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ABET RULES OF PROCEDURE

SECTION ONE: Purpose

These Rules of Procedure define the operations of the ABET Board of Directors, Accreditation Commissions, and Councils. They are derived from and subsidiary to the Constitution and Bylaws.

SECTION TWO: Commissions

A. The Commissions:

The Accreditation Commissions are empowered by Article 8 of the ABET Constitution and are defined by Section 14 of the ABET Bylaws.

B. Membership of the Commissions:

1. The membership of each Commission shall be made up of Commissioners, Commission Executive Committee members, one Public Commissioner, and one Board Liaison.

2. All members of the Commissions are voting members with the exception of the Board Liaison.

3. Commissioners represent the Member Societies from which they were nominated.

4. 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. The number of Commissioners required for a Commission may be estimated from the number of institutions it serves. Commissioners provide specialized knowledge during Commission deliberations; a reasonable number of representatives by society may be obtained by basing their distribution on the number of institutions having programs in each discipline. Although some ABET Member Societies do not have primary responsibility for a specific program area, they have a demonstrated interest in the accreditation process for certain Commissions or programs 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 \((3\times Neq/20)\), rounded to the nearest integer, where \(Neq = N + N8 + 0.5*Nint\). \(N\) is the total number of institutions having programs accredited by the Commission as of the
preceding cycle. $N_8$ is the number of institutions with eight or more accredited programs by the Commission in the preceding cycle. $N_{int}$ is the number of institutions outside the United States with accredited programs by the Commission as of the preceding cycle. The calculated total number of Commissioners includes representatives from Lead Societies, and Cooperating Societies, and Board-designated Commissioners as discussed below, and does not include Commission Officers, Executive Committee members, Public Commissioners, or the Board Liaison to the Commission.

b. In addition to the Commission Officers, Commission Executive Committee members, the Public Commissioner, and the Board Liaison, each Commission shall be composed of representatives from Lead Societies, Cooperating Societies, and other societies specified by the ABET Board in Section Two (B)(4)(d)(i-iv). Each Lead Society, Cooperating Society that is not also a Lead Society on the Commission, and Board-specified society shall be entitled to at least one Commissioner.

c. The distribution of the remaining Commissioners shall be allocated to the Lead Societies in proportion to the number of institutions for which each Lead Society has programs accredited by that Commission. In situations where meeting the required minimum of one Commissioner per Lead Society, Cooperating Society, and Board-specified society results in a total that exceeds the authorized total calculated in Section Two (B)(4)(a), the higher total will prevail.

d. The ABET Board may specify Commission Membership for other societies who are neither Lead nor Cooperating Societies. This specification, as outlined below, may be for reasons of equity, balance, history, or other such purpose.

i. ASAC – The Board has designated one position for NCEES.

ii. CAC – There are no Board-designated positions.

iii. EAC - The Board has designated one position each for NCEES, and NSPE.

iv. TAC – The Board has designated one position each for NCEES, and NSPE.
e. After the annual accreditation actions have been determined, the number and distribution of authorized positions for each Commission shall be calculated to provide appropriate guidance to the Nominating Committees and societies. Nominations submitted to the Board shall incorporate any resulting changes for the upcoming cycle.

f. No Commissioner representing a society shall be removed as a result of the Commissioner’s society losing an authorized position by virtue of the annual calculation described in the preceding section. In such instances, the sitting Commissioner may be re-nominated up to the limit of five complete annual terms as specified in section 2.G.4. At that time, the seat will be vacated.

g. In the event that a Lead, Cooperating, or Board-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.

h. Approval of a Member or Associate Member Society’s participation on a Commission and designation of Lead or Cooperating Society status shall be made by the Board. The Board may change the size of a Commission or a Commission’s Executive Committee as conditions warrant.

5. The Public Commissioner shall be a voting member of the Commission to which he or she is appointed with all the rights, privileges, and responsibilities thereby implied, with the exception that the Public Commissioner may participate on visiting teams as an observer but may not serve as a Program Evaluator or Team Chair. The Public Commissioner is also a voting member of the Commission Executive Committee.

6. The Board Liaison is appointed to provide close liaison between the ABET Board and the Commission, and serves as an ex-officio, non-voting member of both the Commission and the Executive Committee of the Commission.

7. No overlapping memberships or alternate memberships of individuals shall exist between the Commissions and the Board except for ex-officio, non-voting appointments.
C. Officers of the Commissions:

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

9. 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:

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

11. All members of the Executive Committee are voting members with the exception of the Board Liaison.

12. Members of the Executive Committee are considered to be representatives of ABET, rather than of the societies to which they belong.

13. The number of Members-at-Large is a function of the Commission workload and shall not exceed \((\text{Neq}/40) - 2\), rounded to the nearest integer and with a minimum of three, where \(\text{Neq} = N + N_8 + .05*N_{\text{int}}\). 
   
   \(N\) is the total number of institutions having accredited programs covered by the Commission as of the preceding cycle. 
   
   \(N_8\) is the number of institutions with eight or more accredited programs by
the Commission in the preceding cycle. Nint is the number of institutions outside the United States with accredited programs by the Commission as of the preceding cycle. The number of Members-at-Large shall be calculated each year after the accreditation actions have been determined.

14. The Executive Committee is authorized 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:

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

16. Each Member Society 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.

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

18. The Nominating Committee shall select nominees from the current or recent membership of the Commission for Commission Executive Committee positions. Such nominees should have served at least two years as a Commissioner at the time of nomination. The Nominating Committee shall strive to maintain a reasonable balance between educators and practitioners and among Member Societies in the membership of the Executive Committee.

19. The Nominating Committee of the Board will solicit recommendations and will nominate Public Commissioner candidates in the same manner as that prescribed for the nomination of Public Directors of the ABET Board.
20. The Commission Nominating Committee will circulate the slate of nominees for Commission Officers, Commission Executive Committee Members-at-Large, and Commissioners to the current Commission Membership with accompanying biographical information, and the voting Commissioner 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 Commissioner members, the society will be asked to submit an alternate candidate. The final slate of nominees shall be submitted to the ABET Board for appointment.

F. Qualifications:

21. Nominees for Commissioner and Alternate Commissioner shall:

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

   b. Have attended formal Program Evaluator training.

   c. Have had experience as a Program Evaluator on at least three (3) ABET visiting teams. Exceptions to this requirement are permitted only in the case of nominees representing new Member Societies or new curricular areas; in such cases the nominee must have served as an observer on at least two ABET visiting teams.

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

   e. Hold membership in the Member Society they represent.

22. 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 ABET by either training or practice. Further, the Public Commissioner may not hold membership in any Member Society or Associate Member Society.
23. Team Chairs
Successful Team Chairs exhibit the following knowledge, skills, and attitudes (Table 1: Team Chair Competency Model) and are evaluated against these after each assigned program evaluation:
### Table 1: Team Chair Competency Model

<table>
<thead>
<tr>
<th>Desired Competency</th>
<th>Desired Proficiency</th>
<th>Application During Visit</th>
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| Technically Current         | • Possesses credentials for the position  
                               • Fully knowledgeable about accreditation criteria, policies, and procedures      | • Favorably represents the profession through demonstrated competence  
                               • Demonstrates knowledge of and experience in application of accreditation of criteria, policies, and procedures |
| Effective Communicator      | • Understands the importance of clear, timely communications with all parties involved in the accreditation process  
                               • Able to clearly and tactfully communicate criterion-centered statements of finding and observation both orally and in written form  
                               • Knowledgeable about standards for draft and final statement content and organization | • Keeps the institution, the program evaluators, and ABET informed before, during, and after the visit  
                               • Interacts with institutional personnel to gain understanding of institutional context  
                               • Writes clear, succinct, criterion-centered statements of finding conforming to the timelines, formats and standards established by ABET and the relevant commission  
                               • Effectively communicates suggestions for continuous improvement |
| Good Team Manager           | • Able to build team cohesion and effectively manage team meetings and activities  
                               • Able to bring the team to consensus, exhibiting skill in finding common ground and fostering cooperation  
                               • Able to diplomatically manage an effective exit interview | • Effectively manages interactions with and between team members  
                               • Identifies issues contributing to difference of opinion and guides the team in resolution of these issues  
                               • Manages the exit interview diplomatically so that it proceeds at an orderly pace and is conducted in the requisite time frame |
| Professional                | • Exhibits professional appearance and demeanor  
                               • Adheres to the highest standards of professional ethics and integrity  
                               • Committed to contributing to the accreditation process, adding value | • Demonstrates respect for the institution, all institutional personnel, and the program evaluators  
                               • Applies the relevant criteria with appropriate professional judgment  
                               • Effectively communicates constructive suggestions for continuous improvement  
                               • Upholds ABET’s Code of Conduct |
| Organized and Responsive    | • Focuses on meeting deadlines and communicating with all parties in a timely manner (pre-visit, during the visit, and post-visit)  
                               • Acts effectively in managing visit logistics | • Makes visit arrangements well in advance of the visit  
                               • Manages team activities so that the evaluation proceeds in an orderly manner  
                               • Completes and submits all required forms, draft and final statements in a timely manner |
<table>
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<th>Leadership</th>
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<td>• Takes responsibility, facilitating constructive discussion and</td>
<td>• Fosters an environment in which team members</td>
</tr>
<tr>
<td>fostering closure</td>
<td>can speak freely, demonstrating respect for team</td>
</tr>
<tr>
<td>• Exhibits adaptability and sound judgment</td>
<td>members</td>
</tr>
<tr>
<td>• Fosters a team environment that is cohesive and well organized</td>
<td>• Provides support for team members</td>
</tr>
<tr>
<td>• Builds trust within the team and between the team and the</td>
<td>and establishes appropriate ground rules; helps</td>
</tr>
<tr>
<td>institution</td>
<td>team members to succeed</td>
</tr>
<tr>
<td>• Fosters an environment in which team members can speak freely,</td>
<td>• Maintains an open mind but guides</td>
</tr>
<tr>
<td>demonstrating respect for team members</td>
<td>team deliberations so as to establish a</td>
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<td></td>
<td>decision-making process that</td>
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<td>effectively deals with differences of</td>
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24. Program Evaluators

