



**THE ACCREDITATION COUNCIL FOR ENTREPRENEURSHIP AND  
ENTERPRISE EDUCATION (ACEEE)**

*--- accrediting for entrepreneurial excellence and leadership*

**THE ACCREDITATION DIVISION OF INSTITUTE OF CLASSIC  
ENTREPRENEURSHIP, NIGERIA (ICENT)**

## **ACEEE BOARD OF DELEGATES RULES OF PROCEDURE**

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**CURRENT AS OF JUNE 18, 2021**

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## **SECTION ONE: PURPOSE**

These Rules of Procedure define the operations of the ACEEE Board of Delegates, its Area Delegations, Councils, Commissions, and Committees. They are derived from and subsidiary to the Constitution, Bylaws and Board of Directors Rules of Procedure.

## **SECTION TWO: CONFLICT OF INTEREST**

(Policy as established by the Board of Directors and published in the ACEEE Board of Directors' Rules of Procedure, Section Two. Included here for reference.)

### **A. Policy:**

Service as an ACEEE Board Director, Board Delegate, Member institute representative to an Area Delegation, on a Committee, Council, or Commission, as a Team Chair or Programme Evaluator, Alternate to the Board of Delegates, Area Delegation, or Commission, or ACEEE staff member creates situations that may result in conflicts of interest or questions regarding the objectivity and credibility of ACEEE 's accreditation process. ACEEE expects these individuals to behave in a professional and ethical manner, to disclose real or perceived conflicts of interest, and to recuse themselves from discussions or decisions related to real or perceived conflicts of interest or questions regarding the objectivity and credibility of the accreditation process. The intent of this policy is to:

1. Maintain credibility in the accreditation process and confidence in the decisions of the Board of Directors, the Board of Delegates, Area Delegations, Committees and Councils, Commissions, Team Chairs, Programme Evaluators, and staff members;
2. Assure fairness and impartiality in decision-making;
3. Disclose real or perceived conflicts of interest; and
4. Act impartially to avoid the appearance of impropriety.

### **B. Procedure:**

1. Real or perceived conflicts of interest are defined as close, active association with a programme or institution that is being or has been considered for official action by ACEEE . These include but are not limited to:

- a. Employment as faculty, staff, or consultant by the institution or programme.
- b. Discussion or negotiation of employment with the institution or programme.
- c. Attendance as a student at the institution within the past 10 years.
- d. Award of a degree (may include but not limited to honorary degrees) from the institution.
- e. An institution or programme where a close family relative is, or was, a student or employee within the past 10 years. Close family relatives are defined as grandparents, parents, siblings,

spouses/partners, children, grandchildren, stepchildren, or other family members with a relationship similar to those listed.

f. Current or past membership on the institution's governing board or any institutional, departmental or programme advisory board.

g. Current or past paid or unpaid, official or informal relationship or affiliation within the past 10 years with an institution, such as providing significant assistance or review for a programme's accreditation preparation, working on a fundraising campaign, being a volunteer club advisor, or similar. This does not include serving on an ACEEE evaluation team, which is covered in paragraph B.2.a..

h. A financial or personal interest.

i. Any reason that the individual cannot render an unbiased decision.

2. ACEEE will observe the following procedures:

a. ACEEE will not assign individuals to an evaluation team if they have served as an ACEEE team member (Team Chair, PEV or Observer) at the institution during any part of the last two institutional general review cycles.

b. Individuals representing ACEEE must decline an assignment for which they have a real or perceived conflict of interest per section 1.

c. Editors will not be assigned to edit a statement for an institution where they have been employed, engaged in consulting, or been on an ACEEE team (Team Chair, PEV or Observer) during any part of the current institutional general review cycle. Editors must declare any conflicts of interest before the start of the accreditation cycle programme assignments.

d. Individuals who have been employed at or provided significant consulting services or assistance (paid or unpaid) with a programme's accreditation preparation during the period of an accreditation cycle for which accreditation decisions are under consideration shall declare their conflict of interest and not participate in discussions or vote on any accreditation action.

3. Members of the ACEEE Board of Directors and staff members may observe an accreditation visit, but they are not eligible to serve as Programme Evaluators or Team Chairs. Commissioners are not eligible to serve concurrently on the Board of Directors, the Board of Delegates, or Area Delegations; nor are ACEEE Directors or Delegates eligible to serve concurrently on an ACEEE Commission. Area Directors, in their role as liaisons to the Commissions, serve as ex-officio, non-voting members of the Commissions.

4. A record of real or perceived conflicts of interest will be maintained for all those involved in the accreditation process. Each individual will be provided the opportunity to update this record annually. Each Member institute will have access to their volunteers' records for the purposes of annually updating or removing Programme Evaluators from the approved list. The records of conflicts of interest will be utilized annually in Team chair and Programme evaluator selection.

5. All individuals representing ACEEE must annually review and acknowledge conflict of interest and confidentiality statements indicating that they have read and understand these policies. The policies on conflict of interest and confidentiality will be reviewed at the start of each Board of Directors, Board of Delegates, Area Delegation, and Commission meeting.

6. ACEEE will maintain a record of the names of individuals recusing themselves for conflicts of interest at each meeting related to accreditation decision making.

### **SECTION THREE: CONFIDENTIALITY**

(Policy as established by the Board of Directors and published in the ACEEE Board of Directors' Rules of Procedure, Section Three. Included here for reference.)

#### **A. Ethical Conduct:**

ACEEE requires ethical conduct by each volunteer and staff member engaged in fulfilling the purposes of ACEEE . The organization requires that every volunteer and staff member exhibit the highest standards of professionalism, honesty, and integrity. The services provided by ACEEE require impartiality, fairness, and equity. All persons involved with ACEEE activities must perform their duties under the highest standards of ethical behavior. Information provided by the institution is for the confidential use of ACEEE personnel, including but not necessarily limited to, members of the Board of Directors, Board of Delegates, Area Delegations, Commissions, Committees, Councils, Team Chairs, Programme Evaluators, ACEEE staff, and ad hoc participants in other ACEEE activities. The information provided by the institution will not be disclosed without specific written authorisation of the designated official institution contact.

#### **B. Privileged Information:**

The contents of all materials furnished for review purposes, from the submission of the Self-Study through the Final Statement completion, and discussion during the Commissions' meetings are considered privileged information. The contents of those documents and the accreditation actions taken may be disclosed only by ACEEE staff, and only under appropriate circumstances. All communications between institutions and Evaluators or Commissioners regarding final accreditation actions must be referred to ACEEE headquarters.

#### **C. Accredited Programme List:**

ACEEE publicly identifies programmes that have been accredited and programmes for which accreditation was denied or withdrawn by ACEEE.

### **SECTION FOUR: CODE OF CONDUCT**

(Policy as established by the Board of Directors and published in the ACEEE Board of Directors' Rules of Procedure, Section Four. Included here for reference.)

ACEEE requires that each volunteer and staff member engaged in fulfilling the purposes of ACEEE exhibit the highest standards of professionalism, honesty, and integrity, including

compliance with the ACEEE Constitution, Bylaws, appropriate Rules of Procedure and APPM. The services provided by ACEEE require impartiality, fairness, and equity. All persons involved with ACEEE activities must perform their duties under the highest standards of ethical behavior. It is the purpose of this code to detail the ethical standards under which we agree to operate.

#### A. The Code:

All ACEEE volunteers and staff members commit to the highest ethical and professional conduct and agree:

1. To accept responsibility in making accreditation decisions consistent with approved Criteria and the safety, health, and welfare of the public, and to disclose promptly, factors that might endanger the public;
2. To perform services only in areas of their competence;
3. To act as faithful agents or trustees of ACEEE , avoiding real or perceived conflicts of interest whenever possible, disclosing them to affected parties when they do exist;
4. To keep confidential all matters relating to accreditation decisions unless required by law to disclose information, or unless the public is endangered by doing so;
5. To make or issue either public or internal statements only in an objective and truthful manner;
6. To conduct themselves honorably, responsibly, ethically, and lawfully so as to enhance the reputation and effectiveness of ACEEE ;
7. To report concerns regarding accounting, internal accounting controls, or auditing matters without fear of retaliation, subsequently known as ACEEE 's Whistleblower Policy;
8. To treat all persons involved in accreditation activities with fairness and justice;
9. To assist colleagues and co-workers in their professional development and to support them in following this code of conduct; and
10. To support a mechanism for the prompt and fair adjudication of alleged violations of this code.

#### B. Guidelines for Interpretation of the Code of Conduct:

The ACEEE guidelines for interpretation of the Code of Conduct connect the principles expressed in the Code of Conduct with the day-to-day activities and decisions faced by ACEEE volunteers and staff. The 10 elements of the Code (numbered 1-10 in Section A) are repeated below followed by specific Guidelines for their interpretation. All ACEEE volunteers and staff members have been trained in the implementation of these Guidelines and have signed in support of the Code and its Guidelines:

1. To accept responsibility in making accreditation decisions consistent with approved Criteria and the safety, health, and welfare of the public, and to disclose promptly factors that might endanger the public.

a. All those involved in ACEEE activities shall recognize that the lives, safety, health, and welfare of the general public are dependent upon a pool of qualified graduate professionals to continue the work of their profession.

b. Programmes shall not receive accreditation that does not meet the Criteria as set forth by the profession through ACEEE in the areas of entrepreneurship, enterprise management and innovation management.

c. If ACEEE volunteers or staff members have knowledge of, or reason to believe that, an accredited programme may be non-compliant with the appropriate Criteria, they shall present such information to the ACEEE Executive Director in writing and shall cooperate with ACEEE in furnishing such further information or assistance as may be required.

2. To perform services only in areas of their competence.

a. All those involved in ACEEE activities shall undertake accreditation assignments only when qualified by education and/or experience in the specific technical field involved.

3. To act as faithful agents or trustees of ACEEE , avoiding real or perceived conflicts of interest whenever possible, disclosing them to affected parties when they do exist.

a. All those involved in ACEEE activities shall avoid all known or perceived conflicts of interest when representing ACEEE in any situation.

b. They shall disclose all known or potential conflicts of interest that could influence or appear to influence their judgment or the quality of their services.

c. They shall not serve as a consultant in accreditation matters to a programme or institution while serving as a Director, Commissioner, or Alternate Commissioner. Delegates, Alternate Delegates, Team chairs and programme evaluators may do so. Those who have or will serve as consultants must disclose this to ACEEE per the ACEEE Conflict of Interest Policy and may not participate in any deliberations regarding ACEEE matters for that institution.

d. They shall not undertake any assignments or take part in any discussions that would knowingly create a potential conflict of interest between them and ACEEE or between them and the institutions seeking programmatic accreditation.

e. They shall not solicit or accept gratuities, directly or indirectly, from programmes under review for accreditation.

f. They shall not solicit or accept any contribution, directly or indirectly, to influence the accreditation decision of programmes.

4. To keep confidential all matters relating to accreditation decisions unless; required by law to disclose information; directed to disclose by ACEEE with the consent of the institutions/programmes involved; or unless the public is endangered by not disclosing. All those involved in ACEEE activities shall treat information coming to them in the course of their assignments as confidential, and shall not use such information as a means of making personal profit under any circumstances.

