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Laboratory animal supervisors and directors face many challenges, including an increasingly multicultural workforce, rapidly changing technology, and ever-changing regulations and institutional policies. Professionals who can consistently and effectively meet these challenges are in great demand. The Certified Manager of Animal Resources (CMAR) program is designed to raise competency and professionalism in the field of laboratory animal management.

Certification provides an unbiased measurement of a person’s ability to perform certain tasks and functions. Individuals who hold a professional certificate are a step ahead of their peers, with tangible evidence of their ability to perform. Here’s what you’ll gain from becoming CMAR certified:

• As a CMAR certificate holder, you will be recognized as an industry professional.
• Employers often consider certification credentials as a factor in promotions or hiring.
• Certification helps evaluate knowledge, ability, and identifies areas needing improvement.
• Employees engaged in certification typically have greater longevity in the profession.
• Certification typically builds confidence and improves performance.

The CMAR Program

The CMAR Team

The CMAR Committee has the responsibility for establishing program policies and procedures, developing examination questions, establishing eligibility requirements, and evaluating exam quality.

Candidates who meet the CMAR eligibility requirements and pass the required exams are certified in the name of AALAS. If the candidate chooses to take the general management (CM) exams through ICPM, then they will have the Certified Manager certification along with the CMAR certification.

Eligibility Requirements

Please ensure that your lab animal work experience and management experience are in line with the requirements listed by AALAS below. If there are any questions please contact AALAS Office info@aaalas.org.

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Total Lab Animal Work Experience</th>
<th>Lab Animal Management Experience</th>
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</thead>
<tbody>
<tr>
<td>BA/BS or higher</td>
<td>5 years (9,750 hrs)</td>
<td>3 years (5,850 hrs)</td>
</tr>
<tr>
<td>AA/AS</td>
<td>8 years (15,600 hrs)</td>
<td>3 years (5,850 hrs)</td>
</tr>
<tr>
<td>HS/GED</td>
<td>10 years (19,500 hrs)</td>
<td>3 years (5,850 hrs)</td>
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A copy of degree or unofficial transcript and a current copy of CV must be submitted with AALAS CMAR application.

ICPM requirements for CM portion of the CMAR are different from AALAS requirements for the AR and the M1 & M2 exams. Approval to sit for the CM portion of the exam does not automatically qualify you to sit for the AR portion.

The CMAR Program Exams

The CMAR Certification can be obtained by one of the following options.

AALAS Route:
• The Animal Resource Exam, which is administered by AALAS.
• 2 General Business Exams (M1 and M2) administered by AALAS

ICPM Route:
• The Animal Resource Exam, which is administered by AALAS.
• 3 General Business Exams (CM1: Management Essentials, CMII: Planning and Organizing, CMIII: Leading and Controlling) administered by Institute of Certified Managers (ICPM)

MBA Route:
• The Animal Resource Exam, which is administered by AALAS.
• MBA Degree
AR, M1 & M2 Exam Fees

Fee Policies/Refunds

- You may receive a refund of the exam fee (less $50 application fee) if notification of cancellation is received at least one week before the exam date.
- The nonmember processing fee is not refundable.
- ICPM fees range from $305 to $850 and are payable to ICPM (www.icpm.biz). The price for the CM application and 3 exams without learning materials is $555.

Fee Forfeiture

You will be designated as a “no-show” at an exam if you:

- Cancel the exam less than one week before the exam date.
- Do not test in designated time frame for assigned ID and password for online exam.
- Fail to appear for scheduled paper and pencil exam appointment.
- Arrive 30 minutes or more past the scheduled paper and pencil exam start time.
- No-show candidates will forfeit all fees from the missed exam. To take the AR, M1 or M2 exam at a later date, you must resubmit a new application form and all related fees.

The AR, M1, and M2 exam standards, and requirements are developed and administered by AALAS.

You must successfully complete the AR exam and the General Business Management exams to earn the title of a Certified Manager of Animal Resources (CMAR). If you choose to take the AALAS (M1 and M2) exams, it will be a total of 3 exams. If you choose to take the (3) CM exams through ICPM, it will be a total of 4 exams.

Please be advised that there is a time limit to complete these exams. The exams may be taken in any order. Refer to exam information below regarding time limits.