Prospective program evaluators must meet the following minimum qualifications.

   a. Demonstrated interest in improving education

   b. Member of one or more specified professional societies or willing to become a member prior to applying for PEV

   c. Formal education and recognized distinction in their field

   d. Degree Appropriate to the field

   e. Experience with accreditation processes and/or quality improvement processes

   f. Additional Guidelines for Program Evaluators assigned to non-domestic visits:
      i. Service as a program evaluator on at least four domestic ABET visits
      ii. Consistent record of meeting program evaluator performance expectations
      iii. Service as a program evaluator or team chair on at least one ABET visit in the last two years.

   g. Has internet and e-mail access and is proficient in using word processing programs (compatible with Word), spreadsheets and PDF files

   h. Other minimum qualifications – to be added by Professional Societies (e.g. PE license)
Successful Program Evaluators exhibit the following knowledge, skills, and attitudes (Table 2: PEV Competency Model) and are evaluated against these after each assigned program evaluation:

**Table 2: PEV Competency Model**

<table>
<thead>
<tr>
<th>Desired Competency</th>
<th>Desired Proficiency</th>
<th>Application During Visit</th>
</tr>
</thead>
</table>
| **Technically Current** | • Demonstrates required technical credentials for the position  
                          • Engaged in lifelong learning and current in their field | • Able to apply technical knowledge to ascertain the level of conformance to program accreditation requirements  
                          • Remains current in accreditation procedures and requirements |
| **Effective Communicator** | • Easily conducts face to face interviews  
                        • Writes clearly and succinctly  
                        • Presents focused, concise oral briefings | • Interviews personnel to understand program operations  
                          • Writes succinct, criterion-centered statements of program strengths & weaknesses  
                          • Develops succinct findings for exit interview  
                          • Keeps Team Chair informed prior to and during the visit |
| **Interpersonally Skilled** | • Friendly and sets others at ease  
                           • Listens and places input into context  
                           • Open minded and avoids personal bias  
                           • Forthright – doesn’t hold back what needs to be said  
                           • Adept at pointing out strengths & weaknesses in non-confrontational manner | • Interviews and readily obtains input from faculty, administration, industry advisors & students  
                          • Evaluates program against criteria within the context of the institution  
                          • Evaluates and constructively conveys program strengths and weaknesses |
| **Team Oriented** | • Readily accepts input from team members  
                      • Works with team members to reach consensus  
                      • Values team success over personal success | • Compares program findings with those of other visitation team members to improve consistency  
                          • Looks for and listens to common issues across programs  
                          • Assists other team members as needed during the visit |
| Professional | • Conveys professional appearance and demeanor  
• Is committed to contributing and adding value to the evaluation process  
• Considered a person with high integrity and ethical standards | • Represents ABET and responsible technical society as a practicing professional  
• Willing to make observations to stimulate innovation and further the program’s efforts toward continuous improvement  
• Shows professional respect for institution faculty and staff  
• Upholds ABET code of conduct at all times |
|---|---|
| Organized | • Is focused on meeting deadlines  
• Focuses on critical issues and avoids minutia  
• Displays take-charge initiative  
• Takes responsibility and works under minimum supervision | • Formulates preliminary program strengths  
• and weakness assessment based upon review of materials supplied prior to the visit  
• Focuses on critical findings, effectively cites supportive observations, relates to appropriate criteria and suggests possible avenues to resolution  
• Submits high quality documentation to Team Chair on time  
• Makes difficult recommendations when appropriate |

**G. Appointments and Terms:**

1. All Commissioners, Alternate Commissioners, Commission Executive Committee Members-at-Large, the Public Commissioner, and Officers, except for the Past Chair, shall be elected annually by the ABET Board for a term of one year.

2. The Chair shall automatically succeed to the office of Past Chair for a term of one year.

3. The ABET President-Elect shall appoint one member of the ABET Board to serve a two-year term as Board Liaison for each Commission, when positions are anticipated to become vacant. The appointment shall coincide with the cycle for Board membership.
4. Commissioners shall serve no more than five complete consecutive annual terms on any individual Commission. After the final term, and after a suitable interval not shorter than one year, a person may be re-nominated to serve on the same Commission. At any point, and with no interval, a person may be nominated to serve on a second Commission for up to five additional annual terms.

5. The Public Commissioner shall serve no more than five complete annual terms.

6. Commission Executive Committee Members-at-Large shall serve no more than three complete terms as Members-at-Large. This service is independent of the Commission term limit.

7. A person shall serve no more than one term as Chair of the Commission.

8. All terms begin at the close of the Summer Commission Meeting following approval by the ABET Board, and end at the close of the following Summer Commission Meeting.

9. 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 a full, duly elected term.

H. Standing Committees:

25. Nominating Committee:

a. Each Commission shall have a five-member Nominating Committee consisting of the Commission’s Past Chair, Chair, Chair-Elect, Board 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.

26. 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 program-specific Criteria from the respective Lead Societies, which are expected to have considered any Cooperating Society recommendations with their own.

e. The Criteria Committee will review the general and program-specific Criteria and propose revisions to the Criteria as needed and carry out other activities as assigned by the Commission Chair.

27. 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 shall be responsible for the preparation of Program Evaluator and Team Chair training materials (exclusive of program-specific content) and carry out other activities as assigned by the Commission Chair.

e. The respective Lead Societies shall be responsible for training Program Evaluators based on the above training materials, augmented by program-specific content prepared in consultation with any Cooperating Societies.

28. 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 members of the Consistency Committee.

d. The Consistency Committee shall be responsible for reviewing the accreditation actions determined by the Commission at its summer 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.

I. Other Committees:

29. Each Commission may establish other Committees at the discretion of the Commission Chair.

30. The Chair shall provide a charge for each Committee and appoint a Committee Chair and members as required.

SECTION THREE: Accreditation Council

A. Purpose:

The Accreditation Council shall evaluate and implement alternatives to improve the effectiveness, efficiency, and uniformity of the ABET accreditation process.

B. Membership:

The membership of the Accreditation Council shall consist of a Chair appointed by the President of ABET; and the Chairs, Past Chairs, and Chairs-Elect of each of the Accreditation Commissions; and the Chair of the International Activities Council.

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 as common across the Commissions. The Council shall make recommendations to the Board, as appropriate, on issues requiring Board 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 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 Program Evaluators and Commission Members.
   
   b. The Accreditation Council Training Committee shall consist of the Chair of each Commission’s Training Committee, four at-large representatives from the ABET member societies, plus the Chair of Accreditation Council Training Committee. The four at-large society representatives will be appointed based on the number of accredited programs; large, medium, and small and insure that all commissions are represented. The at-large representative term will be two years.
   
   c. The Chair of the Accreditation Council shall appoint the Chair of the Accreditation Council Training Committee.

SECTION FOUR: Training

A. Requirements:

1. Training is required for all ABET Volunteers. This training will ensure that all members of decision makers are knowledgeable about ABET policies, procedures, and Accreditation Criteria.
   
   a. ABET, through the Accreditation Council, will provide training for all Program Evaluators with respect to the general criteria,
policies, and procedures. ABET, through Accreditation Council, will provide guidance on the training process to Lead Societies who provide training for Program Evaluators with respect to program criteria.

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

2. Training Committee: This Committee has responsibility for the preparation of training materials and the development and presentation of training programs 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. ABET Headquarters shall be responsible for those tasks not explicitly assigned to the Training Committee.

B. Accreditation Training

4. Responsibilities of Commission Training Committees: Each Commission is responsible for the training of new Commissioners and Alternate Commissioners.

5. Supplemental Training Materials: In the case of training for Program Evaluators, approved training materials may be supplemented with discipline-specific materials provided by the appropriate Commission.