5. To make or issue either public or internal statements only in an objective and truthful manner.

a. When speaking on behalf of ACEEE , volunteers and staff are only authorised to reiterate official positions, policies and procedures of ACEEE .

b. All those involved in ACEEE activities shall be objective and truthful in reports, statements, or testimony. They shall include all relevant and pertinent information in such reports, statements, or testimony and shall avoid any act tending to promote their own interest at the expense of the integrity of the process.

c. They shall issue no statements, criticisms, or arguments on accreditation matters which are inspired or paid for by an interested party, or parties, unless they preface their comments by identifying themselves, by disclosing the identities of the party or parties on whose behalf they are speaking, and by revealing the existence of any financial interest they may have in matters under discussion.

d. They shall not use statements containing a material misrepresentation of fact or omitting a material fact.

e. They shall admit their own errors when proven wrong and refrain from distorting or altering the facts to justify their mistakes or decisions.

6. To conduct themselves honorably, responsibly, ethically, and lawfully so as to enhance the reputation and usefulness of ACEEE .

a. All those involved in accreditation activities shall refrain from any conduct that deceives the public.

b. They shall not falsify or permit misrepresentation of their or their associates' academic or professional qualifications.

c. They shall not maliciously or falsely, directly or indirectly, injure the professional reputation, prospects, practice or employment of another. If they believe others are guilty of unethical or illegal behavior, they shall present such information to the proper authority for action.

7. To report concerns regarding accounting, internal accounting controls, or auditing matters without fear of retaliation, subsequently known as ACEEE 's Whistleblower Policy.

a. The Whistleblower Policy is intended to encourage and enable ACEEE volunteers and staff to report concerns regarding questionable or improper accounting, internal accounting controls, and auditing matters (collectively: accounting matters).



b. Concerns involving accounting matters should be reported directly to the Chair of the ACEEE Board of Directors Audit Committee, and may be reported verbally, on a confidential basis, or anonymously.

c. The Chair of the Audit Committee shall immediately notify the Audit Committee members, the ACEEE President, and the Executive Director that a concern has been received. Unless the concern is reported anonymously, the Chair will also acknowledge receipt of the concern within five (5) business days, if possible. The Audit Committee will promptly investigate all concerns and recommend appropriate corrective action to the ACEEE Board of Directors, if warranted by the investigation. Action taken must include a conclusion and, except for concerns reported anonymously, follow-up with the complainant for complete closure of the concern.

d. If, as part of its investigation, the Audit Committee finds evidence of a Code violation by an ACEEE volunteer, that individual will be notified and asked to respond to the issues raised as per Sec. C.1.c. of these Guidelines. Subsequently the procedures of Sec C.1 will be followed. If the violation is by an ACEEE staff member, the Executive Director will be notified, and the procedures in the Employee Operations and Procedures Manual will be followed. The Audit Committee has the authority to retain outside legal counsel, accountants, private investigators, or other resources deemed necessary to conduct a full and complete investigation of the allegations.

e. No individual who, in good faith, reports a concern shall be subject to harassment, retaliation, or other adverse employment or volunteer consequence for reporting that concern. A volunteer or employee who retaliates against someone who has reported a concern in good faith is subject to discipline, up to and including dismissal as a volunteer or employee according to Sec C or the Employee Operations and Procedures Manual. If the whistleblower believes that s/he is experiencing retaliation, s(he) should submit a Code violation complaint alleging such retaliation.

f. Anyone reporting a concern must act in good faith and have reasonable grounds for believing the information disclosed indicates an improper accounting, internal controls, or auditing practice. The act of making allegations maliciously, recklessly, or with the foreknowledge that the allegations are false, will be viewed as a serious disciplinary offense and may result in discipline, up to and including dismissal from the volunteer position or termination of employment if an aggrieved individual files a Code violation complaint.

g. Disclosure of reports of concerns to individuals not involved in the investigation will also be viewed as a serious disciplinary offense and may result in a Code violation finding.

8. To treat all persons involved in accreditation activities with fairness and justice.

a. All ACEEE volunteers and staff shall treat fairly all persons involved in accreditation activities regardless of such factors as age and experience, economic status, education and training, employment history, gender, job level, physical and mental abilities, professional employment, race, nationality, ethnicity, religion, sexual orientation, and ways of learning and communicating.

9. To assist colleagues and co-workers in their professional development and to support them in following this Code of Conduct.

a. ACEEE will provide broad dissemination of this Code of Conduct to its volunteers, staff, representative organizations, and other stakeholders impacted by accreditation.

b. ACEEE will provide training in the use and understanding of the Code of Conduct for all new volunteers and staff members.

c. All those involved in accreditation matters shall continue their professional development throughout their service with ACEEE and shall provide/participate in opportunities for the professional and ethical development of all stakeholders.

10. It is the policy of ACEEE to review all complaints received from any source, including students, against ACEEE that are related to compliance with ACEEE 's Constitution, Bylaws, appropriate Rules of Procedure and APPM, and to resolve any such complaints in a timely, fair, and equitable manner. Section IV C specifies the process for adjudicating alleged violations.

Furthermore, it is the policy of ACEEE to retain all documentation associated with any such complaint received for a period of not less than five years.

#### C. Code Violation Adjudication:

The following policies and procedures provide for the prompt and fair adjudication of alleged violations of the Code of Conduct hereinafter referred to as a complaint. They shall be used to process Code of Conduct cases involving ACEEE volunteers. Alleged violations against ACEEE staff shall follow policies and procedures given in the Employee Operations and Procedures Manual. Whistleblower concerns regarding accounting matters are treated differently from Code of Conduct complaints. See Sec B.7. Key definitions underlying the policies and procedures include:

- Cause of Dismissal, Suspension, or Censure. An ACEEE volunteer may be dismissed as a volunteer, suspended, or censured for cause. Cause shall mean conduct that is determined to be:

- a material violation of the ACEEE Code of Conduct, or

- a material violation of the ACEEE Constitution, Bylaws, or pertinent Rules of Procedures.

- Rights and Privileges. No person who has been dismissed as an ACEEE volunteer and no member who has been suspended shall (during the period of the suspension) be allowed any service as a programme evaluator, team chair, or on Commissions, committees, councils, and the Boards of Directors or Delegates or on an Area Delegation, at all levels within ACEEE .

The process has two phases. Phase One involves submittal of a complaint and evaluation by the Audit Committee. Once a complaint has been vetted by the Audit Committee and judged worthy of further consideration, the second phase of the process begins. In the second phase, ACEEE is charged with determining whether there has been a material violation of the ACEEE Code of Conduct and, if so, what sanctions should be applied. Specifically, Phase Two is not a

complainant proving a charge against a volunteer. Rather, ACEEE is determining the facts and making a judgment.

At all points in the process individuals cited in complaints will be recused unless providing input to an investigation, and those with potential conflicts of interest will also recuse themselves.

During all aspects of the process, strict confidentiality shall be maintained. Only the participants shall be aware of the proceedings and associated circumstances.

The detailed procedures and processes are:

1. Phase One

a. Filing Complaints:

- i. Complaints should be sent to the ACEEE Executive Director.
- ii. Complaints may be filed by any individual or institution regarding Code of Conduct matters related to ACEEE activities.
- iii. Complaints must be submitted in writing and signed or they will not be pursued.
- iv. Complaints need to detail the specific aspects of the Code of Conduct that an ACEEE volunteer or volunteers are accused of violating. Furthermore, the complaint needs to detail the evidence that is being used to justify the complaint. The complainant should provide all known evidence supporting the alleged violation.
- v. Complaints received with no evidence submitted will be dismissed.
- vi. No conduct alleged to have occurred more than two years prior to the date on which the complaint is received shall be considered.

b. Executive Director:

- i. All actions by the Executive Director will take place within 14 days of receipt of the complaint.
- ii. The Executive Director will destroy all anonymous complaints.
- iii. The Executive Director examines the complaint for the details required in Sec C.1.a. If the complaint does not satisfy the submittal requirements, it will be returned with an indication of what is missing.
- iv. If the complaint meets the requirements of Section C.1.a., the Executive Director will forward the complaint to the Audit Committee and indicate to the complainant that the complaint is being pursued.

c. Audit Committee conducts its preliminary investigation:

i. If the complaint is against a member of the Audit Committee, that individual will recuse themselves for all proceedings. Unless recused the Chair of the Audit Committee will preside over the preliminary investigation.

ii. Within 14 days of receipt of the complaint from the Executive Director, the Audit Committee shall determine, after a preliminary investigation, if there is a reasonable basis for believing:

a) That the facts alleged in the complaint, if proven, would constitute a violation of the ACEEE Code of Conduct, and

b) that the facts alleged in the complaint can be proven.

iii. If the Audit Committee determines that there is a reasonable basis for believing that

C.1.c.ii.a or C.1.c.ii.b, or both are false, the case will be dismissed.

iv. If the Audit Committee determines that there is reasonable basis for believing that both

C.1.c.ii.a and C.1.c.ii.b are true, then the volunteer against whom the complaint is filed will be asked to respond to the issues raised in the complaint.

a) The volunteer(s) will receive the complete complaint against them, including the name of the individual(s) or institution(s) making the complaint.

b) The volunteer will have 21 days to respond to the complaint by providing written arguments clarifying or refuting charges in the complaint.

v. Within 14 days after receiving the response of the volunteer, the Audit Committee will make a final recommendation on the complaint.

a) If the Audit committee determines that there is a reasonable basis for believing

C.1.c.ii.a or C.1.c.ii.b, or both are false, the case will be dismissed.

b) If the Audit Committee determines that there is reasonable basis for believing that both C.1.c.ii.a and C.1.c.ii.b are true, then the complaint will enter Phase Two of the process.

c) If the volunteer does not respond, the case will enter Phase Two of the process.

## 2. Phase Two

During Phase Two the process is aimed at clarification of issues and making sure that all relevant input has been gathered from all parties. This may require repeated communication with all parties to the complaint. Failure of parties to respond, for whatever reasons, is not viewed as cause to terminate the process. At this point ACEEE is determining whether the Code of Conduct has been violated and is not adjudicating a complaint between/among volunteers.