You will be certified for a period of two years from the date of your successful completion of all required exams with a passing score. To maintain your CMAR status, you must recertify every two years on your anniversary of completion date. Recertification shows your dedication to excellence in continuing your personal development. Please refer to the section on recertification in this handbook for more information.

Exceptions and Appeals

Requests for exceptions to any of the policies stated in this handbook or any certification-related appeals should be made in writing and addressed to the chair of the CMAR Committee c/o the AALAS national office.

- No one other than the candidate may make such requests.
- The CMAR committee will respond in writing within 60 days of the AALAS office receiving the appeal.

If not satisfied with the decision of the committee, the candidate may request further review by the AALAS President and Board of Trustees.

Exam Information

Application and Exam Scheduling

Animal Resources (AR), General Business Management M1 & M2 Exams: Submit an AALAS CMAR application and applicable fees to AALAS. The AALAS office will review your application and contact you by email regarding your application status. You will be sent your eligibility expiration date along with instructions to set up your exam dates. You have the option of online or pencil and paper with approved proctor. Online proctor instructions will be emailed to the approved proctor. You also have the option of an advertised official exam venue see: https://www.aalas.org/certification/managementcertification/cmar-exam for the current venue list. Contact the AALAS national office (email: info@aalas.org or ph: 901-754-8620) for more information about proctored exams.

Candidates have 15 months from the date of the AALAS CMAR application approval to complete the Animal Resource (AR) exam, and 15 months to complete the General Business Management (M1 & M2) exams. If you are unable to meet this deadline, you can request one 15-month extension by submitting the CMAR Maintenance Form and $75 fee.

The AALAS CMAR application will have the option to apply for all three exams, (AR, M1 & M2). Please refer to the fee table for price for each exam. There is a bundle price if you pay for all three (3) at the same time. You will still get the allotted 15 months for the Animal Resource (AR) and 15 months for the General Business Management (M1 & M2) exams, for a total of 30 months.
### Time Limits:

<table>
<thead>
<tr>
<th>AR, M1, M2</th>
<th>15 months to complete</th>
<th>Must apply for M1 &amp; M2 within 15 months of (AR) application approval</th>
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<tbody>
<tr>
<td>AR</td>
<td>15 months to complete</td>
<td>Must apply within 15 months of AR application approval</td>
</tr>
<tr>
<td>CMs (I, II, III)</td>
<td>15 months to complete</td>
<td>Must provide copy of CM certificate to AALAS on completion</td>
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</table>

### Animal Resources (AR), ICPM (CMs)

Candidates have 15 months from the date of AALAS CMAR application approval to complete the Animal Resources AR exam and submit the application for the CM exam. A copy of the CM application approval will need to be sent to AALAS. If you are unable to meet this deadline, you can request one 15-month extension by submitting the CMAR Maintenance Form and $75 fee; after that, you will have to submit a new application and pay the full exam fee again. If you do not test or request an extension before the deadline, you will have to resubmit full payment to take the AR exam.

### Certified Manager (CM) Exams:

Application forms can be completed online at www.icpm.biz; All CM Exams are administered through ICPMs e-Learning Center and may be taken on any computer with reliable internet access. All CM exams require a proctor.

Candidates have 15 months from the date of CM application approval to complete the CM exams. If you do not complete the exams in the designated time frame, you will be charged a $75 reinstatement fee by ICPM to extend the application approval for an additional 15 months.

Once your application has been approved and you have prepared for the exams, contact ICPM 5 to 7 days before your desired test date to make arrangements. It is recommended that the CM exams be taken one at a time after studying each manual. Exams can be taken online and are administered at your workplace by a proctor (usually a member of the human resources staff). Online exam instructions are emailed to test takers, and passwords are emailed to proctors.

### Studying for the Exams

The Content Outline with Knowledges of each exam are included in the following pages. The AR (Animal Resource) exam has multiple references which are listed on the reference list included. The General Business Management Exams (M1 & M2) are referenced to the Management Training Manual. Each chapter in the manual will have a recap along with key terms and review questions. The references for all exams are available through the AALAS Bookstore https://www.aalas.org/store.