6. Training Facilitators: Competency Model, Roles, and Responsibilities for PEV Training Facilitators

   a. Purposes of Training Facilitator Competency Model
      i. Serves as a tool for ABET member societies in their nomination and orientation process of trainers (who support facilitators)
      ii. Sets expectations for trainers 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
   • Holds overall responsibility for managing the flow and timing of training
   • Establishes an engaging but welcoming learning environment for participants to practice and experiment

ii. Co-Lead Facilitator
   • Supports lead facilitator in his/her responsibilities
   • Ensures support facilitators are working well with participants and in sync with overall training objectives
   • Shadows lead facilitator

iii. Support Facilitator
   • Holds responsibility for the learning of the assigned visit simulation group
   • Uses experience as a Team Chair to assist in the learning of participants
   • Manages a small group of PEV candidates

c. Minimum Qualifications and Requirements
A candidate for facilitator training must meet the following minimum qualifications prior to attending training.

i. Lead Facilitator
   • Must have previously served as a Support Facilitator
   • 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)
   • Must be an experienced Team Chair

iii. Support Facilitator
• Must be an experienced Team Chair (The design of the new training requires the content expertise of participating Team Chairs.)

d. Additional Preferred Qualifications and Requirements for Support Facilitator
   i. Has served as a Mentor to a PEV
   ii. Has experience in leading groups of adult learners

e. Assignment Process
   i. Those interested in being a trainer for the PAVE-PEV training must first observe a face-to-face PEV Training session and then attend the Train-the-Trainer program.

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

   iii. Candidates will be given feedback during and after training by their peers and Lead facilitators on how well they demonstrate the competencies to model what will be expected of them as trainers in working with PEVs during PEV training.
### Table 3: PEV Training Facilitator Competency Model

<table>
<thead>
<tr>
<th>Desired Competency</th>
<th>Demonstrated Proficiency (in other areas of life/work or as a facilitator if currently a trainer)</th>
<th>Application as a Facilitator</th>
</tr>
</thead>
</table>
| Technically Current/Capable open to Learning | • Engaged in life-long learning  
• Picks up on the need to change personal and interpersonal behavior quickly  
• Seeks feedback  
• Picks up on verbal and non-verbal cues regarding their impact on others and adjusts | • Shares personal successes and failures to enhance participant learning  
• Applies experience as a PEV and as a Team Chair to facilitate excellent learning and experience for participants  
• Remains current in and shows an ability to apply knowledge of outcomes-based accreditation as well as accreditation procedures and requirements to the learning experience |
| Capable of Creating an Environment for Learning | • Creates a positive and safe atmosphere for participants to experiment to enhance personal learning  
• Expresses thoughts, feelings, and ideas in a clear, concise, and compelling manner  
• Adjusts style to engage participants  
• Assesses learning needs and adjusts as necessary  
• Additional for Lead Facilitators:  
• Manages the front of the room – has an engaging | • Demonstrates a style that values different learning styles (visual, experiential, auditory) as well as backgrounds and experience (industry vs. academia)  
• Brings personal background and experience as a PEV and as a Team Chair with Draft Statements, onsite experiences, etc., that contribute to participant understanding  
• Makes appropriate judgments that represent ABET and member societies well  
• Demonstrates competence in delivering experiential learning  
• Additional for Lead Facilitators:  
• |
<table>
<thead>
<tr>
<th>Desired Competency</th>
<th>Demonstrated Proficiency (in other areas of life/work or as a facilitator if currently a trainer)</th>
<th>Application as a Facilitator</th>
</tr>
</thead>
</table>
|                   | • presentation style and platform skills  
                   • Promotes a successful experience in training and facilitating experiential adult learning  
                   • Promotes a successful experience in leading other trainers | • Demonstrates an ability to lead Support Facilitators  
                   • Treats facilitators as valued members of the training team  
                   • Intervenes as necessary to ensure facilitators are fully contributing members of the training team, enhancing the learning of participants |
<table>
<thead>
<tr>
<th>Desired Competency</th>
<th>Demonstrated Proficiency (in other areas of life/work or as a facilitator if currently a trainer)</th>
<th>Application as a Facilitator</th>
</tr>
</thead>
</table>
| Interpersonally Skilled | • Builds trust  
• Listens and places input into context  
• Maintains an open mind and avoids personal bias  
• Finds common ground and gets cooperation easily  
• Diffuses high tension situations  
• Displays culturally sensitivity  
• Communicates well | • Provides constructive feedback to participants to assist in their learning  
• Deals tactfully with participants who don’t complete training requirements  
• Makes an objective evaluation of a participant’s potential as a PEV  
• Communicates effectively concerns to individuals and/or appropriate parties |
| Team-Oriented | • Fosters open dialogue  
• Invites and builds on the ideas and input of others  
• Acknowledges and celebrates team accomplishments  
• Readily accepts input from colleagues  
• Works with colleagues to reach consensus  
• Values team success over personal success | • Works effectively with other facilitators, society liaisons, volunteers, and ABET staff  
• Encourages and models teamwork for participants in training  
• Focuses on the “greater good” of ALL member societies  
• Displays the capability of working with a diverse set of participants across societies and backgrounds |
### Professional
- Conveys professional appearance and demeanor
- Displays a commitment to contributing and adding value to the training process
- Is perceived as a person with high integrity and ethical standards
- Represents ABET and member society well
- Stimulates learning and continuous improvement in participants
- Shows professional respect for participants, member society liaisons/volunteers, and ABET staff
- Upholds ABET Code of Conduct at all times

### Organized
- Focuses on critical issues and avoids minutia
- Takes responsibility and works under minimum supervision
- Additional for Lead Facilitator:
  - Manages capably training logistics
- Meets all training deadlines
- Takes responsibility to thoroughly prepare prior to training
- Communicates in a responsive and timely manner to all involved parties
- Additional for Lead Facilitator:
  - Manages entire training process from beginning to end, including integrating the support facilitators into the process
  - Ensures that the training experience runs smoothly

### Board Orientation:
Board members are required to participate in New Board Member Orientation prior to assuming a seat on the Board.
SECTION FIVE: Board Officers

A. President

1. Duties and Responsibilities

   a. The President is the chief elected officer of ABET. The President chairs all meetings of the ABET Board Directors and the ABET Executive Committee, and serves as an ex-officio, non-voting member of all other ABET committees, except for the Nominating Committee.

   b. The President is responsible for the conduct of the business of the Board of Directors and the Executive Committee. The ABET Board establishes the vision and direction for the organization, and oversees the implementation of ABET’s Strategic Plan. It approves changes to the ABET Constitution, Bylaws, Rules of Procedure and accreditation criteria. It adopts policies and approves programs and initiatives to support its Vision, Mission and Strategic Plan. The Board reviews and approves accreditation criteria and decides appeals of accreditation decisions. It also elects its officers, and approves the annual budget and fees, the assessment formula, and financial policies.

   c. The President oversees that the Constitution, the Bylaws, and the Rules of Procedure are observed by the officers and members of the Board of Directors and that directives of the Board are executed. The President is responsible for appointing committee and council members when their posts become vacant during his/her tenure in office or when new committees or task groups are created.

   d. The President-Elect ascends to the office of President upon completion of the current term or in the event that the President is unable to perform the duties of the President. The President-Elect also provides general assistance to the President, as assigned. The President-Elect appoints those committee members that will serve during his/her tenure. The President-Elect chairs the Annual Meeting Planning Committee.

   e. The Past President provides general assistance to the President as assigned and chairs the ABET Nominating Committee and the ABET Awards Committee, and serves on the Public Member Committee.
f. The President, President-Elect, and Past President all serve on the Executive Committee and the Executive Review Committee.

2. Expectations:
ABET expects that the President, President-Elect, and Past President will:

a. Act in the best interests of ABET;

b. Attend two ABET Board meetings, three Executive Committee meetings per year, and additional leadership and committee meetings as required; the President-Elect will attend at least one Finance Committee meeting as an observer.

c. Attend Commission and Commission Executive Committees as required;

d. Be informed about the affairs of ABET by reading all informational material provided;

e. Be informed about issues facing ABET and provide input to the strategy-making process;

f. Recommend to the Board such actions as he or she deems to be in the best interest of ABET;

g. Communicate Board directives to the public, member societies and institutions;

h. Work in concert with the Executive Director and review his or her performance.

3. Qualities:
In order to effectively perform the duties and responsibilities of an ABET President, ABET expects that all presidential candidates will:

a. Possess good interpersonal skills, be able to conduct Board activities in an objective and professional manner, and work effectively on a team of individuals possessing diverse experience, perspectives, and personalities;

b. Handle confidential information in a prudent manner; and abide by the ABET Code of Conduct and Conflict of Interest Policy;
c. Possess good oral communication skills, and be able to present points of view in a public setting in a concise and effective manner;

d. Be prompt in discharge of duties and tasks and be conscientious in meeting established deadlines;

e. Make reasonable inquiry when the need to do so is indicated, and objectively use the information received.

