

ICEAA Board of Directors Meeting

March 12, 2016 | McLean, VA

APPROVED MINUTES as of June 6, 2016

Welcome, quorum count, introductions: Paul Marston

Quorum established at 9:06.

Present: Peter Andrejev, Bill Barfield, Peter Braxton (voting) Rick Collins (voting), Steven Glogoza, Rich Harwin (voting), Bob Hunt (voting), Yun Kim, Greg Kiviat (voting), Paul Marston (voting), Michael Thompson (voting), Megan Jones, Sharon Burger.

Virtual: Nicole Barmettler (voting), Ellie Bassett (voting), Kurt Brunner (voting), Tracey Clavell (voting), Jason Dechoretz (voting), Michael Doherty (voting), Brian Glauser (voting), Jim Roberts, Christina Snyder

Paul introduces the board members and reviews the day's agenda. Paul noted the board in general needs to accelerate the speed at which we get things done. We're doing ok but need to maintain a good pace and get the low-hanging fruit.

Secretary's Report: Greg Kiviat

Greg calls for comments or corrections on both the October 17 and December 18 minutes. No comments received.

Motion to approve October 17 and December 18 minutes: all in favor. Minutes approved.

Treasurer Report: Bob Hunt

Bob presents treasurer slides. Highlights the areas most contributing to the better than expected year end position: good CEBoK sales, reduced staff, but points out that there is no more staff to reduce for additional savings.

The 2016 budget projects a deficit. While we have time to correct our course with our reserve savings, we need to find more places for revenue, as any additional cost cuts will impact operations.

Will continue to "tread water" with IPM conference since we are participant and not owner. We are contracted to Nov 2017

ICEAA Board of Directors Meeting

March 12, 2016 | McLean, VA

APPROVED MINUTES as of June 6, 2016

The Journal is a big expense, but as a member benefit/advertising cost, it is not intended to be an income center. The contract is under review and expense can be reduced some, but is never likely to be a net positive or even cost neutral.

Bob suggests increasing membership. The Senior Government Advisory Panel two recent meetings are good steps, critical for getting government participation back up to former levels. Generating interest at the senior level will flow down.

Peter Andrejev says that while certification is a revenue generator, it absorbs quite a bit of labor and time in the office. Suggests considering a capital expense to automate or otherwise ease the burden. Other revenue center is training, which leads to certification. Making more training available will get more people involved in both. Suggested automating parts of the recertification process to help reduce labor time.

The group discusses membership dues as a revenue driver, whether or not to provide discounts for certain members, how dues are about at cost presently and if offering membership as a loss leader is a long term benefit. All agree we need a solid and convincing value statement. Paul/team suggested that increased dues was not a reason for membership loss but we should continue to evaluate pricing structure.

Paul says need to take a hard look at all the factors. Government members are important strategic part of the association – government, industry, consulting – a three-legged stool. Take away one leg, whole thing collapses. We need to find a balance. One suggestion was free membership for government personnel to be sure they participate. Many on board felt that free memberships were not best approach. Note that Redstone Arsenal was not tapped for membership opportunities and that more outreach here is needed.

Identified product lines as Certification and Training, Suggested move forward on software training and certification.

Jason suggested that team look at other societies that set up local events.

**Action:** Bob Hunt to create a subcommittee of budget committee and Megan to assess the value propositions of all of our products and membership.

Motion to approve Treasurer Report: all approve, motion carried.

ICEAA Board of Directors Meeting

March 12, 2016 | McLean, VA

APPROVED MINUTES as of June 6, 2016

International Business Reports:

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Australia: Tracey Clavell

Working on reinvigorating the board and chapter. Slow going but working on it. Australians are not really big on events. Suggested that “good speakers” may be a strong draw. Once new Board is in place in Australia they will ask for help from the International Board. Bill Barfield suggested social happy hour or Webex to provide services

United Kingdom:

Andy Nicholls has retired, will likely step down as UK director. We’re looking for a new person and have had some preliminary discussions

Japan:

Paul spoke with Ken Nishi at IPM. They’re working on certification and will likely have another event in Tokyo in the spring.

