

**AGENDA**  
as of January 20

<b>Time</b>	<b>Agenda Item</b>	<b>Leader</b>
8:00 - 9:00 am	Gather for Continental Breakfast	
9:00 - 9:15 am	Welcome, Quorum Count, and Introductions	Brian Glauser
9:15 - 9:30 am	Secretary Report <b>Action:</b> Approve September 2014 Minutes	Patricia Zedaker
9:30 - 10:00 am	Treasurer Report <b>Action:</b> Approve Treasurers Report	Mike Thompson
10:00 - 10:15 am	Proposed New Dues Structure	Paul Marston
10:15 - 10:30 am	Certification	Peter Andrejev
10:30 - 10:45 am	Break	
10:45 - 11:00 am	2015 ICEAA Workshop Report	Mike Thompson
11:00 - 11:15 am	2015 ICEAA Workshop Training Report	Peter Braxton
11:15 - 11:45 am	ICEAA Business Office Report	Megan Jones
	Membership Statistics	
	2017 Workshop Location	
	2015 Board Election Status	
	Bylaws Amendment Proposal: Chapter Presidents as Region Director Proxies	
11:45 - 12:30 pm	Lunch & break	
12:30 - 12:45 pm	Establishing Canada Chapter	Mike Thompson
12:45 - 1:00 pm	Special Interest Group (SIG) Update	Brian Glauser
1:00 - 1:30 pm	Specialty CEBoK Training Modules	Brian Glauser
1:30 - 2:00 pm	International Conferences	Brian Glauser, Jason Dechoretz
2:00 - 2:15 pm	Strategic Plan Update	Brian Glauser, John Deem
2:15 - 2:30 pm	Floor open for questions on Region/Chapter reports from pre-read	
2:30 - 2:45 pm	Proposal: Establish Chapter Standards Committee	Ellie Bassett
2:45 - 3:00 pm	ICEAA/AACE Joint Chapter Event in San Diego	Omar Mahmoud
3:00 - 3:15 pm	Review September 2014 Board Action Summary	Megan Jones
3:15 - 3:30 pm	New Business	Brian Glauser
3:30 - 3:45 pm	Plan Next Meeting & Adjourn	Brian Glauser

ICEAA Board of Directors Meeting  
September 16, 2014 | Huntington Beach, CA

DRAFT MINUTES as of October 16, 2014

Welcome, quorum count, introductions:

Brian Glauser

In-person and virtual attendance insufficient for a quorum. The group in attendance decides to discuss all of the items on the agenda and place any necessary votes on an electronic ballot to be distributed after the meeting.

Secretary's Report:

Pat Zedaker

Kurt Brunner points out an error in the June 9 minutes: the September meeting is incorrectly listed as taking place on September 18. Date of meeting on page 1 changed to September 16.

With no further questions or comments, the group agrees to move the approval of the secretary's report to electronic vote.

International Business Office Update

Megan Jones

Report shows lower membership numbers discuss discrepancy and lower count. ICEAA Staff tried a new approach to membership renewal notices after discovering the low retention rate. The new approach has been successful: over 200 members renewed in the first week of using the new renewal notice format.

Show off new members-only portion of the website, will send email inviting board and select members to be part of testing group

Discuss options and criteria for choosing 2017 location.

With a panel of ICEAA authors being formed to present at the 2015 Workshop, Megan proposes creating a page on the website featuring links to where members can purchase books written by ICEAA authors.

- The group debates whether or not a link to a member book qualifies as an endorsement of the book.
- Is it better to risk having controversial ideas in books on the website that may expand our body of knowledge? Should we establish panel of reviewers to ensure books are good to be on the website?

**Action:** Brian to find a person to set up the communications/publications committee/chair to establish a panel when the book link issue comes in to review the books

*Journal of Cost Analysis & Parametrics* has been functioning mostly independently of the ICEAA office; the office is usually unaware of publication deadlines, printing times, etc.