4. Qualifications:
   a. Proven leadership skills.

   b. Integrity of action in business, association, and personal activity.

   c. Proven ability to place the interests of ABET above personal and member society’s concerns.

   d. Proven ability to see the big picture, focus on strategic direction, and not try to micromanage the association.

   e. Proven willingness and ability to express opinion and to engage constructively in discussion and debate.

   f. Past or present Directors are eligible to be nominated as President-Elect.

   g. Members of the Nominating Committee are ineligible for selection as candidates for President-Elect.

   h. The candidate must have substantial experience in a disciplinary area served by ABET and a demonstrated interest in an educational program of interest to ABET such as applied science, computing, engineering, technology, and other such disciplines as may be appropriate.

   i. The President, President-Elect, and Past President must have access to email and the Internet.

   j. Presidential positions are each for one year. The President and President-Elect are not eligible for immediate re-election to the same office at the expiration of their current term.
B. Treasurer

5. Duties and Responsibilities:
   a. The treasurer is the elected financial position in ABET and is accountable to the ABET Board of Directors. The Treasurer serves as chair and voting member of the ABET Finance Committee. The Treasurer also serves as a voting member of the ABET Board of Directors, the Executive Committee, and Executive Review Committee.

b. The Treasurer shall provide general fiscal oversight on behalf of the Board of Directors. The Treasurer, in cooperation with the Finance Committee, Executive Director, and Chief Financial Officer will make recommendations regarding the annual budget and fees, the assessment formula, future projections, and financial policies. The Treasurer also will provide guidance to the ABET Board of Directors in establishing ABET’s financial goals and objectives. The Treasurer will annually review IRS Form 990, and ensure that appropriate financial reports are made available to the ABET Board of Directors. The Treasurer will notify the Executive Committee of any ABET Member of Associate Member Society in arrears as provided in the Bylaws.

c. The Treasurer shall authorize ABET’s banking and investment relationships within established financial policies and guidelines.

d. The Treasurer is not a member of the Audit Committee; however, the Treasurer, the Executive Director, and the Chief Financial Officer shall support the audit process, and provide policies, operational procedures, data and other information as may be requested by the auditors and the Audit Committee.

6. Expectations:
   ABET expects that the Treasurer will:
   a. Act in the best interest of ABET;

   b. Attend ABET Board meetings, Executive Committee meetings, Finance Committee and additional leadership meetings as required.

   c. Be informed about the affairs of ABET by reading all informational material provided;
d. Be informed about issues facing ABET and provide input to the strategy-making process;

e. Recommend to the Board such actions as he or she deems to be in the best interest of ABET;

f. Communicate Board directives to the public, member societies and institutions;

g. Act as an advisor to the Executive Director and Chief Financial Officer in all fiscal matters;

h. Work in concert with the Executive Director and review his or her performance.

7. Qualities:
   In order to effectively perform the duties and responsibilities of an ABET Treasurer, ABET expects that all Treasurer candidates will:
   a. Possess good interpersonal skills, be able to conduct financial activities in an objective and professional manner, and work effectively on a team of individuals possessing diverse experience, perspectives, and personalities;

   b. Handle confidential information in a prudent manner; and abide by the ABET Code of Conduct and Conflict of Interest Policy;

   c. Possess good oral communication skills, and be able to present complex financial issues in a public setting in a informative and effective manner;

   d. Be prompt in discharge of duties and tasks and be conscientious in meeting established deadlines;

   e. Make reasonable inquiry when the need to do so is indicated, and objectively use the information received.

8. Qualifications:
   a. Integrity of action in business, association, personal activity.

   b. Proven ability to place the interests of ABET above personal and member society’s concerns.
c. Past or present Directors who have served on the ABET Board of Directors within the last 3 years are eligible to be nominated as Treasurer. In accordance with the Bylaws, Associate Member Directors, and Public Directors are not eligible to serve as Treasurer. Members of the Audit Committee are not eligible to serve concurrently as Treasurer. Members of the Nominating Committee are ineligible for selection as candidates for Treasurer.

d. The candidate must have an understanding of financial accounting for organizations.

e. Prior financial experience relative to budgets and operations and is financially literate. Prior experience on the ABET Finance or Audit Committee is required.

f. The Treasurer must have access to email and the Internet.

g. The Treasurer position is for a two year term. The Treasurer is eligible for immediate re-election to the same office at the expiration of the current term, and is limited to serving three complete, consecutive terms. Upon assumption of office, the Treasurer will no longer represent his/her society on the Board of Directors.

C. Secretary:
   9. Duties and Responsibilities
   a. The Secretary shall have the responsibility for the records of ABET and assists the President with meeting protocol as parliamentarian. The Secretary serves as a voting member of the ABET Board of Directors and Executive Committee, and is accountable to the ABET Board of Directors.

   b. The Secretary shall attend all meetings of the Board and Executive Committee. He/she shall be responsible for the preparation of the minutes of these meetings and recommended approval to the ABET Board of Directors. The Secretary will provide notice of meetings of the Board when such notice is required and determine if there is a quorum to conduct ABET business. He/she will ensure that accurate and sufficient documentation exists to meet legal requirements.
c. The Secretary will provide guidance to the ABET Board of Directors on ABET governance and operational documents. He/she will ensure that governing documents are in compliance with all applicable laws, rules, and regulations.

d. As noted in the Bylaws, Section Eight, the Executive Directors perform the functions of Assistant Secretary, and is custodian of the records for ABET, including the minutes.

10. Expectations:
ABET expects that the Secretary will:

a. Act in the best interest of ABET;

b. Attend ABET Board meetings, Executive Committee meetings, and additional leadership and committee meetings as required.

c. Be informed about the affairs of ABET by reading all informational material provided;

d. Be informed about issues facing ABET and provide input to the strategy-making process;

e. Recommend to the ABET Board such actions he or she deems to be in the best interest of ABET;

11. Qualities:
In order to effectively perform the duties and responsibilities of an ABET Secretary, ABET expects that all Secretary candidates will:

a. Possess good interpersonal skills, be able to conduct activities in an objective and professional manner, and work effectively on a team of individuals possessing diverse experience, perspectives, and personalities;

b. Handle confidential information in a prudent manner; and abide by the ABET Code of Conduct and Conflict of Interest Policy;

c. Possess good oral communication skills, and be able to present policy issues in a public setting in a informative and effective manner;

d. Be prompt in discharge of duties and tasks and be conscientious in meeting established deadlines;
e. Make reasonable inquiry when the need to do so is indicated, and objectively use the information received.

12. Qualifications:
   a. Integrity of action in business, association, and personal activity.

   b. Proven ability to place the interests of ABET above personal and member society’s concerns.

   c. Past or present Directors are eligible to be nominated as Secretary. In accordance with the Bylaws, Associate Member Directors, and Public Directors are not eligible to serve Secretary. Members of the Nominating Committee are ineligible for selection as candidates for Secretary.

   d. The candidate must have an understanding of good governance principles for organizations.

   e. Working knowledge of ABET Constitution, bylaws, Rules of Procedure, and the processes under which these are formed. Working knowledge of ABET and its Vision, Mission, structure and goals.

   f. Knowledgeable in the use and application of Keesey’s “Modern Parliamentary Procedure.”

   g. The Secretary must have access to email and the Internet.

   h. The Secretary position is for a one year term. The Secretary is eligible for immediate re-election to the same office at the expiration of the current term, and is limited to serving two complete, consecutive terms. Upon assumption of office, the Secretary will no longer represent his/her society on the Board of Directors.
SECTION SIX: Board of Directors

A. Duties and Responsibilities:
   The primary duty of an ABET Board Director is to serve as a member of the
   ABET Board of Directors, the governing body of ABET. In performance of
   this function, directors are expected to deliberate and act during a
   Committee of the Whole by consensus (usually a majority vote) during a
   properly called and noticed meeting with a quorum present. There are two
   types of Directors: society-appointed and public representatives.

   The ABET Board establishes the vision and direction for the organization,
   and oversees the implementation of ABET’s Strategic Plan. It approves
   changes to the ABET Constitution, Bylaws, Rules of Procedure and
   accreditation criteria. It adopts policies and approves programs and
   initiatives to support its Vision, Mission and Strategic Plan. The Board
   reviews and approves accreditation criteria and decides appeals of
   accreditation decisions. It also elects its officers, and approves the annual
   budget and fees, the assessment formula, and financial policies.

B. Expectations:
   ABET expects that all members of the ABET Board will:
   1. Act in the best interests of ABET;
   2. Attend two ABET Board meetings per year; if unable, secure an
      approved alternate;
   3. Be informed about the affairs of ABET by attending the ABET Annual
      Meeting and by reading all informational material provided with
      board meeting agendas and relevant ABET literature;
   4. Be informed about issues facing ABET and provide input to the
      strategy-making process;
   5. Provide the major communication link between ABET and the
      leadership of the society he/she represents;
   6. Serve on committees and task groups as requested by ABET
      President.
C. Qualities:
In order to effectively perform the duties and responsibilities of an ABET Director, ABET expects that all directors 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 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 ABET 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.

D. Qualifications:

1. A Representative Director is selected and appointed by a Member Society. The individual must have substantial experience in a disciplinary area served by ABET and a demonstrated interest in an educational program of interest to ABET such as applied science, computing, engineering, technology, and other such disciplines as may be appropriate. It is also recommended that the appointees be currently active in the appointing Member Society.

2. Public Representative Director is elected by the ABET Board of Directors. The individual shall be a person of trust and responsibility in his or her community and not affiliated by training or practice with the disciplines of interest to ABET. Public Directors shall not hold membership in any of the societies that are Members or Associate Members of ABET.