International Training Symposium (Bristol 2016):

Emails have gotten out about call for papers (abstracts due April 27), working on sponsorships. Looking to expand the amount training offered so we can have both halves of the CCEA exam. Looking for US keynote speaker, open to suggestions. Dr Rick Burke suggested. Goal is for 100 attendees to event.

Software Certification Efforts (mis-named on agenda as International Certification)

Brian Glauser has formed a subcommittee with multi-national, multi association, government, industry and academic representation. Thanks to Peter A and Peter B for participation.

Approach: develop a table of contents for training curriculum, then list of testable topics independent of one another. The group has had their first meeting. Once the table of contents is established, they hope to extract the related curriculum from the subcommittee members’ various sources. Could be a great opportunity for us to expand membership and revenue in areas we’re not currently touching.

Tracey asks if the new certification is independent of CCEA and when the program is expected to be complete. Brian wants software to be stand alone, independent of CEBoK and CCEA and hopes to be ready to launch by mid-2017.

ICEAA Board of Directors Meeting

March 12, 2016 | McLean, VA

APPROVED MINUTES as of June 6, 2016

Tracey says these new certifications will be popular overseas. Suggests high level marketing to pull in internationals.

Peter Braxton asks if the software certification modules could be beta tested in Atlanta. Brian will talk with subcommittee to get some material in the Atlanta and/or Bristol conference.

Paul says if the software certification project gets delayed by the all-volunteer effort, the board will consider allocating funds to finalize the process. This is one of the smart investments that could result in future gain.

Greg noted that training and certification materials should also be applicable to industry needs.

**Action:** Brian to prepare advertising material for conferences for a 2017 rollout.

Certification Report:

Peter Andrejev

Peter presents Certification Report Slides. Slide 2 shows more and more people interested in CCEA every year. With CCEA at 794, PCEA (103) and CPP (58) PCEA numbers have gone down, which Peter hopes is attributed to those PCEA holders “graduating” to CCEA, and by that thinking, the 100 current PCEAs are potentially all CCEAs simply waiting for their 5 years of experience.

Noted that Japan has 6 CCEAs and has certification at this lower level. Japan does not respond to contacts and needs to be revisited (or stasured) for membership opportunity and currency. Jason noted that the MOU with Japan requires them to follow the certification process. Paul noted they are somewhat an “independent” franchise. Japan has not been a priority for association office - do we need to refocus on this issue? Jason note that Japan is trying to transform the way of doing business and wants 2500-500 certifications.

175 applications tested in 2015 with a 67% pass rate

The CCEA-P (Parametric Specialty) Exam is promised to be complete by June. He has 50 questions ready for it and could beta test the exam in June.

APPROVED MINUTES as of June 6, 2016

A group met in San Diego to discuss making a Canada-specific version of the CCEA exam. Canadian representatives are identifying questions that are not relevant to Canadian cost estimating and will be providing replacement questions for review.

Discussed possible automated solutions for recertification.

Group Discussion: PCEA/CCEA Challenges: \_\_\_\_\_ Peter Andrejev, Megan Jones

Paul reminds the board that we are not going to make any decisions or votes on PCEA/CCEA this meeting, but wants the board to hear and consider all aspects of the discussion, Peter Andrejev will come up with a plan between now and the June meeting, and then vote on any changes in June. One objective is to make the application process more efficient.

Peter Andrejev and Megan Jones present slides on the challenges with the PCEA and CCEA certifications:

1. Current certification guidelines state that only applicants with less than 5 years of experience will receive the PCEA certification upon passing part I of the CCEA exam, while applicants with more than 5 years' experience receive a letter of acknowledgement for passing part I, but no designation unless they pass part II.

Applicants with more than 5 years of experience have been omitting experience from their application to ensure they get at least the PCEA certification in case they fail part II.

2. Some applicants, particularly segments of the international membership, are only interested in the PCEA designation, as they believe the content covered in part II of the exam is beyond the scope of their needs. The PCEA certification does not currently have a renewal process, nor could it with the 5 year experience cap.
3. The exam application is confusing for potential certificants, time and labor intensive for the International Business Office. Confirming experience and verifying education require qualitative review, and since the instructions for completion are unclear and verbose, many applicants have several questions that require attention or complete their application incorrectly, which causes more time to clarify and correct.