Phase Two begins with a Finding and Recommendation Committee (FRC) composed of three recent ACEEE Past Presidents.

a. Finding and Recommendation Committee (FRC):

i. The Executive Director will communicate with recent ACEEE Past Presidents available and eligible to serve. Eligibility requires that the individual have no conflict of interest and not be a paid member of ACEEE staff. The Executive Director will continue contacting ACEEE Past Presidents until three have been chosen for the FRC. It is noted that the FRC is a volunteer body and all participants are subject to the ACEEE Code of Conduct.

ii. The most recent Past President of the three chosen shall serve as Chair of the FRC.

iii. The FRC shall review the case and determine additional information that is necessary in order to render a finding. Any FRC member can request additional information. However, all communications shall be from the Committee Chair.

iv. In no case shall the FRC proceed without all three members present.

v. After the initial information gathering by the FRC the complainant and the charged volunteer will have access to all written information in the case. These parties can each supply one additional document summarizing their perspectives and positions on the case.

vi. The goal of the FRC is to complete data gathering, evaluation and recommendations within 45 days of being formed. However, the proceedings will be scheduled to provide reasonable accommodation for the written responses of all parties to the complaint.

vii. Within 14 days of the final responses in C.2.a.iv., the FRC shall render a finding that:

a) No violation of the ACEEE Code of Conduct was proven and the case is dismissed, or

b) Specific violations of the ACEEE Code of Conduct have been proven.

viii. Any finding by the FRC shall require an affirmative vote of two of the three FRC members.

ix. If the FRC finds that there has been a material violation of the ACEEE Code of Conduct, it will also recommend specific Sanctions (Sec C.2.b.).

b. Sanctions:

i. Recommendations by the FRC as to sanctions, as defined below, shall be made on the basis of the severity of the wrongful conduct of the individual(s), the extent to which ACEEE 's interests were prejudiced as a result of such conduct, and other factors that the

a) Censure means an official reprimand. Such reprimand shall be in the form of a letter from the President on behalf of the Board of Directors. FRC finds relevant in the circumstances of the particular case. The sanctions that may be imposed by the FRC are as follows:

b) Suspension means that all activities and roles as well as benefits and privileges associated with being an ACEEE volunteer, shall cease for the period of the suspension effective when the suspension begins. If the FRC makes a recommendation of suspension, a recommendation for suspension duration shall also be made.

c) Dismissal means that the individual shall no longer serve as an ACEEE volunteer nor be eligible to serve in the future.

c. Review:

i. Within seven days of rendering a decision, the FRC will report its findings and recommended sanctions to the eligible (not recused) Officers of ACEEE . The report shall also contain, as an appendix, all correspondence with the parties to the complaint and the timeline of that correspondence.

ii. The eligible Officers of ACEEE will review the process and procedures of the FRC.

a) Assuming the FRC has followed the correct procedures, the eligible officers will approve, by majority vote, the communication of the results to the parties to the complaint. Communications will be done by the Executive Director within seven days of approval of the FRC report, which must be within 14 days of receiving the report from the FRC.

b) If the Officers find that the FRC has not followed the approved procedures, the FRC will be requested to correct their procedures, reconsider their evaluation and recommendations accordingly, and resubmit their findings to the Officers of ACEEE .

d. Appeal:

The charged volunteer shall have the right to appeal the final action of the FRC to the full Board of Directors in writing within 30 days of receipt of the final action. Such appeal must include all relevant information as to the basis for the appeal. The appeal will be heard at the next regularly scheduled Board of Directors' meeting. Members of the FRC shall not participate in the appeals process. Provided that 2/3 of the eligible voting membership of the ACEEE Board of Directors agree, the sanction levied by the FRC may be confirmed or reduced. No other action may be taken by the Board of Directors on the appeal. Within seven days of the Board's decision, the Executive Director will communicate the decision of the Board to the parties to the complaint.

e. Notifications:

The names of dismissed and suspended volunteers shall be dropped from the volunteer rolls of ACEEE . For all sanctioned volunteers, the Executive Director will notify the volunteer's society liaison(s) of the sanction with a brief summary of the Code violation. For a suspended volunteer, the society liaison may request reinstatement at the conclusion of the suspension period.

## **SECTION FIVE: BOARD OF DELEGATES' AND AREA DELEGATION OFFICER(S)**

A. Chair

(Policy as established by the Board of Directors and published in the ACEEE Constitution, Article Seven C. Included here for reference.)

The President-Elect shall serve as the non-voting Chair of the Board of Delegates. The Directors elected by the Area Delegation shall also serve as non-voting Chairs for the respective Area Delegation.

## B. Secretary

(Policy as established by the Board of Directors and published in the ACEEE Constitution, Article Seven C. Included here for reference.)

Secretaries for the Board of Delegates and Area Delegations shall be selected from the delegates sitting on those respective bodies, and the Secretaries shall continue to represent their Member or Associate Member institute.

### 1. Board of Delegates Secretary

a. The Board of Delegates shall elect its Secretary at its fall meeting, by majority vote from a slate of one or more candidates nominated by the Board of Delegates Nominating Committee. The election shall follow the same process as the election of officers (Section Eleven). The term of office is one year commencing at the close of the fall meeting of the Board of Delegates. No individual may serve as Secretary of the Board of Delegates for more than two full terms.

b. The Secretary shall attend all meetings of the Board of Delegates. The Secretary shall be responsible for the preparation of the minutes of the meetings, assisted as appropriate by the office of the Executive Director. The Secretary will determine if there is a quorum at the beginning of the meeting, record action items and approved motions, prepare and ensure posting of draft minutes within 45 days of the meeting, and recommend approval of the minutes to the ACEEE Board of Delegates.

### 2. Area Delegation Secretary

a. Each Area Delegation's Rules of Procedure shall specify the procedure for selecting its Secretary and the number of terms they can serve.

## **SECTION SIX: BOARD OF DELEGATES AND AREA DELEGATIONS**

### A. Membership

Members of the Board of Delegates and Area Delegations are appointed by the Member institutes and Associate Member institutes of ACEEE in accordance with Bylaws Section Six. For convenience, Bylaws Section Six is quoted below.

(Policy as established by the Board of Directors and published in the ACEEE Bylaws, Section Six Delegates. Included here for reference.)

A. As specified in Article Seven of the Constitution, Delegates are individuals appointed to the Board of Delegates by their respective Member institutes, and Associate Delegates are individuals appointed to the Board of Delegates by their respective Associate Member institutes.

Individuals appointed by their respective Member institutes or Associate Member institutes to be their designated representatives to an Area Delegation shall be called Area Delegates to that Area Delegation. To clarify the distinction between Delegates, Associate Delegates and Area Delegates, the term Board Delegates (Associate Board Delegates) will be used to denote individuals appointed to the Board of Delegates by Member institutes (Associate Member institutes).

B. In addition to meeting the provisions of Article Seven of the Constitution, the Area and Board Delegates of ACEEE may not serve in multiple roles as any delegate and either Officer, Director, or Commissioner.

C. In accordance with Article Seven of the Constitution, the number of seats on the Board of Delegates and on each Area Delegation for each Member institute and Associate Member institute shall be determined as follows.

1. For each Member institute, the number of Board Delegates is based on the number of U.S.-based accredited programmes for which the Member institute has lead or co-lead responsibility for a curricular area, according to the table below. The count of accredited programmes for a Member institute serving as Co-Lead for a curricular area includes only U.S.-based programmes for which that Member institute provides Programme Evaluators. Section Twelve of these Bylaws describes the designation of Lead and Co-Lead institutes for a curricular area.

2. Each Associate Member institute shall appoint one non-voting Associate Delegate to the Board of Delegates.

3. The number of seats a Member institute has on each Area Delegation is determined by counting the same Lead and Co-Lead conditions as was used to determine the number of Board Delegates, but counting only those programmes accredited by the Commission associated with that Area Delegation. However, no Member institute shall have a seat on an Area Delegation if it has no programmes accredited by the associated Commission, with the following exceptions:

a. A Member institute listed as a Co-Lead or a Cooperating society on one or more programmes in an Area, which does not already have an Area Delegate in that Area, may assign one delegate to that Area Delegation; and

b. ICENT, ACSBE, GAEIN, ATIME, IIFEM and YELEAD each shall have one seat on each of the Entrepreneurship Accreditation Area Delegation, Entrepreneurship and Innovation Management Accreditation Area Delegation, MSME Creation and Management Accreditation Area Delegation, Science, Engineering and Technology Entrepreneurship Accreditation Area Delegation, Women Entrepreneurship Accreditation Area Delegation and Youth Entrepreneurship Accreditation Area Delegation..

Section Twelve of these Bylaws describes the designation of Cooperating institutes for curricular area.

4. Associate Member institutes may have a non-voting seat on any Area Delegation in which they have an interest.



D. Each Member institute shall appoint its respective Board Delegate(s) and one or more Alternate Board Delegates by June 30 for the term that begins at the close of the fall meeting of the Board of Delegates. Each Associate Member institute shall appoint its Associate Board Delegate and one or more Alternate Associate Board Delegates according to the same timetable. Board Delegates and Associate Board Delegates shall serve for a term of three years. The terms of approximately one-third of the Board Delegates and Associate Board Delegates shall expire each year. No Board Delegate or Associate Board Delegate shall serve more than two complete terms in this capacity.

E. Each Member institute and each Associate Member institute shall specify annually which individual(s) will serve as its Area Delegate(s) to each of the Area Delegations on which it is eligible to have seats. The number of Area Delegates assigned by a society to an Area Delegation must not exceed that society's allotted representation on that Area Delegation. Every Board Delegate must be an Area Delegate, and every Area Delegate must be a Board Delegate (Associate Board Delegate) or Alternate Board Delegate (Alternate Associate Board Delegate). All Board Delegates, Associate Board Delegates, Alternate Board Delegates and Alternate Associate Board Delegates not assigned by a Member or Associate Member institute as Area Delegates to an Area Delegation will be assumed to be alternates for all of that society's applicable Area Delegations. No individual may serve more than nine one-year terms as an Area Delegate.

F. In case a Board Delegate or Associate Board Delegate is unable to attend a meeting of the Board of Delegates, or an Area Delegate is unable to attend a meeting of that Area Delegation, the Member or Associate Member institute shall designate an alternate by notifying the Executive Director in writing not less than five (5) working days prior to the meeting. This individual is typically another Board Delegate, Alternate Board Delegate, Associate Board Delegate or Alternate Associate Board Delegate from that society, but in all cases the alternate must meet the requirements of Section Six of these Bylaws. No person may hold multiple seats at any meeting of the Board of Delegates or at any meeting of an Area Delegation. Upon receipt of official notification of the designated alternate from the Member or Associate Member institute, the alternate shall have all of the privileges afforded to that society's representatives to that meeting.

G. A vacancy in the representation of a Member or Associate Member institute shall be filled by that society by the appointment of an individual to complete the unexpired term. This individual is typically an Alternate Board Delegate or Alternate Associate Board Delegate. Completion of an unexpired term shall not be counted toward the total period of service.

As provided in Article Seven of the Constitution, there shall be one Area Delegation for each of ACEEE's Accreditation Commissions. These Commissions are specified in Bylaws Section Twelve C. as quoted below for convenience.

C. The Commissions of ACEEE shall be:

1. Entrepreneurship Accreditation Commission (EAC) – From Institute of Classic Entrepreneurship, Nigeria (ICENT)

2. Entrepreneurship and Innovation Management Accreditation Commission (EIMAC) – From The Global Academy of Entrepreneurship and Innovation (GAEIN)
3. MSME Creation and Management Accreditation Commission (MCMAC) – From African Council for Small Business and Entrepreneurship (ACSBE)
4. Science, Engineering and Technology Entrepreneurship Accreditation Commission (SETEAC) – From Academy of Technology Innovation Management and Entrepreneurship (ATIME)
5. Women Entrepreneurship Accreditation Commission (WEAC) – International Institute of Female Entrepreneurship (IIFEM)
6. Youth Entrepreneurship Accreditation Commission (YEAC) – From Institute of Youth Entrepreneurship and Leadership (IYEL/YELEAD)

## B. Duties and Responsibilities

1. The Board of Delegates has the following duties and responsibilities:

- a. As stipulated in the ACEEE Bylaws Section Four B. & D., the Board of Delegates approves the harmonized sections of the Accreditation Criteria and all changes to the Accreditation Policy and Procedure Manual (APPM).
- b. The Board of Delegates elects the officers, public member and the At-Large Directors of the ACEEE Board of Directors.
- c. The Board of Delegates reviews and provides the Board of Directors with comments on the annual ACEEE Budget.
- d. The Board of Delegates hears input from the Board of Directors' Global Council, Industrial Advisory Council, and Academic Advisory Council on matters related to accreditation.
- e. The Board of Delegates advises the Board of Directors on matters related to accreditation.