3. All directors must have access to email and the Internet.

4. While not required, experience as an accreditation evaluator or commissioner is an asset for any director.
SECTION SEVEN: Conduct of Board, Board Committee and Commission Meetings

A. Meetings:
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 Maryland. 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 Maryland.

B. Schedule:
1. Board of Directors: The Board of Directors shall hold an annual meeting in conjunction with the ABET Annual Meeting. The Board shall also meet at least once between ABET Annual Meetings.

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

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

C. Observers:
1. Board of Directors: Observers to the Board of Directors meetings shall be approved by the President and may have the privilege of the floor for discussion at meetings of the Board, but shall not be entitled to vote. Observers must sign a confidentiality agreement.

2. Board Committees: At the discretion of the President, observers to the Board of Directors may observe Board Committee meetings. At the discretion of the Committee Chair, they may have the privilege of the floor for discussion, but shall not be entitled to vote.

3. Commissions: Observers to the Commission meetings shall be approved by the Commission Chair to observe meetings of the Accreditation Commissions. Observers must sign a confidentiality agreement.
D. Expenses:
   1. Reasonable and proper expenses incurred on authorized ABET business will be reimbursed to the traveler. Travel on ABET’s behalf requires the prior approval of the appointing ABET Officer, Committee Chair, or Council Chair. All travel must receive prior written authorization.
   2. Expenses incurred by Member Directors to attend meetings of the Board of Directors are not reimbursable by ABET.
   3. All personal expense requests shall be documented with original receipts, plane tickets, car rental agreements, invoices, hotel bills, or similar documents.
   4. Permission to schedule meetings and incur meeting costs must receive prior authorization.

E. Minutes:
   1. Board of Directors: The Executive Director of ABET shall be responsible for the minutes of the Board meetings.
   2. Committees: The Chair of each Committee of ABET shall be responsible for the minutes of Committee meetings.
   3. Commissions: The Chair of each Accreditation Commission shall be responsible for the minutes of Commission meetings.
   4. Minutes should include the date and location of the meeting, the names of attendees, and the motions made.

F. Rules of Order:
The ABET Board, each Commission, Council, and Committee thereof will establish its rules of order for the conduct of each meetings, in accordance with the laws of the state of incorporation.
SECTION EIGHT: Conflict of Interest

A. Policy:

Service as an ABET Director or Alternate Director, Committee member, Commissioner or Alternate Commissioner, Team Chair, Program Evaluator, accreditation consultant, or staff member creates situations that may result in conflicts of interest or questions regarding the objectivity and credibility of the accreditation process. ABET expects these individuals to behave in a professional and ethical manner, to disclose real or perceived conflicts of interest, and to excuse 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, Committee members, Commissioners, Team Chairs, Program Evaluators, consultants, and staff members;

2. Assure fairness and impartiality in decision-making;

3. Disclose real or perceived conflicts of interest; and

4. Act impartially and avoid the appearance of impropriety.

B. Procedure:

1. Individuals representing ABET must not participate in any decision-making capacity if they have or have had a close, active association with a program or institution that is being considered for official action by ABET. Close, active association includes but is not limited to:

   a. Current or past employment as faculty, staff, or consultant by the institution or program;

   b. Current or past discussion or negotiation of employment with the institution or program;

   c. Attendance as student at the institution;

   d. Receipt of an honorary degree from the institution;
e. An institution or program where a close family relative is, or was, a student or employee within the past 10 years; or,

f. An unpaid official relationship within the past 10 years with an institution, e.g. membership on the institution’s governing Board or advisory Board.

2. Members of the ABET Board of Directors and staff members may observe an accreditation visit, but they are not eligible to serve as Program Evaluators or Team Chairs. Commissioners are not eligible to serve concurrently on the Board of Directors; nor are ABET Directors eligible to serve on an ABET Commission. Commissioners, when seated as Alternate Directors, must recuse themselves on all issues relating to the Commission. Board Liaisons to the Commissions serve as ex-officio, non-voting members of the Commissions.

3. A record of real or perceived conflicts of interest will be maintained for all those involved in the accreditation process. Each member of the Board and the Commissions will be provided with a copy of this record annually for the purpose of updating this record. Each Member Society will be provided with a copy of this record annually for the purposes of updating or removing Program Evaluators from the approved list. Copies of the conflict of interest records will be provided to the individuals responsible for selection of Team Chairs and Program Evaluators.

4. All individuals representing ABET must sign a conflict of interest and confidentiality statement 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 Commission and Board of Directors meeting.

5. Individuals must absent themselves from any portion of an ABET meeting in which discussions or decisions occur for which they have a real or perceived conflict of interest. Real or perceived conflicts may occur if there is:

   a. A close, active association with a program or institution;

   b. A financial, or personal interest; or

   c. Any reason that the individual cannot render an unbiased decision.
6. The names of individuals who have recused themselves during a meeting for conflicts of interest will be recorded.

SECTION NINE: Code of Conduct

ABET requires that each volunteer and staff member engaged in fulfilling the mission of ABET exhibit the highest standards of professionalism, honesty, and integrity. The services provided by ABET require impartiality, fairness, and equity. All persons involved with ABET 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 ABET 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 ABET, 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 ABET;

7. To report concerns regarding accounting, internal accounting controls or auditing matters without fear of retaliation, subsequently known as ABET’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 ABET 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 ABET volunteers and staff. The ten elements of the Code (numbered 1-10 in Section A) are repeated below followed by specific Guidelines for their interpretation. All ABET 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 ABET 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. Programs shall not receive accreditation that do not meet the Criteria as set forth by the profession through ABET in the areas of applied science, computing, engineering, and technology.

   c. If ABET volunteers or staff members have knowledge of or reason to believe that an accredited program may be non-compliant with the appropriate Criteria, they shall present such information to the ABET Executive Director in writing and shall cooperate with ABET 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 ABET 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 ABET, avoiding real or perceived conflicts of interest whenever possible, disclosing them to affected parties when they do exist.

   a. All those involved in ABET activities shall avoid all known or perceived conflicts of interest when representing ABET 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 program or institution while serving as a Commissioner, Alternate Commissioner, or Director. Program evaluators who have or will serve as consultants must disclose this to ABET per the ABET Conflict of Interest Policy and may not participate in any deliberations regarding ABET 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 ABET or between them and the institutions seeking programmatic accreditation.
   
   e. They shall not solicit or accept gratuities, directly or indirectly, from programs under review for accreditation.
   
   f. They shall not solicit or accept any contribution, directly or indirectly, to influence the accreditation decision of programs.

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.

   a. All those involved in ABET 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.
   
   b. They shall not reveal confidential information or findings except as authorized or required by law or court order.
c. They shall only reveal confidential information or findings in their entirety where required to do so and then only with the prior consent of ABET and the institution/programs involved.

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

a. When speaking on behalf of ABET, volunteers and staff are only authorized to reiterate official position, policies and procedures of ABET.

b. All those involved in ABET 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 ABET.

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 ABET’s Whistleblower Policy

a. The Whistleblower Policy is intended to encourage and enable directors, volunteers and ABET 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 ABET 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 ABET 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 ABET Board, 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 ABET volunteer, that individual will be notified and asked to respond to the issues raised as per Sec B.10.c. Subsequently the procedures of Sec B.10 will be followed. If the violation is by an ABET staff member, the Executive Director will be notified, and the procedures in the Staff Operations Handbook 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 B.10. or the Staff Operations Handbook. 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 ABET volunteers and staff shall treat fairly all persons involved in accreditation activities regardless of such factors as race, religion, gender, disability, age, national origin, sexual orientation or political affiliation.

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

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

   b. ABET 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 ABET and shall provide/participate in opportunities for the professional and ethical development of all stakeholders.

10. To support a mechanism for the prompt and fair adjudication of alleged violations of this Code.

    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 ABET volunteers. Alleged violations against
ABET staff shall follow policies and procedures given in the Staff Operations Handbook. 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:

i. Cause of Dismissal, Suspension, or Censure. An ABET 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 ABET Code of Conduct, or
- a material violation of the ABET Constitution, Bylaws, or Rules of Procedures.

ii. Rights and Privileges. No person who has been dismissed as an ABET volunteer and no member who has been suspended shall (during the period of the suspension) be allowed any service as an evaluator or on commissions, committee and Board, at all levels within ABET.

