



**Assessment
Research
Consortium (ARC)**
A division of CCR

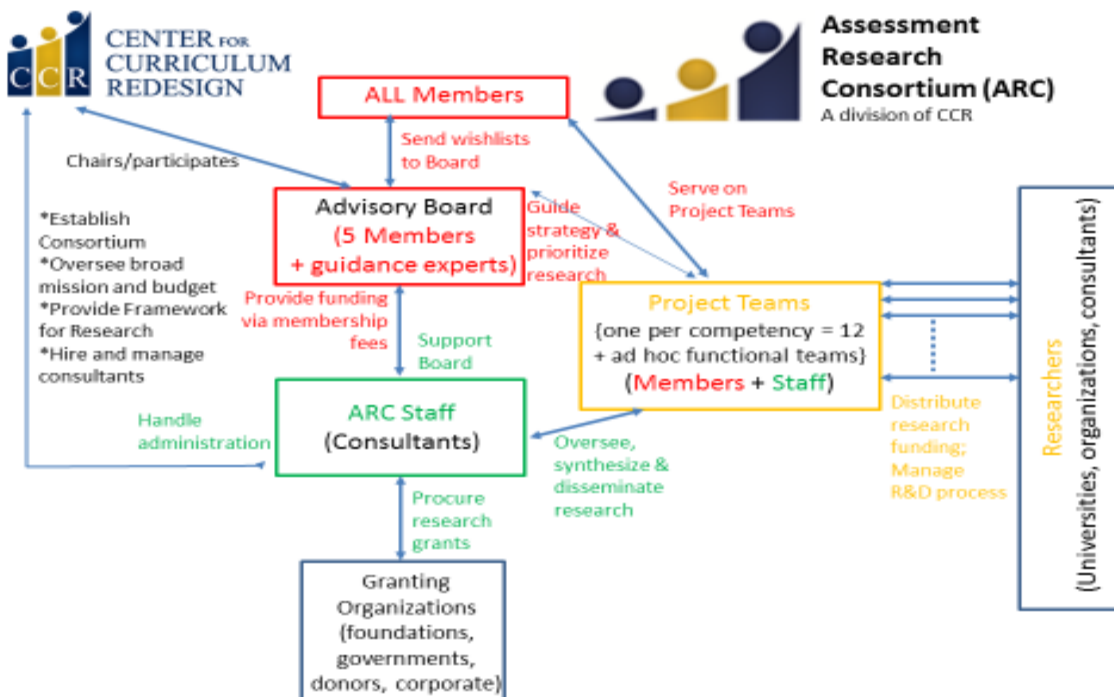
Assessment Research Consortium Operating Protocol

The Center for Curriculum Redesign (CCR) has established an Assessment Research Consortium (ARC) as a program of CCR. The mission of ARC is to provide a platform for leaders in the field to collaboratively redesign systems of measuring student learning that are aligned with goals and desired educational outcomes relevant for the 21st century. All materials produced by ARC will be made public for use by nonprofits across the globe. The programs and services ARC oversees are managed by consultants that are hired by CCR. An Advisory Board, which reports to the CCR Board of Directors, provides overall review and general guidance for the ARC.

This document addresses the purpose and operating procedures for the ARC and its Advisory Board.

ARC Operating Structure

The operating structure for the ARC is outlined in the diagram below:



The ARC structure includes the following components:

CCR: CCR is the founder of the consortium, oversees the mission and budget for the ARC, and has legal and fiduciary responsibility for all ARC operations. The research framework that provides the basis for all ARC research is provided by CCR. CCR hires and manages a small team of consultants who handle research oversight and administration for the ARC. All fund raising for the ARC, and its associated reporting, is conducted under the purview of CCR.

Members: Corporations, partnerships, foundations, and organizations that have a vested interest in redesigning curriculum and assessment to meet 21st century needs and that pay annual member dues can be members of the consortium, subject to approval by CCR. Members engage in the consortium in the following manner:

- Members of the ARC serve on one or several of 12 project teams, based on the 12 competencies outlined in CCR's framework (see CCR's Redesigning the Curriculum for a 21st Century Education white paper for more detail on framework and ARC Research Strategy for detail on ARC's research approach).
- Interested members may elect to lead project teams of relevance to their mission or business.
- Members self-select the research team(s) on which they serve.
- Subject to the terms of particular research projects and funding structures, members have preferential access to draft research reports developed by the consortium for internal use for up to 2 years; after 2 years, research results will become publicly available for use by nonprofits across the globe.
- Annual membership dues provide funding for consultants who oversee ARC's operations and research projects.
- A select number of members serve on the Advisory Board (see Advisory Board for more detail).
- Once a quarter, an all-members meeting is held at which members can present their ideas about the consortium, the research agenda, and other key topics for discussion and review by the Advisory Board.
- Members must obtain written permission from the ARC Chairman before referencing ARC and/or using its logo in any materials being produced by their institution
- Members must refrain from undertaking any publicity related to ARC and its research projects, as well as their organization's involvement in the consortium, unless they receive written permission to do so from ARC Chairman
- Members must acknowledge the contributions of CCR/ARC in public communications regarding consortium research

Project Teams: Twelve project teams are established by the membership to conduct research on each of the 12 competencies outlined in the CCR research framework. These teams are led by members that have a deep interest in the subject matter, and members self-select the team(s) on which they serve. Project teams outline research goals, select outside researchers (universities, organizations, consultants) to undertake research, and disseminate ARC funding to these entities, with the approval of the Advisory Board. In conjunction with ARC research consultants, the teams manage the R&D process and shepherd the research toward a final report for public consumption.