**Action:** Megan to work with *JCAP* editors et al to create a process for Journal reporting, updates

#### Treasurer's Report

Mike Thompson

Group requests a slide in future treasurer reports to show a historical trend of investment numbers

Mike Thompson points out the biggest standing expense with no compensating income are the fees for *JCAP*

**Action:** determine possibility of renegotiating Taylor & Francis (*JCAP* publisher) contract

**Action:** Mike T. to establish a committee to look closely at each line item of the budget to better forecast for 2015

Discussion during treasurer's report on the extensive misunderstanding of the dues grace period. It has become clear that many in the membership have misinterpreted the grace period as an additional 4 months of membership, and the practice of the business office had been to grant members a new expiration date based on the date renewed within the grace period instead of based on original expiration date.

For example: a member expires on February 1, 2014 and renews on May 29, 2014 within the grace period. The existing practice has been to assign the member a new expiration date of May 29, 2015, thus giving the member 4 extra months of membership. The purpose of a grace period is not to give extra months of membership but to allow the member time to arrange payment while they still enjoy member benefits. The new practice will be to assign February 1, 2015 as the member's new expiration date.

**Action:** Brian to send letter to the Chapter Presidents informing them of the proper execution of the grace period.

The question of raising the ICEAA dues has come up in several meetings but with no resolution. The group agrees that the dues need to be raised, but not by how much or when.

**Action:** Paul Marston will create and lead a committee to have proposed new fee structure by November 1.

Group agrees to put approval of the Treasurer's report on the upcoming vote slate

#### Certification Update

Peter Andrejev

Peter discusses the pass/fail rate of the exam, and how to get where we want to go. Jason D. suggests UK MOD had ideas for new questions, targeting the exam to specific audiences.

Peter discussed with Greg K. about the additional certifications, determining the audience, and what specialty group is the audience.

Paul M. suggests ICEAA does a material share with Sikorsky rather than fully endorse or create a joint effort on additional training. By setting up training "blocks" with individual companies who write their own, then ICEAA marks it as approved, we have a set of training others can use, allowing us to offer training curriculums to a broader constituency and offer recognition to those who complete it.

Need to determine what to call the people who are interested in these kinds of training, since they may not all be "cost estimators."

Rich presents 2014 Workshop PowerPoint, highlights of the meeting.

The item that scored the lowest on the feedback survey was the Topics on the Table Luncheon idea. Group tosses out ideas of how to inform the members how to use them, whether to change them from serious work-related questions to fun questions to enjoy over a break, or both. Though our lowest score, the lunches still got a 3.2, which isn't terrible, but gives us a place to improve.

What would Rich change about 2014? Better organize the morning presentations and awards.

Mike presents 2015 Workshop PowerPoint, discusses new fee structure, booked keynote speakers, ideas being discussed for changing the schedule format. Call for papers has been released, this year an actual paper is required to qualify for best paper. Group asks how many Best Paper winners historically submitted actual papers?

Reviewing the fee structure, group asks if we should add additional registration fee categories, such as a discount for those who have booked a room at the host hotel. Whether or not 10+ should be the new threshold for the group discount.

SIG development is in a holding a holding pattern. More details and information to come.

Group suggests adding the proposed SIG themes as areas of interest on the new member profiles to help potential SIGs identify new members.

Jason presents 2016 Conference Update PowerPoint. A planning group met in Denver to start discussions. SKAF is willing to co-market. AcostE may be willing to move their

November meeting to October to run in conjunction with our current target time of early October.

Jason asks group if there are any concerns with doing a conference in Bristol in 2016? Only concern is if ACostE does not want to move their conference.

## New Training Modules

Greg Kiviat

Greg presents a summary of the work Sikorsky has done to customize CEBok to their needs. Asks the Board, how does Sikorsky move forward with this? How much will it cost for them to use the modified material?

**Action:** Joe Wagner to determine the proper form the Sikorsky license would take, or if it should be an MOU. Will have Joe look at existing corporate licenses and draft a proposed agreement/license.

**Action:** Greg K to report to Sikorsky that ICEAA is interested in working with them on some new modules, and that they should begin testing and preparation.

## Floor open for questions on Region/Chapter reports from pre-read

No questions or comments on Region/Chapter reports

## New Business

Brian Glauser

Peter Braxton discusses the CEBok bibliography, which includes thousands of papers from ISPA, SCEA, DoDCAS, etc. Peter wants to create a repository for the papers referenced in the bibliography and expand, he asks if this is a part of the new member database/login page plan or if not, can it be.

