 minutes, p. 2
- <sup>55</sup> March 28, 2004, minutes, p. 1
- <sup>56</sup> September 7, 2013 minutes motion 2
- <sup>57</sup> Attachment A to August 30, 1987 minutes
- <sup>58</sup> August 22, 1993 minutes, Action 93-000
- <sup>59</sup> September 10, 2006 minutes
- <sup>60</sup> Online motion by the Board June 2019. Captured in minutes of August 2019
- <sup>61</sup> August 21, 2010 minutes motion 5
- <sup>62</sup> March 26, 2011 minutes motion 2
- <sup>63</sup> August 18, 2012 minutes motion 4
- <sup>64</sup> Online motion by the Board June 2019. Captured in minutes of August 2019
- <sup>65</sup> March 28, 2004, minutes, p. 1
- <sup>66</sup> September 10, 2006 minutes
- <sup>67</sup> August 21, 2010 minutes motion 5
- <sup>68</sup> June 5, 1988 minutes, p. 1
- <sup>69</sup> September 7, 2013 minutes motion 2
- <sup>70</sup> June 5, 1988 minutes, p. 1
- <sup>71</sup> August 21, 2010 minutes motion 5
- <sup>72</sup> June 5, 1988 minutes, Action 88-1, Action 88-2, Action 88-3
- <sup>73</sup> March 28, 2004, minutes, p. 1
- <sup>74</sup> September 10, 2006 minutes
- <sup>75</sup> June 5, 1988 minutes, Action 88-5
- <sup>76</sup> April 9, 1989 minutes, p. 2
- <sup>77</sup> June 5, 1988 minutes, Action 88-6; modified after consultation with ACS Board of Trustees
- <sup>78</sup> Online motion by the Board June 2019. Captured in minutes of August 2019
- <sup>79</sup> August 23, 1992 minutes, Action 92-4 and Action 92-5
- <sup>80</sup> August 23, 1992 minutes, Action 92-6

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<sup>81</sup>*September 7, 2013 minutes motion 2*

<sup>82</sup>*September 10, 2006 minutes*

<sup>83</sup>*March 21, 2010 minutes motion 2*

<sup>84</sup>*Online motion by the Board June 2019. Captured in minutes of August 2019*

<sup>85</sup>*August 9, 2014, minutes, motion 3*