2. Each Area Delegation has the following duties and responsibilities:

- a. Providing oversight for and approval of the non-harmonized sections of their Commission's General Criteria, and of their Commission's Programme Criteria (Bylaw Four and Constitution Article Nine)
- b. Appointing members of the Commission in accordance with Section Eight of these Rules of Procedure (cf. Constitution Article Nine)
- c. Designating Lead, co-Lead and Cooperating institutes for curricular areas within the scope of their associated Commission (Bylaw Twelve)
- d. Electing its Area Delegation Director to the ACEEE Board of Directors (Constitution Article Six)

Board of Delegates members and Area Delegates are required to participate in New Board Member Orientation prior to assuming a seat on the Board of Delegates or Area Delegation.

### C. Expectations

ACEEE expects that each voting member of the ACEEE Board of Delegates or Area Delegations will:

1. Represent the interest of their Member institute
2. Attend all meetings of the bodies to which they are appointed (see Section Eleven for meeting schedules), and, if unable, secure an approved alternate
3. Be informed about the affairs of ACEEE by reading all informational material provided with board meeting agendas and relevant ACEEE literature
4. Be informed about issues facing ACEEE and provide input to the strategic planning process.
5. Be informed about educational affairs of their Member institute that relate to ACEEE accreditation or other ACEEE activities/interests.
6. Provide a significant communication link between ACEEE and the leadership of the society s/he represents
7. Serve on committees and task groups as requested by the Board of Delegates or Area Delegation Chairs.

### D. Qualities

In order to effectively perform the duties and responsibilities of an ACEEE Delegate or Area Delegate, ACEEE expects that all delegates will:

1. Possess good listening skills;
2. Make reasonable inquiry when the need to do so is indicated, and objectively use the information received;
3. Possess good interpersonal skills, conduct Board of Delegates or Area Delegation activities in an objective and professional manner, and work effectively on a team of individuals possessing diverse experience, perspectives, and personalities;
4. Handle confidential information in a prudent manner; and abide by the ACEEE Code of Conduct and Conflict of Interest Policy;
5. Possess good oral communication skills; and be able to present points of view in a public setting in a concise and effective manner;
6. Be prompt in discharge of duties and tasks and be conscientious in meeting established deadlines.

## E. Qualifications

1. The delegate must have substantial experience in a disciplinary area served by ACEEE .
2. The delegate must demonstrate interest in an educational programme of interest to ACEEE within the respective areas of entrepreneurship, enterprise management and innovation management.
3. The delegate should be currently active in the appointing Member or Associate Member institute.

## **SECTION SEVEN: ACCREDITATION COUNCIL**

### A. Purpose

The Accreditation Council shall evaluate, recommend to the Board of Delegates for approval, and implement on approval, alternatives for improving the effectiveness, efficiency, and uniformity of the ACEEE accreditation process. (See Bylaws Section Eleven A.)

### B. Membership

The membership of the Accreditation Council shall consist of a Chair, appointed by the President; the Chairs, Past Chairs, and Chairs-Elect of each of the Accreditation Commissions; and the Chair of the Global Council (ex officio, non-voting). The Accreditation Council Chair shall be appointed from among those who have served as Past-Chairs of an ACEEE accreditation commission but do not currently serve as a voting member of any of the Commissions. (See Bylaws Section Eleven A.)

### C. Focus

The Accreditation Council shall direct its focus towards the adoption of common rules, policies, procedures, and processes across the Commissions, with special consideration given to the identification of best practices and the establishment of such practices across the Commissions. The Council shall make recommendations to the Board of Delegates, as appropriate, on issues requiring Board of Delegates consideration.

### D. Voting

Each Commission shall have one vote, as determined by its representatives, with respect to each Accreditation Council decision. A unanimous vote of the Accreditation Council shall be required for any resolution to be passed and, if approved by the Board of Delegates, shall be binding on all Commissions.

### E. Standing Committees:

1. Training Committee:

a. The Accreditation Council shall have a Training Committee that is responsible for the oversight of the training processes for Programme Evaluators and Commission Members, as described in Section Nine of these Rules of Procedures.

b. The Accreditation Council Training Committee shall consist of the Chair of each Commission's Training Committee and any co- Chair of each Commission's Training Committee, four at-large members, plus the Chair of Accreditation Council Training Committee. The four at-large members shall be Commissioners, one from each of the commissions. The at-large representative term will usually be two years, however they may serve an additional two-year term, if needed, to ensure continuity in accomplishing Training Committee ongoing tasks. Additional members may be appointed to the Training Committee, if needed to accomplish Committee tasks.

c. The Chairs and co-Chairs of the Commission Training Committees shall recommend to the Chair of the Accreditation Council the appointment of the Chair of the Accreditation Council Training Committee. The Chairs and co-Chairs of the Commission Training Committees shall appoint the other members of the Training Committee from their respective Commissions.

## **SECTION EIGHT: COMMISSIONS**

The Accreditation Commissions are empowered by Article Nine of the ACEEE Constitution and are defined by Section Twelve of the ACEEE Bylaws.

### **A. Membership**

1. The membership of each Commission shall be made up of Commissioners, Commission Officers, Commission Executive Committee Members-at-Large, one Public Commissioner, and one Area Delegation Liaison from the associated Area Delegation. All members of the Commissions are voting members with the exception of the Area Delegation Liaisons. No overlapping memberships or alternate memberships of individuals shall exist between the Commissions and the Board of Directors, the Board of Delegates, or Area Delegations, except for non-voting appointments to the Commission.

2. The size of a Commission is a function of its workload, which is largely driven by the number of accreditation visits in a given year. This workload affects both the number of Commissioners and the size of the Commission's Executive Committee, as specified respectively in Sections Eight B.3. and Eight D.4. The Board of Delegates may change the size of a Commission or a Commission's Executive Committee upon a recommendation by the associated Area Delegation.

### **B. Commissioners**

1. Commissioners are representatives from Lead institutes, Cooperating institutes, and other institutes specified by the ACEEE Board of Delegates in Section Eight B.3. Commissioners provide specialized knowledge during Commission deliberations.

2. The ACEEE Board of Delegates may specify Commission membership for other institutes that are neither Lead nor cooperating institutes. This specification, as outlined below, may be for reasons of equity, balance, history, or other such purpose.

- a. a. Entrepreneurship Accreditation Commission (EAC) – From Institute of Classic Entrepreneurship, Nigeria (ICENT)
- b. Entrepreneurship and Innovation Management Accreditation Commission (EIMAC) – From The Global Academy of Entrepreneurship and Innovation (GAEIN)
- c. MSME Creation and Management Accreditation Commission (MCMAC) – From African Council for Small Business and Entrepreneurship (ACSBE)
- d. Science, Engineering and Technology Entrepreneurship Accreditation Commission (SETEAC) – From Academy of Technology Innovation Management and Entrepreneurship (ATIME)
- e. Women Entrepreneurship Accreditation Commission (WEAC) – International Institute of Female Entrepreneurship (IIFEM)
- f. Youth Entrepreneurship Accreditation Commission (YEAC) – From Institute of Youth Entrepreneurship and Leadership (IYEL/YELEAD)

3. The number of Commissioners required for a Commission may be estimated from the number of institutions it serves; a reasonable number of representatives by society may be obtained by basing their distribution on the number of institutions having programmes in each discipline. Although some ACEEE Member institutes do not have primary responsibility for a specific programme area, they have a demonstrated interest in the accreditation process for certain Commissions or programmes and provide a diverse perspective. The structure for Commission size and composition incorporates these factors as detailed below:

a. The total number of Commissioners on each Commission shall not exceed  $3 \cdot \text{Neq} / 20$ , rounded to the nearest integer, where  $\text{Neq} = N + N_8 + 0.5 \cdot N_{\text{int}}$ .  $N$  is the total number of institutions having programmes accredited by the Commission as of the preceding annual cycle.  $N_8$  is the number of institutions with eight or more accredited programmes by the Commission in the preceding annual cycle.  $N_{\text{int}}$  is the number of institutions outside the United States with accredited programmes by the Commission as of the preceding annual cycle. The calculated total number of Commissioners includes representatives from Lead institutes and Cooperating institutes, and Board of Delegates-designated Commissioners, and does not include Commission Officers, Executive Committee Members-at-Large, Public Commissioners, or the Area Delegation Liaison to the Commission.

b. Each Lead Society, Cooperating Society that is not also a Lead Society on the Commission, and Board of Delegates-specified society shall be entitled to at least one Commissioner. In situations where meeting the required minimum of one Commissioner per Lead Society, Cooperating Society, and Board of Delegates-specified society results in a total that exceeds the authorised total calculated in Section Eight B.3.a., the higher total will prevail.

c. The distribution of the remaining Commissioners shall be allocated to the Lead institutes in proportion to the number of institutions for which each Lead Society has programmes accredited by that Commission.

d. After the annual accreditation actions have been determined, the number and distribution of authorised positions for each Commission shall be calculated to provide appropriate guidance to the Commission Nominating Committees and institutes. Nominations submitted to Area Delegations shall incorporate any resulting changes for the upcoming cycle.

e. No Commissioner representing a society shall be removed as a result of the Commissioner's society losing an authorised position by virtue of the annual calculation described in the preceding section. In such instances, the sitting Commissioner may be re-nominated up to his/her maximum number of complete, consecutive annual terms, after which the seat will be vacated.

f. In the event that a Lead, Cooperating, or Board of Delegates-specified Society declines to nominate a Commissioner or Commissioners to fill the Society's seat allocation, the Society will be allotted precisely the number of seats for which it has provided nominations. Additionally, the seat allocation calculation may be re-run minus that Society. This is to ensure that the Commission has the maximum allowable members among whom to distribute the workload.

#### C. Officers of the Commissions

1. The Officers of each Commission shall be the Chair, Chair-Elect, Past Chair, and Vice Chair-Operations.

#### 2. Responsibilities of the Officers:

a. The Chair will preside at all meetings of the Commission and the Commission Executive Committee, and will be responsible for the conduct of the business of the Commission.

b. The Chair-Elect will provide general assistance to the Chair as assigned and, in the absence of the Chair, the Chair-Elect will assume the Chair's duties.

c. The Past Chair will provide general assistance to the Chair as assigned, and will chair the Commission Nominating Committee.

d. The Vice Chair-Operations will assign Team Chairs for accreditation evaluations and provide general assistance to the Chair as assigned.

#### D. Executive Committee

1. Each Commission shall have an Executive Committee consisting of the Officers of the Commission, Members-at-Large, the Public Commissioner, and the Area Delegation Liaison.