Megan confirms a collection of papers has been a part of the new database/login page plan, and is planned to be part of the third phase of development, after member profiles and the certification module. Group discusses to which extent the papers should be reviewed or documented before putting in the database.

Kevin Cincotta: the UK Ministry of Defense has been soliciting for CEBOK training services, reached out to ICEAA and were misinformed about the license/instructor license. Group discusses the CEBOK instructor license terms, availability of the information on the website and clarity of language.

**Action:** Jason D. to initiate discussions with Kevin C to come up with a new pricing structure, clarifying the language and determining a new procedure for enforcing CEBOK instructor licenses

Brian Glauser: Brian is overdue on appointing a nominating committee for the 2015 Board elections. Per the bylaws, Brian is the chair of the nominating committee but needs four more members. Group discusses the nomination process outlined in the bylaws, and that we're already past due on some of the items.

**Action:** Brian to discuss with the executive committee how to speed up the nomination process, solicit members for the committee.

Mike Thompson: Mike asks whether the group needs a parliamentarian. Group agrees we need someone to keep us on topic, plan to discuss how to nominate that person or how to handle the issue of straying off topic during meetings.

Jason Dechoretz: Advisory Panel update. The BOD voted to approve a bylaws update to allow for ICEAA advisory panels, with the purpose of providing ethics guidance from the DOD. He has since met with Wendy Koonce, Steve Barths, Kathy Wathern, and all have agreed to represent themselves or send a proxy on the advisory panel.

**Action:** Jason D. will work with Brian to create letter of introduction to define role, invite to next BOD meeting.

In an effort to have a mix of DOD and non-DOD members, Jason met with FAA person, looking for someone high up in their agency as a representative. Two positions remain: any requests for specific groups or departments?

The group discusses how to expand membership among groups that should be part of ICEAA but aren't – having more gov reps on the advisory panel will help us achieve

Group agrees not to wait until we have 6 to start engaging the advisory panel but to start with the 4 we have, see how it goes, find the next two as we go.

**Action:** Jason D. to compile that last few agendas to give a structure of what is usually discussed, what would be relevant to the advisory panel, what they could accomplish.

Work with executive committee to prepare an agenda for initial advisory panel meeting, will report progress to BOD at next meeting.

#### June 9 Meeting Action Summary Review

Megan Jones

- Task force formed to translate the strategic plan into measurable goals: John Deem, Jason Dechoretz, Andy Prince, Paul Marston, Brian Glauser
  - John Deem read through the strategic plan, recommends strategic plan be a standing agenda item for the BOD. Tend to cover ad-hoc strategic items throughout the meeting, but the process of the strategic plan requires continual development. Metrics are hard. Some good metrics were proposed that were easy to accomplish, but the recommended goals, relevance, excellence and collaboration are great goals that if we did more of we would improve, but are intangible. Recommends translating the goals that are entwined in the narrative to pull out into bullets. Quantify urgency/difficulty, etc.
  - **New Action:** John Deem, Jeff Moore to work on making the narrative points into bullets, discuss in a meeting, report to the BOD
- Executive Committee to begin discussion on the holistic approach to increasing revenue and decreasing expenses, to include restructuring corporate sponsorship program, dues structure.
  - There was no formal executive committee discussion but some ideas have been discussed. Executive committee agrees to hold a conference call in 3-4 weeks to begin discussion.
  - **New Action:** Megan to initiate time coordination for executive committee conference call on increasing revenue, decreasing expenses, restructuring the corporate sponsorship program and the dues structure
- Budget committee create a 3-year budget plan with the final 2014 ICEAA Workshop financials and present to Executive Committee prior to next Board meeting.
  - By end of October will have more information as a result of the executive committee discussion, will have more details on the budget, how to get there, etc. will extend out over three years, after reviewed and discussed by budget comm., to go to strategic plan committee, etc.
- Megan to prepare lists and rosters for established committees, indicate which are currently active, describe areas of focus.