ICEAA Board of Directors Meeting

March 12, 2016 | McLean, VA

APPROVED MINUTES as of June 6, 2016

The group discusses the suggestions and proposed solutions. Most want to ease the burden on the Business Office while maintaining the manual confirmation of experience as experience and skill are seen to be the greater qualification for entry than passing the exam.

The Business Office explains that they are already checking the minimum amount of information per application to verify experience.

Discussion of a survey to determine “value” of CCEA

**Action:** Peter Andrejev to create a set of recommendations for meeting the PCEA/CCEA challenges discussed for a Board vote.

2016 Workshop Report:

Mike Thompson

Mike presents 2016 Workshop slides. Efforts are ongoing and trends point to meeting the projected budget.

Projects \$146K profit from the 2016 Workshop.

International Business Office Report:

Megan Jones

Megan presents International Business Report data and expands on the slides to discuss the success of the 2<sup>nd</sup> ICEAA Canada Workshop in February.

Some key elements: Current membership 1652 persons.

Non-member registrations no longer automatically come with a complementary membership, non-members can request a complimentary membership be added to their non-member ticket.

Bob Hunt – need to energize industry (LM, Boeing and other orgs)

2017 Workshop in Portland Oregon

Canada workshop has had improving attendance with 2 day conference

APPROVED MINUTES as of June 6, 2016

Professional Development Update:

Peter Braxton

Peter discusses the idea of moving CEBoK to a wiki format where all members have access to the current content, with the hopes that more content would develop from many small contributions from a large group of people than one large contribution from a single group. He suggests it could be hosted on an open-source Wikia software that could be compatible with the members-only section of the website. This would shift CEBoK from a source of revenue to a means to encourage members to enroll in training, but that training needs to be developed and enhanced.

Paul suggests waiting for a year to move forward on reviving CEBoK, as our financial situation is too unstable and he is not confident we can make the kind of investment necessary to do it right. When the time is right, we should consider the wiki approach along with other ideas and do all necessary work to ensure the needs of the association are met, no conflicts of interest arise with the project, and we have the right people in place to manage it.

Committee Reports:

Chapter Development Committee: Bill Barfield: The committee held its first townhall conference call in January. Prior to the call, Bill surveyed the chapter presidents for the topics most important to them: communication, technology, inter-chapter relationships, increasing membership, appealing to both boomer and millennial members.

Awards Committee: Megan presents Awards Committee summary slides; committee members Erin Barkel and Joe Hamaker on the phone. Questions from the committee for the board:

*Should the Association Service Award include a minimum number for years of service?* The group agrees no, anyone truly qualified will have a history with the association as well as additional achievements.

*Should the Junior Analyst of the Year award be available to both individuals and groups?* The board agrees no, individual only, but can be honoring the achievements of an individual within a group

ICEAA Board of Directors Meeting

March 12, 2016 | McLean, VA

APPROVED MINUTES as of June 6, 2016

*Should the Lifetime Achievement Award include an honorific to Frank Freiman?*

After some discussion, the group agrees yes, it is a nice nod to our history and may encourage people unfamiliar with Freiman to learn more.

The board then discussed various naming conventions for the award and agreed to make a motion to approve the following awards with the names listed below and descriptions provided in the pre-read:

- Association Service Award
- Educator of the Year Award
- Technical Achievement of the Year Award
- Management Achievement of the Year Award
- Team Achievement of the Year Award
- Junior Analyst of the Year Award
- Frank Freiman Lifetime Achievement Award

Motion seconded, all in favor. New Awards categories set for the 2016 Workshop.

Discussion – How to recover recent members, issues for youth vs “boomer” member objectives; how to get more government members; determine who is the “advocate” for cost estimating; advertising. Possibility to include agriculture industry in membership recruitment efforts.

Governance Committee: Tim Anderson not present but sent report; Megan presents. Paul suggests postponing any action on the changes to the constitution, as changes to it require a vote of the entire membership, while changes to the bylaws can be passed with a vote of the board.