ARC Consultants: A small team of experienced consultants handles all administration and research oversight for ARC. Administrative consultants procure research grants, manage operations, and report on progress to the CCR Board and Advisory Board. Research consultants work directly with the 12 project teams to manage the R&D process. All consultants are hired and managed by CCR.

ARC Advisory Board: An ARC Advisory Board (see section titled ARC Advisory Board for more detail) helps set goals for the ARC, guides the strategy for the consortium, prioritizes research, and allocates funds to each of the 12 project teams. The Advisory Board includes representatives from the ARC membership and works closely with the leads for each of the 12 project teams. With support from ARC consultants, the Advisory Board provides annual updates to the CCR Board on ARC research and progress toward goals.

ARC Advisory Board

Composition and Terms: The Advisory Board will be comprised of 5 members:

- CCR chairman, who shall serve as chairman of and be a permanent member of the Advisory Board
- Another permanent member to be designated by the chairman
- Three representatives of the membership, each of whom will serve for two-year terms, for a maximum of two consecutive terms. The first three members to join the consortium will fill these board seats and will serve on a revolving basis, with one serving for 1 year, one for 1.5 years, and one for 2 years. Advisory Board members appointed to the initial Board may be re-appointed or retire in the year assigned to them at the initial appointment. Each Advisory Board member will hold office until his/her successor is elected or his/her earlier resignation or removal.

Responsibilities: Advisory Board members take responsibility on behalf of ARC to:

- Contribute to the development and pursuit of ARC strategic goals and objectives;
- Provide input on the ARC strategic plan, funding allocations, and operating structure to ensure that the ARC is adequately positioned to achieve its strategic and financial objectives; and
- Keep in confidence and avoid disclosing outside of ARC any information regarding the ARC and CCR that is marked “Confidential” or that they should reasonably assume to be confidential.

Vacancies: In the case of a vacancy, members may submit nominations to the Advisory Board and the Board will vote on new members, based on the needs of the Board and project at that particular time. If someone is elected to fill a vacancy and serves for an unexpired term, this service will not be counted in determining eligibility for re-election.

Resignation or Removal: Any member of the Advisory Board can resign at any time. Members of the ARC Advisory Board can be removed with or without cause by vote of the Advisory Board or CCR Board.

Board Compensation: Advisory Board members are not compensated for their service.

Termination: The Advisory Board may be dissolved at any time by a vote of the CCR Board.

Vote: All Advisory Board decisions shall be made by affirmative vote of at least 4 members.

Meetings: There will be at least one meeting of the Advisory Board per fiscal quarter. To take formal action, there must be a quorum consisting of at least 4 members (or, if there are fewer than 4 members, all members then in office).

Budget

In conjunction with the CCR Board, ARC administrative consultants and the CCR chairman develop an ARC operating budget to meet high-level performance outcomes for the ARC. The budget is approved annually by the CCR Board as part of the overall CCR budget, and the ARC budget is managed by the lead administrative consultant. Funds for ARC consultants are derived from membership dues of those participating in the ARC, and research to develop assessment tools will be to the maximum extent possible funded by foundations, governments, corporations and individual donors. Twenty percent of all funds raised through the consortium is used by CCR to continue advancing the CCR framework, which is foundational to the work of the consortium.

Intellectual Property

CCR and ARC will develop practices and procedures relating to intellectual property aimed at appropriately balancing the interests of members and other stakeholders while furthering the mission of the ARC. Subject to the terms of particular research projects and funding structures, key principles relating to intellectual property ownership and management may include the following. Formal intellectual property agreements will be developed at a later date.

- Intellectual property brought to the consortium by members will remain the property of members and their associated companies, associations, and organizations. Except to the extent approved in writing by the ARC chairman, intellectual property and confidential information transferred between ARC members and external research parties conducting research on behalf of the consortium should not be transmitted through the ARC, but instead should be delivered directly to the ARC member or research institution.
- Intellectual property developed through the ARC using funds raised by ARC will be owned by CCR but will be available for use by ARC members.
- ARC will use its ownership rights to provide members with the early access opportunities described above and then to ensure the public disclosure and broad dissemination of the research results.

Amendment of Operating Protocol

Amendments to the operating protocol are recommended by the Advisory Board to the CCR Board and subject to the approval of the CCR Board.