- **New Action:** Megan and Pat Z to look through old minutes for records of established committees. Megan to email the Board asking about which committees they “think” they’re on. When creating committee rosters for the new database/members-only website, differentiate between ad hoc and standing committees.
- Megan to prepare a pie chart showing makeup of international members
  - DONE: in IBO Report
- Megan to research member recruitment best practices webinars/information for chapter presidents
  - Ongoing.
- Megan to send lists of at-large members to regional directors to conduct outreach to at-large members in their areas
  - Will deliver by October 1
- Regional directors to work with their chapters to determine patterns and best practices of local chapter awards.
  - Not complete. Requires a lead –
  - **New Action:** Jeff Moore to work with Dave Stem, and Regional Directors to establish system for down/up up/down award processes.
- Megan to make a template for the regional directors for presenting their reports.
  - DONE: emailed August 26
- Peter Andrejev, Peter Braxton and Kevin Cincotta to review the curriculum and advise the Board on whether or not to add to ICEAA training.
  - Peter A., Peter B. and Kevin C have a meeting planned to discuss further. Looking internally at CEBoK, but the action was created to determine the intersection of Sikorsky and CEBoK. Needs more content to discuss, etc.
  - **New Action** Greg to provide Peter A with Sikorsky material, describe what it is, guidelines for what Peters A, B and Kevin need to discuss.

- **New Action:** Peter A to report on recommendations for expanding ICEAA training at next meeting.

Megan will distribute Survey Monkey ballot with option to keep item open for discussion.

Next meeting tentatively scheduled for Feb 7, 2015 at Cobec.

With no new business, Motion to adjourn carried. Adjourned 3:31

New Action Items from September Meeting:

- Brian to find a person to chair/set up the communications/publications committee to establish a panel when the book link issue comes in to review the books
- Determine possibility of renegotiating Taylor & Francis (JCAP publisher) contract
- Mike T. to establish a committee to look closely at each line item of the budget to better forecast for 2015
- Brian to send letter to the Chapter Presidents informing them of the proper execution of the grace period.
- Paul Marston will create and lead a committee to have proposed new fee structure by November 1.
- Joe Wagner to determine the proper form the Sikorsky license would take, or if it should be an MOU. Will have Joe look at existing corporate licenses and draft a proposed agreement/license.
- Greg K to report to Sikorsky that ICEAA is interested in working with them on some new modules, and that they should begin testing and preparation.
- Jason D. to initiate discussions with Kevin C to come up with a new pricing structure, clarifying the language and determining a new procedure for enforcing CEBoK instructor licenses
- Brian to discuss with the executive committee how to speed up the board officer nomination process, solicit members for the committee.

- Jason D. to compile that last few board meeting agendas to give a structure of what is usually discussed, what would be relevant to the government advisory panel, what they could accomplish. Work with executive committee to prepare an agenda for initial advisory panel meeting, will report progress to BOD at next meeting.
- John Deem, Jeff Moore to work on making the narrative points of the strategic plan into bullets, discuss in a meeting, report to the BOD
- Megan to initiate time coordination for executive committee conference call on increasing revenue, decreasing expenses, restructuring the corporate sponsorship program and the dues structure
- Megan and Pat Z to look through old minutes for records of established committees. Megan to email the Board asking about which committees they “think” they’re on. When creating committee rosters for the new database/members-only website, differentiate between ad hoc and standing committees.
- Jeff Moore to work with Dave Stem and Regional Directors to establish system for down/up up/down award processes.
- Greg to provide Peter A with Sikorsky material, describe what it is, guidelines for what Peters A, B and Kevin need to discuss.
- Peter A to report on recommendations for expanding ICEAA training at next meeting.