The board reviewed the suggested changes and agreed to a motion to approve the changes as they appear below:

Article I, Section C: Members who fail to pay their dues within one hundred and twenty (120) days after the date due are automatically transferred to inactive status and lose all rights and privileges of membership. *[a change had been suggested here but was rejected]*

Article I, Section G: A Fellow is an individual who has been approved by the Board of Director to represent himself or herself as a Fellow in a field of specialty. Admission to Fellow **status** shall be by approval of the Board of Directors upon verification of qualifications by the Secretary. The admission by itself shall not grant the individual any membership privileges. The requirements for Fellow are that: ...



# ICEAA Board of Directors Meeting

March 12, 2016 | McLean, VA

## APPROVED MINUTES as of June 6, 2016

Article I, Section H: Emeritus membership may be granted by the Board of Directors **on its own initiative or upon petition by five (5) Members to the Secretary for an individual who has significantly contributed to the ASSOCIATION**, to Members who have retired from active business or have become incapacitated. Emeritus Members shall not be subject to dues or assessments and shall enjoy all the privileges of Full Members.

Article I, Section J: Life Membership may be granted by the Board of Directors on its own initiative or upon petition by five (5) Members to the Secretary for an individual who has significantly contributed to **the ASSOCIATION**. Members previously designated as Life Members in either the Society of Cost Estimating & Analysis (SCEA) or the International Society of Parametric Analysts (ISPA) shall be grandfathered to Life Members. All Life Members shall not be subject to dues or assessments and shall enjoy all the privileges of Full Members.

Article II, Section H: The tellers will count the ballots and report the results to the Board **of Directors** by 1 May. Those candidates receiving the greatest number of votes cast shall be elected. In case of a tie vote, the office shall be filled by vote of the Board from among those candidates tied for the office. The President shall see that the entire membership is advised of the election results.

Article III, Section B: The Executive Vice President shall act for the President whenever the President is unable to perform his/her duties. The Executive Vice President in concert with the President shall establish priorities, provide guidance and report to the Board of Directors in the areas of Chapter development & reinstatement, membership communication, growth and status, publications, and annual honors **and awards**. To aid the Executive Vice President in the performance of these duties the President shall appoint, with approval by the Board of Directors, **Principals to advise in the areas of Chaptering, Membership, Publications, Honors & Awards, or in other areas as necessary**. These **Principals** shall receive their guidance and report their progress through the Executive Vice President.

Article III, Section C: The Vice President **for** Professional Development, in concert with the President, shall establish priorities, provide guidance and report to the Board of Directors in the areas of Certification, Training and Body of Knowledge. To aid the Vice President **for** Professional Development in the performance of these duties the President shall appoint, with approval by the Board of Directors, **Principals to advise in the areas of Certification, Training, Body of Knowledge, or in other areas as necessary**. These **Principals** shall coordinate and report their progress through the Vice President **for** Professional Development.

Article III, Section G: With the approval of the Board of Directors, the Secretary and Treasurer may delegate certain of their duties to the Executive Director (ED). The **roles** and responsibilities of the ED shall be documented in a position description, **approved by the Board of Directors**. At a minimum the ED shall render to the Board an annual report regarding the Executive Director's duties and the operations of the International Business Office. This description will be made available to Board members, Committee chairs and **others as necessary** to ensure effective use of this valuable resource.

Article III, Section J: The two (2) Outside Directors of the **ASSOCIATION** shall be appointed by the President and approved by the Board of Directors from the **ASSOCIATION** membership. **Outside directors shall** represent constituencies seen as under-represented and offer opportunities for

# ICEAA Board of Directors Meeting

March 12, 2016 | McLean, VA

## APPROVED MINUTES as of June 6, 2016

growing the **ASSOCIATION's** presence within those constituencies. Additionally, these **Outside** Directors shall be responsible for any other duties which may be assigned to them by the President (with approval by the Board of Directors). The Outside Directors shall be appointed by the President, with approval by the Board of Directors.

Article III, Section K: *[a change was proposed here but the board decided it requires more discussion and agreed to keep the current language]*

Article VI, Section F: The President, with the approval of the Board of Directors, may appoint chairs for standing committees, to be known as Special Interest Groups (SIGs). The SIGs will operate as self-sufficient advocates for functional specialty areas within the overall field of cost estimating & analysis. SIG committees will organize and manage professional activities for the advancement of the professional area of interest for which they are established.