2. All members of the Executive Committee are voting members with the exception of the Area Delegation Liaison.

3. Members of the Executive Committee are considered to be representatives of ACEEE, rather than of the institutes to which they belong.

4. The number of Members-at-Large is a function of the Commission workload and shall not exceed  $((N_{eq}/40)-2)$ , rounded to the nearest integer and with a minimum of three, where  $N_{eq} = N + N_8 + 0.5*N_{int}$ . N is the total number of institutions having accredited programmes covered by the Commission as of the preceding cycle.  $N_8$  is the number of institutions with eight or more accredited programmes by the Commission in the preceding annual cycle.  $N_{int}$  is the number of institutions outside the United States with accredited programmes by the Commission as of the preceding annual cycle. The number of Members-at-Large shall be calculated each year after the accreditation actions have been determined.

5. The Executive Committee is authorised to take action on behalf of the Commission on matters that require action when the Commission is not in session. With respect to accreditation decisions, such action must be unanimous; otherwise, the entire Commission must be polled.

#### E. Nominations

1. Member institutes having positions on the Commission shall be requested to nominate Commissioners and Alternate Commissioners annually. Member institutes shall strive for balance between educators and practitioners in their representation on the Commission.

2. Each Member institute is encouraged to nominate as Alternate Commissioners one or more persons who are qualified to become Commissioners in the event the original appointee is unable to fulfill the term of appointment.

3. If Commissioner or Alternate Commissioner nominations submitted by a Member institute are not considered acceptable to the Commission Nominating or Commission Executive Committees, the Commission Nominating Committee will request new nominees and may make suggestions of individuals whom it considers particularly well qualified.

4. The Commission Nominating Committee shall select nominees from the current or recent membership of the Commission for Commission Executive Committee positions. The Commission Nominating Committee shall strive to maintain a reasonable balance between educators and practitioners and among Member institutes in the membership of the Executive Committee.

5. The Commission Nominating Committee will solicit recommendations for and will nominate Public Commissioner candidates. Sections Eight F and Eight G of the Rules of Procedure contain eligibility requirements to serve as Public Commissioner.

6. The Commission Nominating Committee will circulate the slate of nominees for Commission Officers, Commission Executive Committee Members-at-Large, the Public Commissioner, and Commissioners to the current Commission Membership with accompanying biographical information, and the voting Commission members will ratify approval or disapproval of each of the proposed nominees by majority vote. In the event a nominee fails to receive approval by 50 percent of the Commission members, the original nominating body (society or Commission Nominating Committee, as appropriate) will be asked to submit an alternate candidate.



7. The final slate of nominees shall be submitted to the associated Area Delegation for appointment.

F. Commissioner Qualifications

1. Nominees for Commissioner and Alternate Commissioner shall:

a. Have substantial experience as educators or practitioners in one or more of the disciplines represented by the Commission. Academic nominees shall also have had experience in ACEEE - accredited programmes unless their discipline is one that has only recently become eligible for accreditation by an ACEEE Commission.

b. Have attended formal Programme Evaluator training.

c. Have had experience as a Programme Evaluator on at least three ACEEE visiting teams.

Exceptions to this requirement are permitted when:

i. nominees are representing new Member institutes or

ii. nominees from current Member institutes are representing new curricular areas or

iii. a current Member institute has a documented shortfall in the number of potentially qualified nominees.

In such cases it will be acceptable for the nominee to have served on two ACEEE visiting teams as a Programme Evaluator and as an observer on one ACEEE visiting team.

d. Have attended the Commission’s Team Chair training prior to the effective date of their appointment.

e. Hold membership in the Member institute they represent.

2. Nominees for the Commission Officers and Executive Committee Members At Large should have served at least two years as a Commissioner at the time of nomination.

3. The Public Commissioner shall be an individual of trust and responsibility in their community and will not be otherwise affiliated with the professions accredited by ACEEE by either training or practice. Further, the Public Commissioner may not hold membership in any Member institute or Associate Member institute.

4. Successful Team Chairs exhibit the following knowledge, skills, and attitudes (Table 1: Team Chair Competency Model) and are evaluated against these after each assigned accreditation cycle review:

<b>Desired Competency</b>	<b>Desired Proficiency</b>	<b>Application During Visit</b>
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Leadership	<ul style="list-style-type: none"> <li>➤ Takes responsibility, facilitating constructive discussion and fostering closure</li> <li>➤ Exhibits adaptability and sound judgment</li> <li>➤ Fosters a team environment that is cohesive and well organized</li> <li>➤ Builds trust within the team and between the team and the institution</li> </ul>	<ul style="list-style-type: none"> <li>➤ Fosters an environment in which team members can speak freely, demonstrating respect for team members</li> <li>➤ Provides support for team members and establishes appropriate ground rules; helps team members to succeed</li> <li>➤ Maintains an open mind but guides team deliberations so as to establish a decision-making process that effectively deals with differences of opinion</li> </ul>
Good Team Manager	<ul style="list-style-type: none"> <li>➤ Able to build team cohesion and effectively manage team meetings and activities</li> <li>➤ Able to bring the team to consensus, exhibiting skill in finding common ground and fostering cooperation</li> <li>➤ Able to diplomatically manage an effective exit interview</li> </ul>	<ul style="list-style-type: none"> <li>➤ Effectively manages interactions with and between team members</li> <li>➤ Identifies issues contributing to difference of opinion and guides the team in resolution of these issues</li> <li>➤ Manages the exit interview diplomatically so that it proceeds at an orderly pace and is conducted in the requisite time frame</li> </ul>
Organized and Responsive	<ul style="list-style-type: none"> <li>➤ Focuses on meeting deadlines and communicating with all parties in a timely manner (pre-visit, during the visit, and post- visit)</li> <li>➤ Acts effectively in managing visit logistics</li> </ul>	<ul style="list-style-type: none"> <li>➤ Makes visit arrangements well in advance of the visit</li> <li>➤ Manages team activities so that the evaluation proceeds in an orderly manner</li> <li>➤ Completes and submits all required forms, draft and final statements in a timely manner</li> </ul>
Effective Communicator	<ul style="list-style-type: none"> <li>➤ Understands the importance of clear, timely communications with all</li> </ul>	<ul style="list-style-type: none"> <li>➤ Keeps the institution, the Programme Evaluators, and</li> <li>➤ ACEEE informed before,</li> </ul>

	<p>parties involved in the accreditation process</p> <ul style="list-style-type: none"> <li>➤ Able to clearly and tactfully communicate criterion-centered statements of finding and observation both orally and in written form</li> <li>➤ Knowledgeable about standards for draft and final statement content and organization</li> </ul>	<p>during, and after the visit</p> <ul style="list-style-type: none"> <li>➤ Interacts with institutional personnel to gain understanding of institutional context</li> <li>➤ Writes clear, succinct, criterion-centered statements of finding conforming to the timelines, formats and standards established by ACEEE and the relevant commission</li> <li>➤ Effectively communicates suggestions for continuous improvement</li> </ul>
Technically Current	<ul style="list-style-type: none"> <li>➤ Possesses credentials for the position</li> <li>➤ Fully knowledgeable about accreditation criteria, policies, and procedures</li> </ul>	<ul style="list-style-type: none"> <li>➤ Favorably represents the profession through demonstrated competence</li> <li>➤ Demonstrates knowledge of and experience in application of accreditation criteria, policies, and procedures</li> </ul>
Professional	<ul style="list-style-type: none"> <li>➤ Exhibits professional appearance and demeanor</li> <li>➤ Adheres to the highest standards of professional ethics and integrity</li> <li>➤ Committed to contributing to the accreditation process, adding value</li> </ul>	<ul style="list-style-type: none"> <li>➤ Demonstrates respect for the institution, all institutional personnel, and the Programme Evaluators</li> <li>➤ Applies the relevant criteria with appropriate professional judgment</li> <li>➤ Effectively communicates constructive suggestions for continuous improvement</li> <li>➤ Upholds ACEEE's Code of Conduct</li> </ul>

## Appointments and Terms

5. All Commissioners, Alternate Commissioners, Commission Executive Committee Members-at-Large, the Public Commissioner, and Officers except for the Past Chair, shall be appointed annually by the associated Area Delegation for a term of one year.
6. The Chair shall automatically succeed to the office of Past Chair for a term of one year.
7. The Area Delegation Directors or their designees shall serve as Area Delegation Liaisons to their respective Commissions for a re-appointable one-year term.
8. Commissioners shall serve no more than a single sequence of five complete annual terms on any individual Commission, but may serve on a second Commission for up to five additional annual terms. After being disengaged for period of at least one year a Commissioner may be reelected on that Commission for an additional five-year sequence.
9. The Public Commissioner shall serve no more than five complete annual terms. After being disengaged for period of at least one year a Public Commissioner may be reelected for an additional five-year sequence.
10. Commission Executive Committee Members shall serve no more than three complete terms as Members-at-Large. Service on the Commission Executive Committee is independent of the Commission term limit.
11. A person shall serve no more than one term as Chair of the Commission, except as specified below in 9.
12. All terms begin at the close of the July Commission Meeting following approval by the appropriate Area Delegation, and end at the close of the following July Commission Meeting.
13. If the Chair resigns or is otherwise unable to perform the duties of the Chair for the remainder of a term, the Chair-Elect shall assume the position of Chair. This assumption shall not prevent the Chair-Elect from serving their full, duly elected term.

#### G. Standing Committees

##### 1. Nominating Committee:

a. Each Commission shall have a five-member Nominating Committee consisting of the Commission's Past Chair, Chair, Chair-Elect, Area Delegation Liaison, and one representative elected by the Commission Membership from its outgoing Commissioners or recent past Commissioners.

b. The Past Chair of the Commission will serve as the chair of the Nominating Committee.

##### 2. Criteria Committee:

- a. Each Commission shall have a Criteria Committee that is responsible for maintenance of its respective Accreditation Criteria.
- b. The Chair of the Commission shall appoint the members of the Criteria Committee.
- c. The Commission Chair shall appoint the chair of the Criteria Committee from the Members-at-Large of the Executive Committee.
- d. The Criteria Committee shall solicit recommendations for programme- specific Criteria from the respective Lead institutes, which are expected to have considered any Cooperating Society recommendations with their own.
- e. The Criteria Committee will review the general and programme-specific Criteria and propose revisions to the Criteria as needed and carry out other activities as assigned by the Commission Chair.

### 3. Training Committee:

- a. Each Commission shall have a Training Committee.
- b. The Chair of the Commission shall appoint the members of the Training Committee.
- c. The Commission Chair shall appoint the chair of the Training Committee from the Members-at-Large of the Executive Committee.
- d. The Training Committee, coordinating with the Accreditation Council Training Committee, shall be responsible for the preparation of Programme Evaluator and Team Chair training materials (exclusive of programme-specific content) and carry out other activities as assigned by the Commission Chair.
- e. The respective Lead institutes shall be responsible for training Programme Evaluators on programme- specific content only (Programme Criteria, prepared in consultation with any Cooperating institutes).