# TREASURER REPORT

Board of Directors Meeting  
February, 2015

Mike Thompson

# 2014 Quarterly Financial Summary

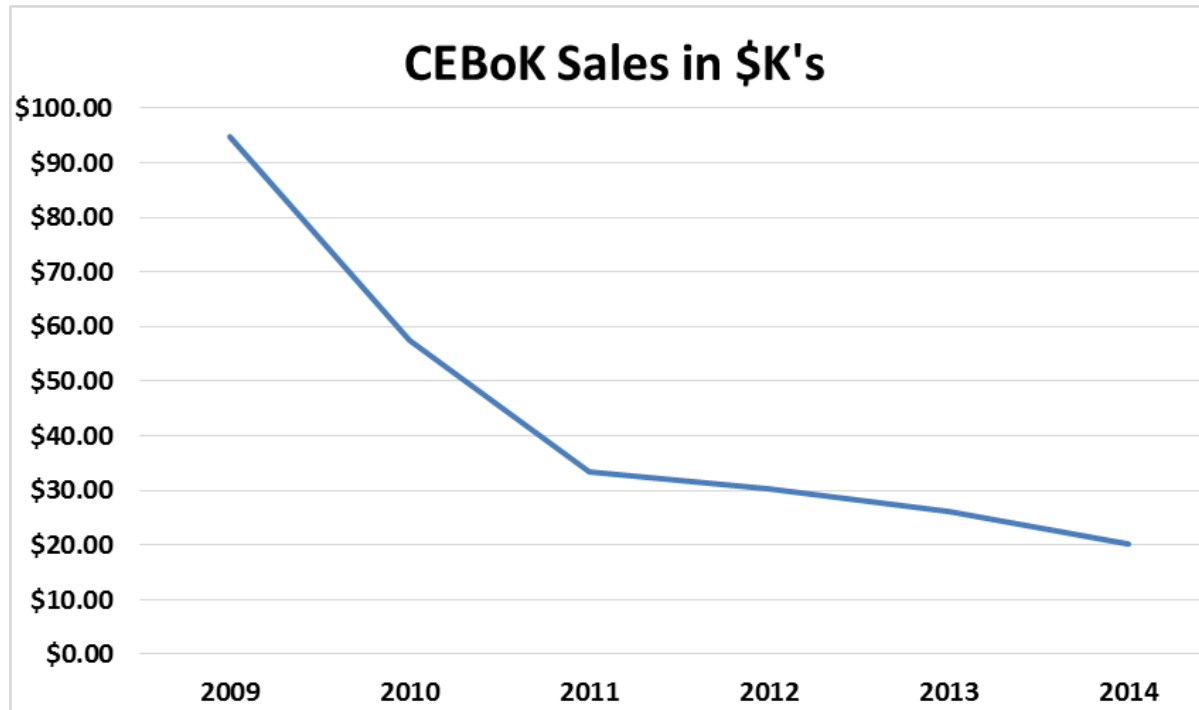
ACCOUNT SUMMARY	BUDGET	MAR	JUN	SEP	DEC
<b>2014 INCOME</b>					
ICEAA WORKSHOP	\$295,000	\$42,945	\$331,331	\$331,842	\$336,332
IPM CONFERENCE	\$47,000	\$15,000	\$19,306	\$19,306	\$20,201
MEMBERS	\$110,000	\$15,728	\$29,638	\$55,186	\$83,540
CERTIFICATION	\$40,000	\$3,810	\$14,240	\$16,915	\$28,954
CEBoK SALES	\$24,000	\$4,205	\$7,867	\$15,624	\$22,731
PUBLICATIONS & ADVERTISING	\$21,000	\$13,790	\$16,213	\$17,120	\$20,171
INTEREST & OTHER INCOME	\$5,000	\$1,264	\$2,326	\$3,424	\$5,005
<b>2014 INCOME</b>	<b>\$542,000</b>	<b>\$96,742</b>	<b>\$420,921</b>	<b>\$459,417</b>	<b>\$516,934</b>
<b>2014 EXPENSES</b>					
PUBLICATIONS	\$48,000	\$4,271	\$59,065	\$87,840	\$99,317
CEBoK	\$0	\$0	\$0	\$0	\$0
ICEAA CONFERENCE	\$198,000	\$3,742	\$28,984	\$208,723	\$209,516
IPM CONFERENCE	\$0	-\$2,835	-\$2,835	-\$2,835	\$222
CERTIFICATION	\$3,000	\$86	\$86	\$278	\$787
CHAPTERS	\$10,000	\$4,491	\$4,981	\$7,833	\$7,833
OTHER DIRECT EXPENSES	\$2,500	\$0	\$0	\$0	\$0
STAFF & SUPPORT CONTRACTS	\$256,000	\$55,044	\$123,372	\$175,888	\$233,627
OFFICE OPERATIONS	\$79,000	\$22,342	\$43,764	\$75,206	\$93,043
MEMBER ACTIVITIES	\$9,000	\$805	\$938	\$2,028	\$2,653
OTHER OPERATING EXPENSES	\$3,000	\$0	\$91	\$91	\$91
<b>2014 EXPENSES</b>	<b>\$608,500</b>	<b>\$87,945</b>	<b>\$258,446</b>	<b>\$555,053</b>	<b>\$647,088</b>
<b>NET POSITION</b>	<b>-\$66,500</b>	<b>\$8,798</b>	<b>\$162,475</b>	<b>-\$95,636</b>	<b>-\$130,154</b>