A Memorandum of Understanding (MOU) between SIGs and the **ASSOCIATION's** Board of Directors will be executed regarding agreements on logistical support, cost and revenue sharing, and requirements for financial and other reports from the SIG to the International Business Office. The MOU shall be signed by the SIG committee chair, Executive Director, and Board President. SIG committees may be discharged with approval of the Board of Directors.

Article V, Section A: The Board of Directors shall establish **Advisory Panels** which will serve as liaisons to the Board for the purpose of advising and informing the Board on the needs of specific constituents of the Association's membership.

Article V, Section B: The **Advisory Panels** shall be comprised of senior leaders from specific constituencies of members of the Association. Panel members shall serve for a term to run concurrently with the term of the President, will carry no voting rights, and are not required to be ICEAA members.

Article VI, Section A: Application for the establishment of a Chapter shall be made to the Secretary by a petition signed by at least ten (10) Members **in good standing** residing within the boundaries of the proposed Chapter.

Article VI, Section B: The application for establishment shall include the proposed title of the Chapter, **the** Chapter's **geographical** boundaries, **its** proposed Constitution and Bylaws, together with such other information as maybe required by the Board of Directors. The Constitution and Bylaws of the Chapter shall be in harmony with the Constitution and Bylaws of the **ASSOCIATION**.

Article VI, Article VI, Section C: **Petitions for establishing new Chapters shall be** approved by the Secretary **and** shall be transmitted to the Board of Directors for action (acceptance, modification, or denial). **The** Secretary shall notify the petitioners of the Board's action.

Article VI, Section D: At its discretion, the Board of Directors may redefine the boundaries of any Chapter. At a minimum, **the boundaries of existing Chapters** will be redefined **in such a way that** it does not include the geographical area of newly formed chapter.

Article VI, Section H: Chapter Presidents may attend meetings of the Board of Directors, may participate as non-voting advisors, and do not count towards a quorum, unless they also serve the Association as a Regional Director.

ICEAA Board of Directors Meeting

March 12, 2016 | McLean, VA

APPROVED MINUTES as of June 6, 2016

Article VII, Section C: At a minimum, an Annual Meeting of the **ASSOCIATION** shall be held **once per calendar** year.

Article VII, Section F: Any notices required to be sent to Officers, Directors or Members may be sent through any means the Board deems reasonable to reach the members **in a timely manner**, including electronic methods.

Article IX, Section A: The schedule of annual dues for Members of various categories shall be established by a two- thirds vote of the entire Board of Directors. The membership and general public shall be notified of approved changes **within** 30 days of the decision and the changes in the annual dues schedule shall become effective at the beginning of the ensuing fiscal year.

**Action:** Governance Review Committee (Tim Anderson chair) to propose options for defining a quorum in the bylaws.

Marketing/Communication Committee: Christina Snyder discusses a meeting she had with Paul and Megan with MITRE Corporation and their CostFACTS project, which could be a valuable resource for ICEAA members. Inspired by a travel show, she plans to make some short video clips at the Workshop of attendees describing the “Best Thing I Ever Estimated” for use on the website in social media. Also looking to prepare marketing pieces targeted to colleges that have cost estimating programs and colleges from which our member companies recruit to get the idea of ICEAA membership as a resource out to the next generation of cost estimators.

Membership Committee: committee not finalized, no report received.

New Business:

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Paul discusses the previous week’s Senior Government Advisory Panel meeting, which went well and he believes they truly want to help ICEAA and use ICEAA to make their groups better. Questions on how ICEAA certification relates to DAU certification – does it overlap or duplicate?

During that meeting, he brought up his idea of a Cost Community Roundtable, a meeting at the Atlanta Workshop where government representatives and industry representatives can meet to discuss collaboration. The Senior Government Advisory Panel members seemed agreeable to the idea as long as it is open to the public and not restricted to certain companies, citing ethics regulations.