### 4. Consistency Committee:

- a. Each Commission shall have a Consistency Committee.
- b. The Past Chair of the Commission shall serve as the chair of the Consistency Committee.
- c. The Commission Chair shall appoint the other members of the Consistency Committee.
- d. The Consistency Committee shall be responsible for reviewing the accreditation actions determined by the Commission at its July meeting and shall report any apparent inconsistencies in actions to the Commission prior to the close of the Commission's business meeting. The Commission shall reconsider any actions so reported by the Consistency Committee.

### H. Other Committees

1. Each Commission may establish other Committees at the discretion of the Commission Chair.
2. The Chair shall provide a charge for each Committee and appoint a Committee Chair and members, as required.

## SECTION NINE: PROGRAMME EVALUATORS

### A. Programme Evaluator Qualifications

1. Prospective Programme Evaluators must meet the following minimum qualifications:

- a. Demonstrated interest in improving education
- b. Member of one or more specified professional institutes or willing to become a member prior to applying to become a Programme Evaluator
- c. Formal education and accomplished in their field
- d. Degree Appropriate to the field
- e. Experience with accreditation processes and/or quality improvement processes
- f. Comfortable with written and spoken English as used in a professional context
- g. Has internet and e-mail access and is proficient in using word processing programmes (compatible with Word), spreadsheets and PDF files
- h. Other minimum qualifications – to be added by Professional institutes (e.g. PE license)

Successful Programme Evaluators exhibit the following knowledge, skills, and attitudes (Table 2: Programme Evaluator Competency Model) and are evaluated against these after each assigned programme evaluation:

<b>Desired Competency</b>	<b>Desired Proficiency</b>	<b>Application During Visit</b>
Technically Current	<ul style="list-style-type: none"> <li>➤ &gt;Demonstrates required technical credentials for the position</li> <li>➤ &gt;Engaged in lifelong learning and current in their field</li> </ul>	<ul style="list-style-type: none"> <li>➤ Able to apply technical knowledge to ascertain the level of conformance to programme accreditation requirements</li> <li>➤ &gt;Remains current in accreditation procedures and requirements</li> </ul>
Organized	<ul style="list-style-type: none"> <li>➤ &gt;Is focused on meeting deadlines</li> <li>➤ &gt;Focuses on critical issues and avoids minutia</li> </ul>	<ul style="list-style-type: none"> <li>➤ Formulates preliminary programme strengths and weakness assessment based upon review of materials</li> </ul>

	<ul style="list-style-type: none"> <li>➤ &gt;Displays take-charge initiative</li> <li>➤ &gt;Takes responsibility and works under minimum supervision</li> </ul>	<p>supplied prior to the visit</p> <ul style="list-style-type: none"> <li>➤ Focuses on critical findings, effectively cites supportive observations, relates to appropriate criteria and suggests possible avenues to resolution</li> <li>➤ Submits high quality documentation to Team Chair on time</li> <li>➤ &gt;Makes difficult recommendations when appropriate</li> </ul>
Effective Communicator	<ul style="list-style-type: none"> <li>➤ &gt;Easily conducts face to face interviews</li> <li>➤ &gt;Writes clearly and succinctly</li> <li>➤ &gt;Presents focused, concise oral briefings</li> </ul>	<ul style="list-style-type: none"> <li>➤ &gt;Interviews personnel to understand programme operations</li> <li>➤ &gt;Writes succinct, criterion-centered statements of programme strengths &amp; weaknesses</li> <li>➤ &gt;Develops succinct findings for exit interview</li> <li>➤ &gt;Keeps Team Chair informed prior to and during the visit</li> </ul>
Interpersonally Skilled	<ul style="list-style-type: none"> <li>➤ &gt;Friendly and sets others at ease</li> <li>➤ &gt;Listens and places input into context</li> <li>➤ &gt;Open minded and avoids personal bias</li> <li>➤ &gt;Forthright – doesn't hold back what needs to be said</li> <li>➤ &gt;Adept at pointing out strengths &amp; weaknesses in non-confrontational manner</li> </ul>	<ul style="list-style-type: none"> <li>➤ &gt;Interviews and readily obtains input from faculty, administration, industry advisors &amp; students</li> <li>➤ &gt;Evaluates programme against criteria within the context of the institution</li> <li>➤ &gt;Evaluates and constructively conveys programme strengths and weaknesses</li> </ul>
Team Oriented	<ul style="list-style-type: none"> <li>➤ &gt;Readily accepts input from team members</li> <li>➤ &gt;Works with team members to</li> </ul>	<ul style="list-style-type: none"> <li>➤ &gt;Compares programme findings with those of other visitation team members to</li> </ul>

	<p>reach consensus</p> <ul style="list-style-type: none"> <li>➤ &gt;Values team success over personal success</li> </ul>	<p>improve consistency</p> <ul style="list-style-type: none"> <li>➤ &gt;Looks for and listens to common issues across programmes</li> <li>➤ &gt;Assists other team members as needed during the visit</li> </ul>
Professional	<ul style="list-style-type: none"> <li>➤ &gt;Conveys professional appearance and demeanor</li> <li>➤ &gt;Is committed to contributing and adding value to the evaluation process</li> <li>➤ &gt;Considered a person with high integrity and ethical standards</li> </ul>	<ul style="list-style-type: none"> <li>➤ &gt;Represents ACEEE and responsible technical society as a practicing professional</li> <li>➤ &gt;Willing to make observations to stimulate innovation and further the programme's efforts toward continuous improvement</li> <li>➤ &gt;Shows professional respect for institution faculty and staff</li> <li>➤ &gt;Upholds ACEEE code of conduct at all times</li> </ul>

## SECTION TEN: ACEEE EXPERT TRAINING

ACEEE Experts are individuals serving in a volunteer capacity as Programme Evaluators, Team Chairs or Commissioners, who are professionally accomplished within their disciplines and, through training and evaluation of performance, demonstrate continued competence in evaluating programmes against the ACEEE criteria.

### A. Requirements:

1. Training is required for all ACEEE Experts. This training will ensure that all decision makers are knowledgeable about ACEEE policies, procedures, and Accreditation Criteria. a. ACEEE , through the Accreditation Council, will provide training for all Programme Evaluators with respect to the general criteria, policies, and procedures. ACEEE , through the Accreditation Council, will provide guidance on the training process to Lead institutes who provide training for Programme Evaluators with respect to programme criteria.

b. ACEEE , through the Accreditation Council, will provide guidance to Commission Executive Committees with respect to the training process for commission members.

2. Accreditation Council Training Committee: This Committee has responsibility for the preparation of training materials and the development and presentation of training programmes to include.



- a. Review of performance metrics and their results,
  - b. Identification of needed improvements to training,
  - c. Development of the content of training, including modifications in response to changes in criteria and policy, and
  - d. Selection of Lead and Support Facilitators
3. ACEEE Headquarters shall be responsible for those tasks not explicitly assigned to the Accreditation Council Training Committee or Commission Training Committees.

## B. Accreditation Training

1. Responsibilities of Commission Training Committees: Each Commission, coordinating with the Accreditation Council Training Committee, is responsible for the training of new Commissioners and Alternate Commissioners.

2. Supplemental Training Materials: In the case of training for Programme Evaluators with respect to general criteria, approved training materials may be supplemented with discipline-specific materials provided by the appropriate Commission.

3. Training Facilitators: Competency Model, Roles, and Responsibilities for Programme Evaluator Training Facilitators

### a. Purposes of Training Facilitator Competency Model

- i. Serves as a tool for the Accreditation Council Training Committee, in its appointment of and training process for Training Facilitators.
- ii. Sets expectations for Training Facilitators as to what is required and how they may be evaluated during and after the training.

### b. Roles and Requirements of Training Facilitators

Below are explanations of the roles of the facilitators as well as minimum requirements for each of those roles.

#### i. Lead Facilitator

- a) Holds overall responsibility for managing the flow and timing of training
- b) Establishes an engaging but welcoming learning environment for participants to practice and experiment

#### ii. Co-Lead Facilitator

- a) Supports lead facilitator in his/her responsibilities

b) Ensures support facilitators are working well with participants and in sync with overall training objectives

c) Shadows lead facilitator

iii. Support Facilitator

a) Holds responsibility for the learning of the assigned visit simulation group

b) Uses experience as a Team Chair to assist in the learning of participants

c) Manages a small group of Programme Evaluator candidates

c. Minimum Qualifications and Requirements

A candidate for facilitator training must meet the following minimum qualifications prior to attending training.

i. Lead Facilitator

a) Must have previously served as a Support Facilitator

b) Must have served as Co-Lead with Lead Facilitator and successfully demonstrated the Lead Facilitator competencies

ii. Co-Lead Facilitator (not at every training session)

a) Must be an experienced Support Facilitator

iii. Support Facilitator

a) Must be an experienced Team Chair

d. Additional Preferred Qualifications and Requirements for Support Facilitator

a) Has served as a Mentor to a Programme Evaluator

b) Has experience in leading groups of adult learners

e. Assignment Process

i. Those interested in being a training facilitator for the Programme Evaluator training must first attend the Train-the-Trainer programme and then observe a face-to-face Programme Evaluator Training session.

ii. Attendance in the Train-the-Trainer programme will be finalized by the Training Committee based on the number of openings and trainings required, desired diversity and representation across institutes to deliver training, how well the participants fulfill the competencies, etc.

iii. Facilitator candidates will be given feedback by their peers and Lead Facilitators during and after training on how well they demonstrate the competencies to model what will be expected of them as trainers in working with Programme Evaluators during Programme Evaluator training.

<b>Desired Competency</b>	<b>Demonstrated Proficiency (in other areas of life/work or as a facilitator if currently a trainer)</b>	<b>Application as a Facilitator</b>
Technically Current/Capable open to Learning	<ul style="list-style-type: none"> <li>➤ Engaged in life-long learning</li> <li>➤ Picks up on the need to change personal and interpersonal behavior quickly</li> <li>➤ Seeks feedback</li> <li>➤ Picks up on verbal and non-verbal cues regarding their impact on others and adjusts</li> </ul>	<ul style="list-style-type: none"> <li>➤ Shares personal successes and failures to enhance participant learning</li> <li>➤ Applies experience as a Programme Evaluator and as a Team Chair to facilitate excellent learning and experience for participants</li> <li>➤ Remains current in and shows an ability to apply knowledge of outcomes-based accreditation as</li> </ul>
Capable of Creating an Environment for Learning	<ul style="list-style-type: none"> <li>➤ Creates a positive and safe atmosphere for participants to experiment to enhance personal learning</li> <li>➤ Expresses thoughts, feelings, and ideas in a clear, concise, and compelling manner</li> <li>➤ Adjusts style to engage participants</li> <li>➤ Assesses learning needs and adjusts as necessary</li> <li>➤ <b>Additional for Lead Facilitators:</b></li> <li>➤ Manages the front of the room – has an engaging presentation style and platform skills</li> <li>➤ Promotes a successful experience in training and facilitating experiential adult learning</li> <li>➤ Promotes a successful experience in leading other</li> </ul>	<ul style="list-style-type: none"> <li>➤ Demonstrates a style that values different learning styles (visual, experiential, auditory) as well as backgrounds and experience (industry vs. academia)</li> <li>➤ Brings personal background and experience as a Programme Evaluator and as a Team Chair with Draft Statements, onsite experiences, etc., that contribute to participant understanding</li> <li>➤ Makes appropriate judgments that represent ACEEE and member institutes well</li> <li>➤ Demonstrates competence in delivering experiential learning</li> <li>➤ <b>Additional for Lead Facilitators:</b></li> <li>➤ Demonstrates an ability to lead Support Facilitators</li> </ul>