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, ABET is charged with determining whether there has been a material violation of the ABET 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, ABET 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:

**Phase One**

a. Filing Complaints:

a.1. Complaints should be sent to the ABET Executive Director.

a.2. Complaints may be filed by any individual or institution regarding Code of Conduct matters related to ABET activities.

a.3. Complaints must be submitted in writing and signed or they will not be pursued.
a.4. Complaints need to detail the specific aspects of the code of conduct that an ABET 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.

a.5. Complaints received with no evidence submitted will be dismissed.

a.6. 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:

b.1. All actions by the Executive Director will take place within 14 days of receipt of the complaint.

b.2. The Executive Director will destroy all anonymous complaints.

b.3. The Executive Director examines the complaint for the details required in Sec. 10.a. If the complaint does not satisfy the submittal requirements, it will be returned with an indication of what is missing.

b.4. If the complaint meets the requirements of Sec, 10.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:

c.1. 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.

c.2. 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:

   i. That the facts alleged in the complaint, if proven, would constitute a violation of the ABET Code of Conduct, and
   ii. that the facts alleged in the complaint can be proven.

   c.3. If the Audit Committee determines that there is a reasonable basis for believing that 10.c2.i or 10.c2.ii, or both are false, the case will be dismissed.
c.4. If the Audit Committee determines that there is reasonable basis for believing that both 10.c2.i and 10.c2.ii are true, then the volunteer against whom the complaint is filed will be asked to respond to the issues raised in the complaint.

   i. The volunteer(s) will receive the complete complaint against them, including the name of the individual(s) or institution(s) making the complaint.
   ii. The volunteer will have 21 days to respond to the complaint by providing written arguments clarifying or refuting charges in the complaint.

c.5. Within 14 days after receiving the response of the volunteer, the Audit committee will make a final recommendation on the complaint.

   i. If the Audit committee determines that there is a reasonable basis for believing 10.c2.i or 10.c2.ii, or both are false, the case will be dismissed.
   ii. If the Audit committee determines that there is reasonable basis for believing that both 10.c2.i and 10.c2.ii are true, then the complaint will enter Phase Two of the process.
   iii. If the volunteer does not respond, the case will enter Phase Two of the process.

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 ABET 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 ABET Past Presidents.

d. Finding and Recommendation Committee (FRC).

d.1. The Executive Director will communicate with recent ABET Past Presidents available and eligible to serve. Eligibility requires that the individual have no conflict of interest and not be a paid member of ABET staff. The Executive Director will continue contacting ABET 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 ABET Code of Conduct.
d.2. The most recent Past President of the three chosen shall serve as Chair of the FRC.

d.3. 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.

d.4. In no case shall the FRC proceed without all three members present.

d.5. 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.

d.6. 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.

d.7. Within 14 days of the final responses in d.6, the FRC shall render a finding that:

i. No violation of the ABET Code of Conduct was proven and the case is dismissed.

ii. Specific violations of the ABET Code of Conduct have been proven.

d.8. Any finding by the FRC shall require an affirmative vote of two of the three FRC members.

d.9. If the FRC finds that there has been a material violation of the ABET Code of Conduct, it will also recommend specific Sanctions (Sec e).

e. Sanctions

  e.1. 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 ABET’s interests were prejudiced as a result of such conduct, and other factors that the FRC finds relevant in the circumstances of the particular case. The sanctions that may be imposed by the FRC are as follows:

  i. Censure which shall mean an official reprimand. Such reprimand shall be in the form of a letter from the President on behalf of the Executive Committee.
ii. Suspension which shall mean that all activities and roles as well as benefits and privileges associated with being an ABET 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.

iii. Dismissal which shall mean that the individual shall no longer serve as an ABET volunteer nor be eligible to serve in the future.

f. Review

f.1. Within seven days of rendering a decision, the FRC will report its findings and recommended sanctions to the eligible (not recused) Officers of ABET. The report shall also contain, as an appendix all correspondence with the parties to the complaint and the timeline of that correspondence.

f.2. The eligible Officers of ABET will review the process and procedures of the FRC.

i. 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.

ii. 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 ABET.

g. Appeal

g.1. 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 ABET 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 decision, the Executive Director will communicate the decision of the Board to the parties to the complaint.

h. Notifications

h.1. The names of dismissed and suspended volunteers shall be dropped from the volunteer rolls of ABET. 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 TEN: Records Retention

A. Policy:
   It is the policy of ABET 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 program are kept on-site at ABET 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 and annual Yearbooks are retained indefinitely.
C. Substantial Equivalency Records:

1. Self-study reports, visit reports, and final statements to the institution for the most recent visit to the institution are kept on-file at ABET Headquarters.

2. Visit reports and final statements are retained indefinitely.

3. Self-studies are retained for ten (10) years. Documentation in the form of publications (catalogs, etc.) may be incorporated into the ABET international library (restricted to staff use).

D. Credentials Evaluation Records:

1. Credentials evaluation applications, transcripts, related correspondence, and evaluation reports are retained for three (3) years.

2. Incomplete applications are destroyed after one (1) year.

E. Personnel Records:

1. Separated employee files (ex-employees) including payroll and employment tax records are retained for seven (7) years from date of separation.

2. Employment applications are retained for three (3) years.

3. Benefit plans and pension plans are retained indefinitely.

F. Corporate Records:

1. Board minutes, articles of incorporation, bylaws, business licenses, major contracts, including cooperative agreements with other organizations, grants, leases, and trademarks, are retained indefinitely.

2. Petitions for admission to ABET submitted by professional or technical societies are kept indefinitely.

3. Minor contracts are retained for the life of the agreement plus four (4) years.
4. Insurance policies are retained for the life of the policy plus three (3) years.

5. Construction records and leasehold improvement records are retained indefinitely.

6. Lease payment records are retained for the life of the lease plus four (4) years.

G. Financial Records:

1. Audit reports, chart of accounts, depreciation schedules, annual financial statements, fixed asset purchases records, general ledgers, and tax returns are retained indefinitely.

2. Accounts payable, accounts receivable, expense records, inventory records, loan payment schedules, purchase orders, and sales records are retained for seven (7) years.

3. Bank statements, cancelled checks, loan records (from date of last payment), and electronic payment records are retained for seven (7) years.

SECTION ELEVEN: Chief Elected and Staff Officers of Member Societies and Associate Member Societies

The chief elected Officers and chief staff Officers of Member Societies and Associate Member Societies are encouraged to meet with the ABET Board of Directors, except in closed session, but without vote.
SECTION TWELVE: Financial Policies

FP.01 Budget Preparation

An annual budget shall be prepared by the Finance Committee and submitted to the Executive Committee, who shall review and endorse the budget for submission to the Board of Directors for approval as the formal annual budget which controls the finances of ABET. The ABET fiscal year begins on October 1 and extends through September 30 of the following calendar year.

FP.02 Budget Review

The Executive Director shall direct the ABET staff to prepare monthly statements showing actual income and expenses versus the approved budget. These monthly statements shall be circulated to the Treasurer. Variances in income and expenses, which are judged to be significant by the Executive Director or Treasurer, shall be reported to the Finance and Executive Committees at their next meeting. The report shall be accompanied by an explanatory memorandum, prepared by the ABET staff, noting the nature of the variance and the plan to address the budgetary impact of that variance.

FP.03 Budget Corrections

Any necessary corrections to the approved annual budget are first to be presented to the Finance Committee for approval, then to the Executive Committee for their endorsement, and, finally, to the Board of Directors for ratification.

FP.04 Projected Budget

A five-year projected budget will be maintained and corrected as necessary. This will be the basis for planning future assessments, changes in fees, and other fiscal adjustments, in order to maintain a fiscally sound organization.

FP.05 Budget Format

The annual budget shall be prepared in a chart of accounts by cost center identified with the major activities of ABET, and identifying all significant items of income and expense.
FP.06 Accounting Procedures

ABET will use an activity-based costing model that breaks ABET’s finances into cost centers listed below.

Direct Cost Centers:
1. **Governance:** Activities to be paid for by members and associate members which include Board and committee expenses including meetings, the ABET Annual Report, administration of accords, mutual recognition agreements, memoranda of understanding, the Washington Accord, membership dues and Executive staff compensation and benefits.

2. **Accreditation:** Activities to be paid for by institutions which include direct accreditation visit expenses, report costs, accreditation meeting costs, team training, Accreditation staff salaries and benefits.

3. **Special Projects:** Generally one time activities which include all direct costs for completing the project and indirect costs when appropriate. A decision will be made at initiation of the project as to which cost center will be responsible for the expense.

Indirect Cost Centers (Overhead):
1. **Professional Services:** Intended to be revenue neutral but expenses in excess of revenue will be the shared responsibility of members and the institutions. This cost center’s activities include conducting workshops and symposia, the annual meeting, production costs for newsletters, advertising, other strategic communications expenses and wages and benefits for Professional Services Staff.

2. **Planning and Operations:** Activities to be a shared responsibility of members and institutions which include all professional and contracted services (legal, audit and computer support), office expenses (telephone, mailing, equipment leases, rent, utilities, insurance, financial expenses), and wages and benefits for the Planning and Operations staff.

The expenses in excess of revenue in two of the centers, Professional Services and Planning and Operations, will be charged as overhead to the other centers in proportion to the share of those other centers’ total direct expenses to total expenses for the respective overhead sharing cost centers.

Accounting will be by the accrual method in accordance with GAAP (Generally Accepted Accounting Principles).
**FP.07 Annual Audit**

An annual audit, conducted under the direction of the Audit Committee, shall be carried out by a certified public accountant retained by the ABET Board of Directors. The Treasurer and ABET staff will respond to the audit report as appropriate. Periodically, a management letter report will be required.

**FP.08 Financial Reports**

Financial reports shall be made at monthly intervals by the Chief Financial Officer to the Treasurer and the Officers of ABET showing for each line item, the budget allocation, current status, projected status, authorized changes modified budget allocation, final projected status, deviations from the approved amounts, and documented explanations for changes.