The AALAS (AR) Animal Resources, M1 (General Business Management), M2 (General Business Management) exams are 3-hour exams consisting of 150 multiple-choice questions that tests a combination of knowledge and judgment based on experience obtained as a manager in the laboratory animal field. You must demonstrate an ability to function in situations that require sound decision-making abilities in addition to having knowledge relevant to the field. Such decision-making skills are often learned from practical experience outside of a classroom; therefore, these exams consist of questions that reflect knowledge obtained from both reading and experience in real-world settings.

### Topics to Be Covered

- Modern Day Managers – Key Skills for Success
- Management Challenges in Contemporary Organizations
AR Exam Question Topic Domains

The chart below shows the general topic domains covered on the Animal Resources exam, plus the percentage of exam questions covering each domain. In the outline below, percentages in parentheses indicate the portion of questions included within each of the domains of the certification exam.

I. Optimizing Facility Resources (20%)
   A. Evaluating, Planning, Renovating and Monitoring Facilities
   B. Standard Operating Procedures
   C. Protecting Assets and Personnel; Disaster Planning and Management

II. Managing Fiscal Resources (10%)
   A. Developing and Monitoring Budgets
   B. Grants and Contracts
   C. Cost Management

III. Achieving Regulatory Compliance (20%)
   A. OSHA/Safety/HAZMAT
   B. IACUC
   C. FDA/USDA/EPA/PHS

IV. Managing Animal Welfare (30%)
   A. Animal Health and Husbandry
   B. Controlling Disease and Veterinary Care
   C. Training Personnel and Handling Incidents

V. Assuring Public Trust (10%)
   A. Ethical Consideration and Euthanasia
   B. Public Relations, Customer Service, and Professionalism

VI. Managing Personnel (10%)
   A. Human Resource Management
   B. Career Development
M1 Exam Question Topic Domains

The chart below shows the general topic domains covered in the M1 General Business Management Exam, plus the approximate percentage of exam questions covering each domain. In the outline below, percentages in parentheses indicate the approximate portion of questions included within each of the domains of this certification exam.

Modern-Day Managers – Key Skills: Leading, Organizing, and Controlling

I. Leading Within and For the Organization (35%)
   A. What exceptional managers do, and how they do it
   B. Interpersonal and organizational communication: Mastering the exchange of information

II. Organizing and Getting the Best Out of Individuals (30%)
   A. Groups and teams: Increasing cooperation, reducing conflict
   B. Individual differences and emotions

III. Controlling Internal and External Forces (35%)
   A. Managing conflict and negotiations
   B. Dealing actively with change and stress
M2 Exam Question Topic Domains

The chart below shows the general topic domains covered in M2 General Business Management Exam, plus the approximate percentage of exam questions covering each domain.

In the outline below, percentages in parentheses indicate the approximate portion of questions included within each of the domains of this certification exam.

Management Challenges – Organizational Structure, Human Resources, and Financial Foundations

I. Organizational Structure Considerations (30%)
   A. Value Chain Management
   B. Managing Organizational Structure and Culture
   C. Organizational Control and Change

II. Human Resource Essentials (25%)
   A. Strategic Human Resource Management
   B. Motivating Employees - Improving Performance

III. Financial Foundations (45%)
   A. Leveraging Accounting Information for Informed Decision Making
   B. Understanding Basic Financial Statements
   C. Utilizing Operational Budgeting
   D. The Goals and Activities of Financial Management
   E. Utilizing Financial Analysis in Organizational Settings
AR Reference List

The CMAR Committee maintains a list of study materials for candidates to use in preparing for the Animal Resources Exam. These items are also available from AALAS as a CMAR Resource Kit and can be purchased through the AALAS bookstore.

5. **Management of Animal Care and Use Programs in Research, Education and Testing, Second Edition**

The CMAR Committee and the Certification and Registry Board collaborate on maintaining an additional readings and study materials list that provides in-depth coverage of many topics in the laboratory animal field. These readings may also assist you in preparing for the Animal Resources Exam. The list is available from AALAS and can be downloaded from the AALAS web site.

M1 and M2 Reference List

1. **Management Training Manual**, 2023

   Management Training Manual, 2018 will be appropriate until 2026.

Format of the CMAR Program Exams

The following questions represent those found on the CMAR exams; bold indicates the correct answer. Visit the free CMAR course on aalaslearninglibrary.org for practice questions.

Knowledge-Based Questions: Tap into facts and concepts learned in day-to-day business activities or through reference books.