	trainers	<ul style="list-style-type: none"> <li>➤ Treats facilitators as valued members of the training team</li> <li>➤ Intervenes as necessary to ensure facilitators are fully contributing members of the training team, enhancing the learning of participants</li> </ul>
Interpersonally Skilled	<ul style="list-style-type: none"> <li>➤ Builds trust</li> <li>➤ Listens and places input into context</li> <li>➤ Maintains an open mind and avoids personal bias</li> <li>➤ Finds common ground and gets cooperation easily</li> <li>➤ Diffuses high tension situations</li> <li>➤ Displays culturally sensitivity</li> <li>➤ Communicates well</li> </ul>	<ul style="list-style-type: none"> <li>➤ Provides constructive feedback to participants to assist in their learning</li> <li>➤ Deals tactfully with participants who don't complete training requirements</li> <li>➤ Makes an objective evaluation of a participant's potential as a Programme Evaluator</li> <li>➤ Communicates effectively concerns to individuals and/or appropriate parties</li> </ul>
Team Oriented	<ul style="list-style-type: none"> <li>➤ Fosters open dialogue</li> <li>➤ Invites and builds on the ideas and input of others</li> <li>➤ Acknowledges and celebrates team accomplishments</li> <li>➤ Readily accepts input from colleagues</li> <li>➤ Works with colleagues to reach consensus</li> <li>➤ Values team success over personal success</li> </ul>	<ul style="list-style-type: none"> <li>➤ Works effectively with other facilitators, society liaisons, volunteers, and ACEEE staff</li> <li>➤ Encourages and models teamwork for participants in training</li> <li>➤ Focuses on the "greater good" of ALL member institutes</li> <li>➤ Displays the capability of working with a diverse set of participants across institutes and backgrounds</li> </ul>
Professional	<ul style="list-style-type: none"> <li>➤ Conveys professional appearance and demeanor</li> <li>➤ Displays a commitment to contributing and adding value to the training process</li> <li>➤ Is perceived as a person with high integrity and ethical standards</li> </ul>	<ul style="list-style-type: none"> <li>➤ Represents ACEEE and member institute well</li> <li>➤ Stimulates learning and continuous improvement in participants</li> <li>➤ Shows professional respect for participants, member institute liaisons/volunteers, and</li> </ul>

		<p>ACEEE staff</p> <ul style="list-style-type: none"> <li>➤ Upholds ACEEE Code of Conduct at all times</li> </ul>
Organized	<ul style="list-style-type: none"> <li>➤ Focuses on critical issues and avoids minutia</li> <li>➤ Takes responsibility and works under minimum supervision</li> <li>➤ <b>Additional for Lead Facilitator:</b></li> <li>➤ Manages capably training logistics</li> </ul>	<ul style="list-style-type: none"> <li>➤ Meets all training deadlines</li> <li>➤ Takes responsibility to thoroughly prepare prior to training</li> <li>➤ Communicates in a responsive and timely manner to all involved parties</li> <li>➤ <b>Additional for Lead Facilitator:</b></li> <li>➤ Manages entire training process from beginning to end, including integrating the support facilitators into the process</li> <li>➤ Ensures that the training experience runs smoothly</li> </ul>

**SECTION ELEVEN: CONDUCT OF BOARD OF DELEGATES, AREA DELEGATION, BOARD OF DELEGATES’ COMMITTEE, COMMISSION, AND BOARD OF DELEGATES’ COUNCIL MEETINGS**

A. Meetings

(Policy as established by the Board of Directors and published in the ACEEE Board of Directors’ Rules of Procedure, Section Twelve A. Included here for reference.)

Conduct of meetings is meant in these Rules to be inclusive of those that take place in-person or by teleconference, in accordance with the current laws of the state of New York. Any voting by ballot that may be necessitated by an action that occurs during a meeting conducted by teleconference may also be allowed in accordance with the current laws of the state of New York. Meetings shall be conducted according to Keesey’s “Modern Parliamentary Procedure”.

B. Observers

(Policy as established by the Board of Directors and published in the ACEEE Board of Directors’ Rules of Procedure, Section Twelve C. Included here for reference.)

1. ACEEE Directors, Board and Area Delegates, and Member institute Education Liaisons and staff, as well as members of the general public and outside organizations, are permitted to observe ACEEE working meetings, including committee and council meetings, of the Board of

Directors, Board of Delegates, Area Delegations, and Commissions (except executive sessions), on a space-available basis with those invited for a particular item given priority.

2. Requests to attend any of these meetings must be received by the ACEEE Executive Director no later than 14 days before the scheduled time for the meeting.

3. Observers are accorded the privilege of the floor at the discretion of the meeting chair.

4. If any meeting is called into executive session, observers will be required to leave that portion of the meeting, at the discretion of the meeting chair.

5. A signed confidentiality statement will be required of all observers.

### C. Schedule

1. Board of Delegates/Area Delegations: The Board of Delegates and the Area Delegations shall meet in person at least twice annually, in spring and fall as denoted in the Bylaws.

a. Member participation by teleconference at scheduled in-person meetings of the Board of Delegates or any Area Delegation shall be permitted only for unforeseen circumstances that occur close to the scheduled meeting time. Such circumstances might result from weather, accident, or illness affecting the member or the member's close family.

b. Any such participation by teleconference must be approved by the meeting chair, who should verify that such participation can be adequately supported.

c. Requests are permitted only for circumstances occurring after the last date for being able to name substitutes.

d. It is expected that the requestor had made travel plans for the meeting prior to requesting to participate by teleconference.

e. Persons participating by teleconference shall be afforded the opportunity to participate fully in discussion of any item, subject to the conflict of interest policy.

f. Votes taken by secret ballot shall require a non-member of the body to receive the vote of all persons participating via teleconference and to provide such votes to the tellers prior to tallying the votes, in such a manner that the votes of those participating by teleconference are indistinguishable to the tellers from the votes provided by those participating in person.

2. Commissions: Each of the four ACEEE Accreditation Commissions shall meet in person once a year to vote formally upon all pending accreditation actions and other pending matters that shall come before the Commissions.

3. Board of Delegates' Committees: Committees of the Board of Delegates shall convene at least once each year. Each Committee Chair shall provide an annual report at the fall Board of Delegates meeting, and interim reports as needed.

4. Board of Delegates' Councils: Councils of the Board of Delegates shall convene at least once each year. Each Council Chair shall provide an annual report at the fall Board of Delegates meeting, and interim reports as needed.

#### D. Board of Delegates and Area Delegation Meeting Agendas

1. At least 12 weeks prior to scheduled Board of Delegates and Area Delegation meetings, staff shall:

a. issue a call for agenda items to all Board Delegates and Area Delegates, asking for response within three weeks. Member and Associate Member institute representatives shall receive a copy of this call for agenda items.

b. contact Commission Executive Committees, councils, and committees, as applicable, requesting reports, motions, etc. to be submitted no later than six weeks prior to the meetings.

2. At least eight weeks prior to the meetings, proposed agenda items shall be compiled by staff and submitted to the meeting chairs (Area Directors and President-Elect) for review.

3. Conferring by email and/or telephone as necessary, the meeting chairs shall develop final agendas for each of the meetings no later than seven weeks prior to their occurrence

4. All supporting documents necessary to properly consider motions before any of the bodies must be submitted at least six weeks prior to the meetings. Items lacking adequate supporting attachments will not be included in the proposed agenda.

5. Agendas with all attachments shall be reviewed by the meeting chairs no later than five weeks prior to the meetings, and shall be distributed by staff to all Board Delegates, Area Delegates, and Member and Associate Member institute representatives not less than 30 days prior to the meetings.

#### E. Observer Fees

(Policy as established by the Board of Directors and published in the ACEEE Board of Directors' Rules of Procedure, Section Fourteen FP.22. Included here for reference.)

Observers are responsible for their own travel, meal and lodging expenses. In addition, observers may be required to pay an observer fee to offset meeting costs. ACEEE accounting staff will establish the observer fee schedule with approval by the Treasurer. There will be no refund of all or a portion of the observer fee in the event that a closed, executive session is called.

#### F. Expenses

1. Reasonable and proper expenses incurred on authorised ACEEE business will be reimbursed to the traveler in accordance with Financial Policies 14 and 15, specified in Board of Directors Rules of Procedure.

2. Expenses incurred by Board Delegates or Area Delegates to attend meetings of the Board of Delegates or Area Delegations are not reimbursable by ACEEE .

3. Commission members' expenses associated with the annual Commission Meeting shall be reimbursed in accordance with Financial Policies 14 and 15.

4. To schedule meetings and to incur meeting costs must receive prior authorisation from the ACEEE Executive Director.

#### G. Minutes

1. Board of Delegates: The secretary of the Board of Delegates shall be responsible for the preparation of minutes of the Board of Delegates, assisted as appropriate by the office of the Executive Director, and for recommending approval of these minutes.

2. Area Delegations: The secretary of each Area Delegation shall be responsible for the preparation of minutes of that Area Delegation, assisted as appropriate by the office of the

Executive Director, and for recommending approval of these minutes.

3. Commissions: The Chair of each Accreditation Commission shall be responsible for the minutes of Commission meetings.

4. Board of Delegates' and Area Delegation Committees: The Chair of each Board of Delegates' and Area Delegation Committee shall be responsible for the minutes of their committee's meetings.

5. Board of Delegates' Councils: The Chair of each Board of Delegates' Council shall be responsible for the minutes of their Council's meetings.

6. Minutes should include the date and location of the meeting, the names of attendees, the motions made, votes taken and assigned action items.

7. Draft minutes of the Board of Delegates and Area Delegation meetings shall be prepared and posted within 45 days of the meeting for view by members of the respective bodies.

#### H. Election of ACEEE Officers and At-Large and Public Directors

(Policy as established by the Board of Directors and published in the ACEEE Constitution, Article Eight B and C. Included here for reference.)

The officers of ACEEE shall be elected by the voting members of the Board of Delegates. Officers shall be nominated by a Nomination Committee composed of members of the Board of Directors and Board of Delegates.