**FP.09 Deposits and Investments Policy**

1. **Purpose**
   
   This Investment Policy Statement (IPS) establishes ABET’s objectives and guidelines for the investment of its liquid assets. The liquid assets are normally the result of accumulated surpluses in ABET’s financial operations as well as revenues collected in advance of delivering services and payment of the associated expenses. ABET’s accumulated surpluses (Reserves) are maintained to facilitate the continuing operation of activities in the event of unusual financial conditions, or to address unbudgeted and extraordinary expenses. ABET’s policy specifies that total Reserves should be maintained at about 40% of annual budgeted expenses.

2. **Investment Objectives**

Liquid asset funds will be separated into 2 accounts: one for Short Term needs, and one for Long Term investments.

The objective of the Short Term Fund is preservation of capital and liquidity. Its risk tolerance shall be considered “Very Conservative.” Short term funds are to be invested in cash equivalents and fixed income securities with maturity horizons of one year or less, per the allowable asset classes shown below.

The objective of the Long Term Fund is capital appreciation, with a time horizon of 1 to 10 years. Its risk tolerance shall be considered “Moderate.” Assets in this fund are to be invested per the allowable list shown below.
3. Roles and Responsibilities

The Finance Committee is authorized by the Board to retain an Investment Advisor to oversee the management of the reserve funds. The Finance Committee shall review the performance of the funds invested by the investment advisor against the expected performance metrics outlined herein, and shall provide the Board of Directors with a summary report annually. The Finance Committee may authorize investments in specific index funds which track the indexes referenced in Section 7 of this policy without counsel from an Investment Advisor. Such index funds shall be listed in Appendix A, attached hereto, which may be amended on recommendation from the Finance Committee by the Board of Directors.

It is the responsibility of the Finance Committee to review and propose changes to this IPS, with final approval from the Board of Directors. The authority for investment discretion and decisions within the guidelines of this policy lies with the Executive Director and the Chief Finance Officer of ABET, in consultation with the Finance Committee.

The Finance Committee shall be provided with monthly and quarterly statements which will include the transactions and performance of the short and long term funds. Where applicable, the Investment Advisor shall also provide recommendations for any changes to the portfolios. The ABET Treasurer shall present an investment performance report at each ABET Board of Directors meeting.

Allowable Investments

Short Term Fund

- Money Market Funds
- Interest bearing accounts in commercial banks insured by the FDIC
- CDs insured by the FDIC
- Treasury Bills
- U.S. Government and Agency Securities

Long Term Fund

- Same as above, plus the following:
- All types of no load Mutual Funds, including REITS
- Exchange Traded Funds, except those using leverage
- Structured Products (Principal Protected Notes only)
• Corporate Notes and Bonds, investment grade or better
• Mutual funds consisting only of the above type securities

4. Investment Limits for Short and Long Term Fund

The market values of cash and securities, as invested in the Short Term Fund, shall not be allowed to fall below the equivalent of 60 days of ABET operating expenses. The market value of the securities, as invested in the Long Term Fund, at the beginning of any fiscal year plus any additional investment made to that fund during that fiscal year shall not exceed the Total Equity less Total Fixed Assets as reported in the ABET Balance Sheet at the beginning of that fiscal year.

5. Prohibited Investments and Transactions

• Individual stocks
• Commodities and Futures Contracts
• Private Placements
• Individual Options
• Short selling
• Margin Transactions
• Any investment options offered by the Investment Advisor or any of its affiliates.

6. Diversification Policy

Diversification across and within asset classes is the primary means by which the Finance Committee expects the Portfolio to avoid undue risk of large losses over long time periods. ABET investments in mutual funds must be managed in accordance with the following guidelines:

• With the exception of fixed income investments explicitly guaranteed by the U.S. government, no single investment security shall represent more than 5% of total Portfolio assets.
• With the exception of passively managed investment vehicles seeking to match the returns on a broadly diversified market index, no single investment pool or investment company (mutual fund) shall comprise more than 20% of total Portfolio assets.
• With respect to fixed income investments, for individual bonds, the minimum average credit quality of these investments shall be investment grade (Standard & Poor's BBB or Moody's Baa or higher).
7. Benchmarks and Target Rates of Return

The Funds shall have a target rate of return, net of fees, equal to the following benchmarks:

- Short Term Fund – per market conditions
- Long Term Fund – Blend of 40% S&P 500 Index, 20% Russell 2000 Index, 10% MSCI World Quality Mix Index and 30% Barclays Aggregate Bond Index

Actual performance of funds under management of an Investment Advisor measured against these metrics shall be reported monthly and quarterly by the Investment Advisor to ABET staff, reported quarterly by ABET staff to the Finance Committee and reviewed annually by the Finance Committee, with the objective of exceeding the above performance metrics over a three year horizon, without increasing investment risk beyond the guidelines provided herein.

8. Asset Allocation Guidelines

**Long Term Fund:**

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Minimum, %</th>
<th>Maximum, %</th>
<th>Target, %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; 0%</td>
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<tr>
<td>Fixed Income</td>
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</tr>
<tr>
<td>Domestic* Large 25%</td>
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<td>15</td>
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<tr>
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<td>10</td>
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<tr>
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<tr>
<td>&lt;Alternatives&gt; 0%</td>
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<td>6</td>
<td>4</td>
</tr>
</tbody>
</table>

*Value and Growth funds. At no time shall either value or growth be greater than 2/3 of any asset class. This is a prescription for a diversified investment fund.

**FP.10 Withdrawals**

All checks or written authorizations for withdrawal must have the signatures of the Executive Director and the Chief Financial Officer. In emergencies, one signature is permissible but must be countersigned within ten (10) days by the originally missing party. Facsimile signatures are authorized if the accounting controls are deemed appropriate by the audit firm.
FP.11 Staff Positions and Compensation

Authorization for the creation of new staff positions rests with the Executive Committee. The Executive Review Committee approves the salary raise pool annually. Changes in benefits as described in the Employee Handbook require approval by the Board of Directors.

1. New Positions: The Executive Director will present a rationale to the Executive Review Committee for the creation of any new staff position. The rationale shall include proposed scope, salary range, benefits, and the impact on budget and financial projections. Upon the Executive Review Committee’s recommendation, the final authorization for the creation of a new staff position, including scope, and salary and benefits range will rest with the Executive Committee.

2. Annual Review: The Executive Review Committee shall formulate policies on the scope of activities of the Executive Director and other senior staff members, review their Employee Performance Evaluation Forms, and approve appropriate changes in salaries and benefits for them. The Executive Director, with input from the appropriate supervisor, will make recommendations on the scope of all other staff positions, and, after review of Employee Performance Evaluation Forms, shall present recommendations on changes in salary and benefits for each position to the Executive Review Committee for their approval.

Benefits: The Executive Director shall present recommendations on any change or addition in benefits beyond what is currently outlined in the Sections on Compensation and Benefits in the ABET Employee Handbook to the Executive Review Committee, and upon their approval to the Executive Committee. All changes in compensation and benefits, which constitute a change from policy outlined in the relevant Sections of the Employee Handbook, shall require approval by the Board of Directors.

FP.12 Authorization of Expenditures

All expenditures of any nature other than payroll and taxes, whether for purchases, contracted services, rent, utilities, travel, or miscellaneous expenses, shall be made only on the basis of written authorization showing the estimated or exact amount signed by the Executive Director who shall certify that such expenditure is within the budget. If such requested expenditure would exceed the annual budget line item, the Executive
Director shall not approve it but shall immediately notify the Treasurer who shall take the appropriate action.

**FP.13 Time Sheets**

All staff members shall file a time sheet stating hours worked so that accountability and cost center control of ABET’s various activities may be maintained, including a record of time for payroll purposes.

**FP.14 Reimbursement for Travel and Travel Expenses**

All reasonable and proper expenses incurred on authorized ABET business will be reimbursed to the traveler. Travel on ABET’s behalf, whether by ABET volunteers or ABET staff, requires the prior approval of the appointing ABET Officer, Committee Chair, or the Executive Director, as appropriate. All meetings must receive prior written authorization. When the nature of a meeting suggests the Executive Director’s spouse or partner should attend, travel costs incurred may be reimbursed at the discretion of the ABET President. The Meeting Authorization Form shall list all individuals who will attend and an estimated budget for meeting and travel expenses. All personal expense requests shall be documented with original receipts, plane tickets, car rental agreements, invoices, hotel bills, or similar documents in accordance with IRS regulations. Lack of such documentation may cause ABET to be unable to honor those expense requests. ABET will maintain a procedures manual for travel and travel related expenses.

**FP.15 Officers’ Attendance at Board and Annual Meetings**

Those Officers of ABET who do not represent their Member Society, and those Commission and Committee Chairs whose presence is requested at the Board of Directors meetings of ABET, shall not be required to pay the Board registration fee, and both their hotel and travel expenses may be reimbursed by ABET. When the nature of the meeting suggests the President’s spouse should attend, travel costs incurred may be reimbursed. Those Officers, Commission, and Committee members of ABET asked to speak or serve on ABET's behalf at the ABET Annual Meeting shall not be required to pay for registration at that meeting and their hotel and travel expenses may be reimbursed by ABET.
FP.16 Fund Balance Goal

ABET shall set a goal for its total reserve fund balance to be a minimum of 40% of the total expenses as reported in the annual statement of support, revenue and expenses.