1. What is OSHA?
   A. Occupational Safety and Health Administration
   B. Occupational Standards in Hiring Administration
   C. Oversight Standard in Health Agency
   D. Overseers and Supervisors Hiring Act

2. Which government agency regulates food and color additives, animal food additives, human and animal drugs, medical devices, and biologics?
   A. Food and Drug Administration
   B. Environmental Protection Agency
   C. Consumer Product Safety Commission
   D. Occupational Safety and Health Administration

Analytical Questions: Test understanding of causes and relationships, and the ability to translate information from one mode to another (such as from a graph to a statement of economic prediction).

1. Which of the following summarizes the importance of history for the manager?
   A. Yesterday’s problems can provide insight into today’s situations.
   B. Past experiences may serve as precedents to be considered in formulating new solutions.
   C. A manager should have the widest possible knowledge in many areas.
   D. A and B

2. Indirect costs are typically those costs which:
   A. are not easily attributable to a particular cost center.
   B. are usually species specific.
   C. cannot be controlled.
   D. can be assigned to a specific project or grant.

Decision-making Questions: Test the ability to resolve conflicts and mathematical situations that animal resources managers may encounter. These questions usually require both knowledge and analytical skill to determine the best solution.

1. An employee has made an honest mistake that results in a good deal of embarrassment for you as his/her superior. As the supervisor, you should:
   A. Accept the consequences of the mistake yourself, but try to make your employee aware of the problems that his/her actions have caused you.
   B. Send the employee to your own superior to explain the situation.
   C. Advise the front office that the employee was careless and should have known better.
   D. Discipline the employee immediately as a lesson to everyone in the department.

Visit the free CMAR course on aalaslearninglibrary.org for additional practice questions.
Exam Results

Online exams provide immediate “pass” or “fail” results at the conclusion of each exam. Paper exams are graded on the 16th of each month or the next business day. Official results for both exam formats are reported by mail immediately thereafter.

- Passing candidates will receive a notification letter and an exam performance breakdown.
- Candidates who do not pass will receive a letter listing a performance summary in each exam topic area. Use this information to guide your studies when preparing to retake the exam.

Reapplying for the AALAS CMAR Exam

If you do not achieve a passing score on the AALAS CMAR exams, you may apply to take the exam again by submitting a completed CMAR application form and all applicable fees (the application fee, exam fee, and a processing fee if you are not an AALAS member). If reapplying within a year of your last AR exam, you may omit the Work Experience Verification.

CMAR Recertification

To maintain your status as a Certified Manager of Animal Resources, you must submit to AALAS 24 continuing education units (CEUs) obtained over the 2-year period prior to your certification anniversary date, plus a recertification fee. To enter your CEUs online, go to https://www.aalas.org/certification/ceu-submission. You will need to log in with your ID and password.

Recertification Procedures

AALAS will send you a reminder approximately 60 days prior to your recertification date. When you are due to recertify your CMAR status, submit to AALAS your recertification fee plus all completed CEUs for the 2-year period. CEUs can be submitted online or by mail/fax using the downloadable submission form. Your CMAR recertification fee covers your next 2 years of CMAR status.

You do not need to be a current AALAS national member to recertify your status as a CMAR; however, members of national AALAS will receive a discount on recertification fees.

Keep records of your CEU documentation; the CMAR Committee conducts audits annually. Individuals who are randomly selected for audit will be requested to send their CEU documentation to AALAS. You should keep your documentation 2 years after submitting CEUs.

Policies on Late Recertification

Recertifications submitted over 4 months past the due date are subject to an additional late-payment fee. For AALAS members, the late fee is $75. For nonmembers, the fee is $110. Please submit both recertification and late fees. After 4 months without recertification, the CMAR status becomes inactive. A new month for recertification will be issued to coincide with the month that the recertification and late fees were paid. This change of date will indicate a late recertification.

After 6 months without recertification, the CMAR status is rescinded. To regain your CMAR status, you must reapply and take the AR exam again at full cost.

Recertification Fees

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</thead>
<tbody>
<tr>
<td>AALAS member</td>
<td>$75</td>
</tr>
<tr>
<td>Nonmember</td>
<td>$110</td>
</tr>
</tbody>
</table>

Don’t forget—a late payment fee applies if you fail to recertify on time.