ICEAA Board of Directors Meeting

March 12, 2016 | McLean, VA

APPROVED MINUTES as of June 6, 2016

Review Action Item Summary: October 17, 2015

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- **Paul Marston, Mike Thompson and Megan Jones** to meet with the IPM partnering organizations the College of Performance Management (CPM) and the National Defense Industry Association (NDIA) to discuss the 2014 IPM Workshop income and to establish a more concrete charter for the meeting with clear roles and projections for future meetings.
  - A meeting has been proposed mid-April, but response was not eager. Paul had talk at IPM with some stakeholders.
- **Megan** to read through the Taylor & Francis contract, contact Ricardo to get more insight on the possibility of renegotiation. If this seems reasonable, a board member will be present and will participate in the renegotiation.
  - Ongoing. Ricardo has already looked at the contract, has ideas on areas to amend. Moving to March action items.
- **Jason** will schedule a meeting with International Directors and Megan (Dan N., Bill B. volunteer) to start draft of survey, and will have a presentable version by next BOD.
  - Jason suggests holding a meeting in April.
- There is some outdated pricing listed on the website. **Megan** and IBO will update.
  - **Done**, but if anyone notices a place where old information remains, please email the link to Megan.
- **Jason** will send UKMOD question/training ideas to Andrejev and Braxton.
  - Jason has the ideas ready, will send to Andrejev and Braxton. Moving to March action items
- **IBO** will draft a call for volunteers to both provide questions and review the new content with an explanation that they can get recertification points for volunteering. Will send to Andrejev for review.
  - **Done**. Peter Andrejev sent out a document on recertification shortly before the meeting
- **Megan** wills end the 2014 and 2015 workshop rosters to Greg Kiviat, Bill Barfield and Ellie to determine metrics and classifications of attendees from industry, contractors, etc.
  - Megan will do before the workshop; moving to March action items to confirm
- **All BOD Members and Chapter Presidents** please pay attention to the marketing materials you receive for various industry related and other meetings and forward the best/most interesting to Megan.

ICEAA Board of Directors Meeting

March 12, 2016 | McLean, VA

APPROVED MINUTES as of June 6, 2016

- Some have come in...Keep it up!
- **Megan and Pat Z.** to determine criteria for emeritus memberships, present at next BOD meeting.
  - Incomplete, will move to March action items.
- **Peter Braxton** to present information on cost and effort of creating CEBoK wiki.
  - **Done.** Peter presented earlier. Plans to have a discussion with Megan regarding the IT requirements and costs of hosting the CEBoK wiki on the ICEAA website.
- **Awards Committee** to send out a PowerPoint or outline to the board before the mid-December board conference call.
  - **Done**, discussed and voted.
- **Rick Collins, Peter Braxton** to report back to the Board on their conversation with Rick Burke re: DoDCAS.
  - DoDCAS is planning another DC event in September. They're facing the same challenges as before: they want to do it at a government site but that raises logistic challenges. What can ICEAA do to help them?
  - **NEW ACTION:** Rick Collins to talk to Christian Smart to find out how he got to where he is, how he's become an advocate of ICEAA, how he's changed MDA by encouraging CCEA.
- **Peter Andrejev and Peter Braxton** will work together to come up with an email to send to chapter presidents regarding the CEU credits available for various activities.
  - Andrejev sent a draft to Braxton and the Business Office shortly before the Board meeting. Under review.
  - **NEW ACTION:** Business Office to review Peter A's draft email regarding CEU credits available for various activates, distribute to Chapter Presidents
- **Megan** to request Region Directors' involvement in getting the chapter board rosters.
  - **Done**, most chapter board rosters received
- **Paul** to have a talk with Andy Prince to work out details of the SSCAG sig.
  - Ongoing, moving to March action items
- **Brian Glauser** send recommendations of companies with potential members in San Antonio and Austin to David Bach.
  - Ongoing, moving to March action items