2014 operating results reflect the following major contributors to the negative position:

- IPM 2014 Conference income (\$75K) not paid until 2015
- New website/database/membership tracking development effort (\$30K)
- CEBoK sales curve (see next chart)
- Taylor & Francis 2013 JCAP billing events delayed to 2014 (\$28K)

# CEBoK Sales History

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- CEBoK sales have followed a traditional declining sales curve as market saturation and other factors have eroded annual sales.
- ICEAA needs to develop a new and better product to reinvigorate professional development marketing opportunities.

# 2014 Year-End Financial Summary

## Current Assets

<b>CUMULATIVE BALANCE SHEET</b>				
<b>INVESTMENTS/CASH POSITION - 2014</b>				
	<b>BALANCE</b>	<b>RATE</b>	<b>INT.</b>	<b>MATURE</b>
PFCU - 4346114-56-6	\$41,999	1.50%	\$621	Jan-15
PFCU - 4507023-56-4	\$20,150	1.25%	\$248	May-15
PFCU - 4339703-56-5	\$30,501	1.75%	\$524	Dec-15
PFCU - 4566018-56-2	\$78,882	1.60%	\$1,239	Feb-15
PFCU - 4717075-56-0	\$34,796	1.50%	\$514	Feb-15
PFCU - 4717076-56-8	\$34,595	1.25%	\$474	Feb-16
PFCU - 4717077-56-6	\$34,900	1.16%	\$633	Feb-16
PFCU MONEY MARKET & CASH	\$513			
SUBTOTAL INVESTMENTS	\$276,337			
BoA CHECKING ACCOUNT	\$37,500			
TD BANK JOURNAL ACCOUNT	\$3,003			
<b>ANNUAL INTEREST EARNED</b>			<b>\$4,254</b>	
<b>TOTAL LIQUIDITY</b>	<b>\$316,840</b>			

# 5 Year Budget Plan

ACTIVITY	2014 ACTUALS			2015 BASELINE BUDGET				2015 PROPOSED BUDGET			
	INCOME	EXPENSES	NET	INCOME	EXPENSES	NET	COMMENT	INCOME	EXPENSES	NET	COMMENT
ICEAA WORKSHOP	\$336,332	\$209,516	\$126,816	\$425,000	\$281,500	\$143,500	475 registration assumption	\$425,000	\$281,500	\$143,500	
IPM CONFERENCE	\$20,201	\$222	\$19,979	\$76,000	\$0	\$76,000	Actuals from 2014 conference	\$76,000	\$0	\$76,000	
MEMBERS	\$83,540	\$2,653	\$80,887	\$84,000	\$3,700	\$80,300	\$55 base annual membership fee	\$138,000	\$2,200	\$135,800	\$95 annual membership
CERTIFICATION	\$28,954	\$787	\$28,167	\$25,500	\$800	\$24,700	\$125 exam/\$100 recert fees	\$45,900	\$800	\$45,100	\$225 exam/\$180 recert.
CEBoK SALES	\$22,731	\$0	\$22,731	\$15,000	\$0	\$15,000	Down sales curve from 2014	\$15,000	\$0	\$15,000	
PUBLICATIONS & ADVERTISING	\$20,171	\$99,317	-\$79,146	\$19,500	\$53,500	-\$34,000	JCAP/career cntr. & newsbrief ads	\$19,500	\$53,500	-\$34,000	
CHAPTERS	\$0	\$7,833	-\$7,833	\$0	\$8,000	-\$8,000	Projection from 2014	\$0	\$8,000	-\$8,000	
STAFF & SUPPORT CONTRACTS	\$0	\$233,627	-\$233,627	\$0	\$240,000	-\$240,000	Projection from 2014	\$0	\$240,000	-\$240,000	
OFFICE OPERATIONS	\$0	\$93,043	-\$93,043	\$0	\$82,000	-\$82,000	Projection from 2014	\$0	\$82,000	-\$82,000	
OTHER ITEMS	\$5,005	\$91	\$4,914	\$5,000	\$0	\$5,000	Projection from 2014	\$5,000	\$0	\$5,000	
TOTALS	\$516,934	\$647,089	-\$130,155	\$650,000	\$669,500	-\$19,500		\$724,400	\$668,000	\$56,400	