##### 1. Election Process

a. A broad call for nominations is distributed to Delegates, Commissioners, Society Liaisons, and Council members by ACEEE governance staff. All received nominations are provided to the Nominating Committee.



b. The Nominating Committee confirms that nominees meet the eligibility requirements of the position for which they are nominated. The Nominating Committee then recommends a ballot of eligible candidates for each position. It is desirable that there be more than one candidate for each position.

c. Each candidate is invited to provide a bio (maximum length of 2 pages) and a written statement (maximum length of 2 pages) addressing the following suggested topics: (a) why they are interested in serving in the position, (b) their ability to think strategically, their commitment to the strategic planning process, (c) their understanding that the collective wisdom of the leadership, expressed through the strategic plan, sets the direction for ACEEE , (d) strategic issues facing ACEEE in the next few years, (e) their vision for fulfilling the duties and responsibilities of the position, including their understanding of the time commitment, and (f) other relevant topics of their choosing.

d. All candidate statements, bios, and ACEEE Role and History Activity (provided by ACEEE ) are distributed with the agenda for the Board of Delegates meeting at which the election is to be conducted.

e. Delegates review the candidate materials prior to the meeting. There are no presentations by candidates or nominators at the meeting.

f. The elections will be held in a sequential manner to provide the opportunity for delegates to consider diversity (e.g., gender, race, profession, employment sector) of the Board of Directors when completing each subsequent ballot. The election shall be completed for each position before moving to the next position. The process will begin with delegates completing the ballot for President-Elect. The ballots will be tabulated and the winner announced.

g. As specified in Bylaws Section Seven F, election of Officers shall be by majority vote of the Board of Delegates. If there are three or more candidates for a position, and none receive a majority of votes cast on an initial ballot, a second ballot involving the two candidates receiving the highest number of votes on the initial ballot will be conducted.

## **SECTION TWELVE: RECORDS RETENTION**

(Policy as established by the Board of Directors and published in the ACEEE Board of Directors' Rules of Procedure, Section Thirteen. Included here for reference.)

### **A. Policy**

It is the policy of ACEEE to retain records in accordance with federal and state requirements and good business practice.

### **B. Accreditation Records**

1. Institutional and programmatic self-studies, visit reports and final statement to the institution for the most recent visit to the programme are kept on-site at ACEEE Headquarters.

2. Visit reports and final statements for the previous six (6) years are kept on-site. Self- studies, including documentation, are filed off-site.
3. Self-study reports are retained for ten (10) years.
4. Visit reports and final statements older than six (6) years are retained indefinitely.
5. A copy of each set of Accreditation Criteria is retained indefinitely.

### **SECTION THIRTEEN: CHANGES TO THE BOARD OF DELEGATES RULES OF PROCEDURE**

Changes in these Rules of Procedure may be proposed by any member of the Board of Delegates or Area Delegation, by a Board of Delegates' Committee or Council, by the request of three or more Member or Associate Member institutes through their Board Delegate(s) or Area Delegate(s), or by recommendation from a Commission through the Accreditation Council. Proposed changes must be reviewed by the Governance Committee for clarity and consistency with other governing documents. The proposed changes shall be circulated with the agenda of the next Board of Delegates meeting and will then become effective upon endorsement of a majority of the Board of Delegates' members present, provided that a quorum is present.

Conformance to Constitution and Bylaws:

Nothing in these Rules of Procedure shall conflict with the Constitution, Bylaws or Board of Directors Rules of Procedure, and changes in the Constitution, Bylaws or Board of Directors Rules of Procedure shall cause these Rules to be changed as necessary. Rule changes that depend upon Constitutional or Bylaws changes shall not become effective until the changes in the Constitution or Bylaws have been ratified, as prescribed in Constitution Articles Ten and Eleven.

### **SECTION FOURTEEN: AREA DELEGATION RULES OF PROCEDURE**

#### **A. Elections**

##### **1. Election of ACEEE Area Delegation Directors**

a. The election of the Area Delegation Director, normally, shall take place at the fall Area Delegation meeting that would be the incumbent's final meeting as Area Delegation Director during the current term. The term of office is three years beginning at the close of the fall Board of Directors meeting. The maximum number of consecutive terms is two.

b. A special election of the Area Delegation Director will be held to complete the unexpired term if the incumbent is unable to complete the term. Such an election will be held at the next regularly scheduled Area Delegation meeting, or at a special meeting called for this purpose.

c. Not less than twelve weeks prior to the fall Area Delegation meeting, ACEEE Headquarters shall notify the Area Delegation Director and all delegates of the Area Delegation regarding the forthcoming election of Director for that Area Delegation. The notification shall request that the

delegates of that Area Delegation put forward the name of at least one candidate for the position along with a statement of the candidates' qualifications and willingness to serve.

d. Unless otherwise ineligible to serve according to other ACEEE governing rules, candidates for the position include current or past members of the Area Delegation, the incumbent Area Delegation Director, and persons from current Member institutes of that Area Delegation who were Member institute representatives to the ACEEE Board of Directors prior to 2015.

e. All candidates' names will be included in the agenda that is sent for the election meeting along with the statement of candidate qualifications and willingness to serve.

## 2. Election of Area Delegation Secretary

a. The election of Secretary shall take place each year at the Area Delegation fall meeting. The term of office is one year beginning with the close of the fall Area Delegation meeting.

b. Not less than 12 weeks prior to the fall Area Delegation meeting, ACEEE Headquarters shall notify all members of each delegation of the forthcoming election for Secretary of the respective Area Delegation. The notification shall request that the Area Delegation delegates put forward the name of at least one candidate for their respective Area Delegation Secretary along with a statement of the candidate's willingness to serve.

c. Any person who will be a voting member of the Area Delegation following the fall Area Delegation meeting is a potential candidate for the position of Secretary unless prohibited by other ACEEE governing rules.

d. All candidates' names will be included in the agenda that is sent for the fall meeting. A brief statement of qualifications also may be requested for the agenda material.

e. If the Secretary is unable to complete the term of office, the Delegation shall elect a replacement in a manner similar to the normal election.

## B. Approval of area specific criteria:

The processes by which General and Programme Criteria are introduced or modified can be found, in detail, in the Accreditation Policy and Procedure Manual (APPM). Section Four, accreditation

Criteria Development &/or Modification.

## C. Area Delegation Specific Rules of Procedure

### 1. Entrepreneurship Accreditation Area Delegation Rules of Procedure

#### a. Piloting of Proposed Criteria

Piloting may be used to determine applicability and/or ease of use of proposed programme criteria. The Entrepreneurship Accreditation Area Delegation may authorise 'piloting' of draft new programme criteria and/or substantive changes to existing programme criteria. Each request

for authorisation will be made by the Commission's Executive Committee in consultation with the Commission's Criteria Committee and will include a timetable. Piloting of criteria is intended to apply to a limited number of programmes. Programmes participating in pilots will be evaluated for accreditation using the proposed new or revised criteria. In an instance where a programme has agreed to participate in a pilot, the programme shall be permitted to withdraw the Request for Evaluation (RFE) or be evaluated under the existing criteria. If a new programme has indicated, as a part of its RFE, that it was only interested in accreditation under newly proposed programme-specific criteria for an area that previously did not have programme criteria, the programme shall be entitled to a refund of the visit fees should it withdraw its RFE.

## 2. Entrepreneurship and Innovation Management Area Delegation Rules of Procedure

### a. Piloting of Proposed Criteria

'Piloting' may be used to determine applicability and/or ease of use of proposed criteria. The Entrepreneurship and Innovation Management Area Delegation may authorise 'piloting' of draft new criteria and/or substantive changes to existing criteria following approval for public review and comment. Such authorisation, including timing, is based upon input from the Commission Executive Committee in consultation with the Commission Criteria Committee, and is intended to apply to a limited number of programmes. Programmes participating in pilots will be evaluated for accreditation using the proposed new or revised criteria. In an instance where a programme has agreed to participate in a pilot, the programme shall be permitted to withdraw the Request for Evaluation (RFE) or be evaluated under the existing criteria. If the programme is being evaluated relative to newly proposed programme criteria and there are no existing applicable programme criteria, the programme may choose to be accredited under the general criteria only. If a new programme has indicated, as a part of its RFE, that it was only interested in accreditation under newly proposed programme specific criteria for an area that previously did not have programme criteria, the programme shall be entitled to a refund of the visit fees should it withdraw its RFE.

## 3. MSME Creation and Management Area Delegation Rules of Procedure

### a. Piloting of Proposed Criteria

The MSME Creation and Management Area Delegation may authorise 'piloting' to determine effectiveness and/or ease of use for proposed new criteria or proposed substantive changes to existing criteria. Each request for authorisation will be made by the , Commission Executive Committee, will include a timetable and the proposed criteria to be used, and apply to a limited number of programmes. If a programmes initially agrees to participating in pilots but later declines to participate shall be permitted to either withdraw the Request for Evaluation (RFE) or be evaluated under applicable existing criteria. If a new programme has indicated, as a part of its RFE, that it was only interested in accreditation under newly proposed programme specific criteria for an area that previously did not have programme criteria, the programme shall be entitled to a refund of the visit fees should it withdraw its RFE.

## 4. Science, Engineering and Technology Entrepreneurship Area Delegation (ETAD) Rules of Procedure

#### a. Piloting of Proposed Criteria

The Science, Engineering and Technology Entrepreneurship Area Delegation may authorise 'piloting' to determine effectiveness and/or ease of use for proposed new criteria or proposed substantive changes to existing criteria. Each request for authorisation will be made by the , Commission Executive Committee, will include a timetable and the proposed criteria to be used, and apply to a limited number of programmes. If a programmes initially agrees to participating in pilots but later declines to participate shall be permitted to either withdraw the Request for Evaluation (RFE) or be evaluated under applicable existing criteria. If a new programme has indicated, as a part of its RFE, that it was only interested in accreditation under newly proposed programme specific criteria for an area that previously did not have programme criteria, the programme shall be entitled to a refund of the visit fees should it withdraw its RFE.

### 5. Women Entrepreneurship Area Delegation Rules of Procedure

#### a. Piloting of Proposed Criteria

The Women Entrepreneurship Area Delegation may authorise 'piloting' to determine effectiveness and/or ease of use for proposed new criteria or proposed substantive changes to existing criteria. Each request for authorisation will be made by the , Commission Executive Committee, will include a timetable and the proposed criteria to be used, and apply to a limited number of programmes. If a programmes initially agrees to participating in pilots but later declines to participate shall be permitted to either withdraw the Request for Evaluation (RFE) or be evaluated under applicable existing criteria. If a new programme has indicated, as a part of its RFE, that it was only interested in accreditation under newly proposed programme specific criteria for an area that previously did not have programme criteria, the programme shall be entitled to a refund of the visit fees should it withdraw its RFE.

### 6. Youth Entrepreneurship Area Delegation Rules of Procedure

#### a. Piloting of Proposed Criteria

The Youth Entrepreneurship Area Delegation may authorise 'piloting' to determine effectiveness and/or ease of use for proposed new criteria or proposed substantive changes to existing criteria. Each request for authorisation will be made by the , Commission Executive Committee, will include a timetable and the proposed criteria to be used, and apply to a limited number of programmes. If a programmes initially agrees to participating in pilots but later declines to participate shall be permitted to either withdraw the Request for Evaluation (RFE) or be evaluated under applicable existing criteria. If a new programme has indicated, as a part of its RFE, that it was only interested in accreditation under newly proposed programme specific criteria for an area that previously did not have programme criteria, the programme shall be entitled to a refund of the visit fees should it withdraw its RFE.

#### b. Conduct of ETAD Meetings

If the ETAD Director is unable to attend an ETAD meeting, the current ETAD Secretary shall conduct the meeting.

c. Secretary

ETAD shall elect its Secretary by majority vote from a slate of one or more candidates. No individual may serve as ETAD Secretary for more than two full terms.