Reserves are defined as the total unrestricted net assets minus the net investment in the fixed assets other than real estate. The calculation of the value of real estate shall be evaluated according to the Generally Accepted Accounting Principles (GAAP) and reviewed by the auditors.

Further, ABET shall maintain at all times a balance of cash plus short-term investments equal to at least 50% of the total expenses as reported in the annual statement of support, revenue and expenses.

FP.17 Financial Structure

1. Financial Model
   ABET will use an activity-based costing model that breaks ABET’s finances into the cost centers listed below.

   Direct Cost Centers:
   a. Governance: Activities to be paid for by members and associate members.
   b. Accreditation: Activities to be paid for by Institutions.
   c. Special Projects: Generally one time activities. A decision will be made at initiation of the project as to which cost center will be responsible for the expense.

   Indirect Cost Centers (Overhead):
   a. Professional Services: Intended to be revenue neutral but expenses in excess of revenue will be the shared responsibility of members and the institutions.
   b. Planning and Operations: Activities to be a shared responsibility of members and institutions.

   The expenses in excess of revenue in two of the centers, Professional Services and Planning and Operations, will be charged as overhead to the Accreditation and Governance centers in proportion to the share of those other centers’ total direct expenses to total expenses.
Except for the following, accounting will be by the accrual method in accordance with GAAP (Generally Accepted Accounting Principles) for purposes of the Financial Model calculations:

i. The cost of travel and expenses for non-U.S. visits, otherwise booked as accounts receivable in accordance with GAAP, shall be added both to expenses and to revenues for accreditation activities.

ii. The in-kind expense and revenues booked for the volunteer activities in accordance with GAAP shall be eliminated from the accreditation activities.

2. Assessment Models

The Assessment model assigns financial responsibility for direct and overhead expenses for Accreditation to the institutions and Governance to the members.

a. Member Assessments:

Member and Associate Member assessments will pay for expenses associated with Governance a proportionate share of the overhead, and may include a surcharge equal to a percentage no greater than 10% of Governance expenses to build reserves. The finance committee will calculate this each year. Ultimate approval of the Member assessments resides with the Board of Directors.

Directors Fee: The finance committee will set the Director’s Fee such that the sum of Directors Fees will be calculated to be equal to 50% of the total fees paid by members. As per the ABET policy:

- 0-99 programs: 1 Director
- 100-299 programs: 2 Directors
- 300+ programs: 3 Directors
- Associate Members will pay 25% of one Director’s Fee.

Lead Society Fee: The finance committee will set the Lead Society Fee such that the sum of the Lead Society Fees will be calculated to be equal to 50% of the fee paid by members. All members will pay a fee for each program for which they are the lead society but as a minimum at least five (5) to reflect their membership on commissions. Members will not pay a lead society fee for accredited international programs.
b. **Institutional Assessments:**
Institutional Assessments will pay for expenses associated with Accreditation and their proportionate share of the overhead. The finance committee will set visit fees such that fees will pay for costs directly attributable to the cost of accreditation. The maintenance fees will be set in aggregate to pay all other direct accreditation expenses, the allocated overhead and may include a surcharge equal to no greater than 10% of the accreditation expenses to build reserves. The finance committee will calculate these fees annually. Ultimate approval of the Institutional Assessments resides with the Board of Directors.

**FP.18 Accounts Receivable**

The Business Office is responsible for the sale of goods and services, as well as billings and collections. All invoices are payable in full on the due date. All outstanding balances 30 days following the due date will be subject to a 1.5% Finance Charge compounded monthly.

Institutional delinquencies related to accreditation fees that are over 90 days past due may be subject to cancellation of visit, withholding of draft and or final statements, and loss of accreditation status for all programs within the respective commission.

**FP.19 Bank Reconciliation**

The general ledger bank balance for all ABET bank cash accounts will be reconciled on a monthly basis. The bank statement will be reviewed by an individual who does not have access to cash, accounts payable, or accounts receivable.

**FP.20 Asset Management**

All physical assets with a cost in excess of $1,000 and a useful life of more than 1 year shall be capitalized over its useful life. All other physical assets will be expensed in the year they are purchased.

**FP.21 Special Projects**

Special projects are those projects that fall within the scope of ABET’s mission, but are not currently part of its ongoing operations. Special projects may include research efforts, or new initiatives, and may encompass one fiscal year or be multi-year in length. Special projects may
be funded by ABET, by sponsors and donors, through grants or a combination of any of these means. A financial impact statement will accompany proposals for special projects.

All special projects that are expected to draw down reserves must be approved by the Executive Committee, but those projects that would result in a cumulative reduction in reserves of more than $50,000 in a fiscal year must be approved by the Board.

If a Special Project is approved prior to, or concurrent with, the approval of the ABET annual budget, the special project budget will be reflected in the ABET annual budget. Special projects approved subsequent to the approval of the ABET annual budget and that are expected to draw down reserves more than $50,000 will be noted by an amended ABET annual budget.

Some special projects and new initiatives may generate excess revenue which should be used to provide seed money for future special projects or new initiatives.

ABET Special Projects will be reported as a separate line item in the monthly financial statements and five-year forecasts.

**Internal Controls:**
All special projects will be guided by the following internal controls:

1. In the case of a grant, the Chief Financial Officer will receive the original governing documents.

2. Management will approve a detailed budget, scope of work, and method of payment before the project is undertaken.

3. Separate revenue and expense accounts will be shown in the monthly financial statements.

4. The Business Office will keep separate files for each special project, which will include all supporting documents.

5. All reports filed with outside parties will be reconciled to the general ledger.

6. The Chief Financial Officer, Executive Director, and Project Manager will hold quarterly meetings to discuss compliance issues and deadlines.

7. The Executive Director will be responsible for the expenditures of funds for all special projects.
FP.22 Observer Fees

ABET Board Members and Member Society Education Liaisons are permitted to observe ABET working meetings, including committee meetings, on a space-available basis. In addition, mutual recognition agreements, memoranda of understanding and other agreements encourage observation of ABET processes and procedures. Representatives from outside organizations, approved by ABET in advance, are permitted to observe ABET working meetings, including Board of Directors and Commission meetings, on a space available basis. A signed confidentiality statement will be required of all observers.

Observers are responsible for their own travel, meal and lodging expenses. In addition, observers will be required to pay an observer fee to offset meeting costs. ABET 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.

FP.23 IRS Form 990

In accordance with IRS Rules, ABET will file Form 990 with the Internal Revenue Service (IRS). An initial review of the draft 990 will be conducted by the current Treasurer, the immediate Past President, the Executive Director, and Chief Financial Officer. The reviewed copy will be provided to ABET Board of Directors, and Board Members will be instructed to direct any questions regarding information in the 990 to the Chief Financial Officer and the Treasurer. After the Form 990 is filed with the IRS, copies will be available to the public in accordance with IRS requirements.

SECTION THIRTEEN: Fiscal Year

The fiscal year of ABET is October 1 to September 30.
SECTION FOURTEEN: Confidentiality

A. Ethical Conduct:

ABET requires ethical conduct by each volunteer and staff member engaged in fulfilling the mission of ABET. The organization requires that every volunteer and staff member exhibit the highest standards of professionalism, honesty, and integrity. The services provided by ABET require impartiality, fairness, and equity. All persons involved with ABET activities must perform their duties under the highest standards of ethical behavior. It is the policy of ABET that information provided by the institution is for the confidential use of ABET and its agents, and will not be disclosed without specific written authorization of the institution concerned.

B. Privileged Information:

The contents of all materials furnished for review purposes and discussion during the Commission meetings are considered privileged information. The contents of those documents and the accreditation actions taken may be disclosed only by staff, and only under appropriate circumstances. All communications between institutions and evaluators or Commissioners regarding final accreditation actions must be referred to ABET headquarters.

SECTION FIFTEEN: Copyright and Mailing Lists

A. Intellectual Property:

All materials published by ABET are considered the intellectual property of ABET, and therefore copyrighted. They shall not be reproduced in any fashion without the express written permission of ABET.

B. Mailing Lists:

ABET does not share with any outside entity any of the mailing lists used in the conduct of its accreditation business.
SECTION SIXTEEN: Changes in Rules of Procedure

A. Proposals for Change:

Changes in the Rules of Procedure may be proposed at any meeting of the Board of Directors by the President, by a Board Committee or Council, by the request of three or more Member Societies through their Directors, by three or more Associate Members, or by recommendation from the Public Director Committee or from a Commission through the Accreditation Council. The proposed changes shall be circulated with the agenda of the next Board meeting. The proposed changes will then become effective upon endorsement of a majority of the Board members present, provided that a quorum is present.

B. Conformance to Constitution and Bylaws:

Nothing in these Rules of Procedure shall conflict with the Constitution or Bylaws, and changes in the Constitution or Bylaws shall cause the Rules to be changed as necessary. Rules 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 Article Nine.