ICEAA Board of Directors Meeting

March 12, 2016 | McLean, VA

APPROVED MINUTES as of June 6, 2016

- **Megan, Paul, Mike Thompson, Greg Kiviat** to determine a method and approach for establishing a chapter in Connecticut.
  - Complications have prevented this from moving forward. Will keep on the action item summary until further notice to address when situations improve.
- **Andy Nicholls** to report to board on outcomes of conversation with Jaguar/Land Rover on recruitment and involvement.
  - Andy has retired, unlikely to be completed.
- **Ongoing: Brian Glauser** to call Jim Fume to see if we can get ICEAA to present at the 2016 SRI Symposium in McLean.
  - Ongoing, moving to March action items
- **Ongoing:** Plan to conduct member satisfaction survey in 2016 or 2017.
  - Ongoing, moving to March action items

Review Action Item Summary: December 18, 2015

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- **Action:** Paul Marston and Megan Jones will schedule a meeting with the IPM partnering organizations the College of Performance Management (CPM) and the National Defense Industry Association (NDIA) in early 2016 to discuss the 2014 IPM Workshop income and to establish a more concrete charter for the meeting with clear roles and projections for future meetings.
  - See above, meeting proposed but not finalized.
- **Action:** All: Send comments, suggestions, or requests for discussion on the proposed bylaws and constitution changes via email to Megan, Paul and Tim by mid-January 2016.
  - DONE!
- **Action:** Governance Review Committee: prepare a next round of suggestions by early February 2016 incorporating the comments from the board.
  - DONE!
- **Action:** All: Jason requests volunteers to serve on the conference committee for Bristol: track chairs, paper judges, etc. Any interested people should email Jason.

ICEAA Board of Directors Meeting

March 12, 2016 | McLean, VA

APPROVED MINUTES as of June 6, 2016

- o DONE!

Plan Next Meeting & Adjourn

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Next meeting scheduled for June 6, 2016 at the Grand Hyatt Atlanta at Buckhead. Details to come.

Meeting adjourned at 3:08pm

ICEAA Board of Directors Meeting

March 12, 2016 | McLean, VA

APPROVED MINUTES as of June 6, 2016

March 12, 2016 Action Item Summary:

- **Bob Hunt** to create a subcommittee of budget committee and Megan to assess the value propositions of all of our products and membership.
- **Brian Glauser** to prepare advertising material for the software certification for a 2017 rollout.
- **Peter Andrejev** to create a set of recommendations for meeting the PCEA/CCEA challenges discussed for a Board vote.
- **Rick Collins** to talk to Christian Smart to find out how he got to where he is, how he's become an advocate of ICEAA, how he's changed MDA by encouraging CCEA.
- **Business Office** to review Peter A's draft email regarding CEU credits available for various activities, distribute to Chapter Presidents
- **Governance Review Committee** (Tim Anderson chair) to propose options for defining a quorum in the bylaws.
- **Megan** to connect with Ricardo on his ideas for improving the Taylor & Francis journal contract, discuss those revisions with Taylor & Francis. (Carried from October 2015)
- **Jason** will send UKMOD question/training ideas to Andrejev and Braxton. (Carried from October 2015)
- **Megan** will send the 2014 and 2015 workshop rosters to Greg Kiviat, Bill Barfield and Ellie to determine metrics and classifications of attendees from industry, contractors, etc. (Carried from October 2015)
- **All BOD Members and Chapter Presidents** please pay attention to the marketing materials you receive for various industry related and other meetings and forward the best/most interesting to Megan.
- **Megan and Pat Z.** to determine criteria for emeritus memberships, present at next BOD meeting. (Carried from October 2015)
- **Paul** to have a talk with Andy Prince to work out details of the SSCAG sig. (Carried from October 2015)
- **Brian Glauser** send recommendations of companies with potential members in San Antonio and Austin to David Bach. (Carried from October 2015)



ICEAA Board of Directors Meeting

March 12, 2016 | McLean, VA

APPROVED MINUTES as of June 6, 2016

- **Megan, Paul, Mike Thompson, Greg Kiviati** to determine a method and approach for establishing a chapter in Connecticut. (Carried from October 2015, will keep as an open action until further notice)
- **Brian Glauser** to call Jim Fume to see if we can get ICEAA to present at the 2016 SRI Symposium in McLean. (Carried from June 2015)
- **Megan** to Plan to conduct member satisfaction survey in 2016 or 2017. (Carried from June 2015)
- **Megan and Paul** to have a meeting with IPM stakeholders to discuss the future of the event.