- Adequate income to support our budget requires increased dues and exam fees. Baseline Budget reflects continuation of existing income practices including successful workshops. Proposed Budget reflects increases to allow for CEBoK development and other growth-oriented initiatives.





# Recommendation to change ICEAA Fee Structure

Committee:

Paul Marston, Chair

Mike Thompson

Megan Jones

# Outline

- The Issue
- Current Fee Structure
- Specific Issues and Relationships
- Reform Objectives
- Recommended Fee Structure
- Motion

# The Issue

- ICEAA Fees have not changed in many years
  - Most don't cover our organization costs
  - Most don't reflect the value delivered
  - ICEAA has run significant budget deficits over last two years

# Current Fee Structure

	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>
<b>Member Dues</b>			
Annual	\$55.00	\$95.00	\$40.00
Two year	\$100.00	\$170.00	\$70.00
Five year		\$425.00	
Student	\$30.00	\$45.00	\$15.00
Lifetime		Drop	
<b>Certification</b>			
PCEA Member	\$125.00	\$150.00	\$25.00
PCEA Non-member	\$250.00	\$275.00	\$25.00
OCEA Member	\$225.00	\$300.00	\$75.00
OCEA Non-member	\$400.00	\$475.00	\$75.00
Specialty Member		\$300.00	\$300.00
Specialty Non-member		\$410.00	\$410.00
<b>Corporate Sponsorships</b>			
Platinum (Annual)		\$10,000.00	\$10,000.00
Gold (Annual)		\$5,000.00	\$5,000.00
Silver (Annual)		\$2,000.00	\$2,000.00
Partner (Annual)		\$500.00	\$500.00
<b>CEBoK</b>			
User License (Member)	\$230.00	\$230.00	\$0.00
User License (Non-member)	\$330.00	\$330.00	\$0.00
Site License	\$12,500.00	\$12,420.00	-\$80.00

# Current Fee Structure

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- Member dues haven't changed since at least 1987
- Two Year Dues at 10% discount to encourage early payment/revenue
- Non-member CCEA greater than Member Dues to encourage joining (\$70 Premium)
- CEBoK Site Lic is one size fits all – 10 users to hundreds
- Does Teaching Lic reflect value?

# Reform Objectives

- Economic Adjustment
- Better reflect the value ICEAA provides
- Increase revenue
- Reduce or eliminate budget deficit

# Recommended Fee Structure

	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>
<b>Member Dues</b>			
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- Only “shaded” fees recommended for change at this time
- Add Five Year Membership
- Drop Lifetime Membership
- Member / Non-membership differential (\$110) encourages joining
- Corporate Sponsorships need more thought, but this is general direction
- CEBoK shouldn't be changed until next version release
- CEBoK Site Lic should be changed soon to reflect number of Users

# Recommended Fee Structure

<u>Member Dues</u>	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>
Annual	\$55.00	\$95.00	\$40.00
Two year	\$100.00	\$170.00	\$70.00
Five year		\$425.00	
Student	\$30.00	\$45.00	\$15.00
Lifetime		Drop	

- At 3% inflation over 27 years, dues would be \$122
- \$95 is still excellent value and don't think it will push many members out
- Below the \$100 psychological threshold
- Two year dues represents 8% discount
- Five year dues represents 10% discount
- For 2000 members, \$95 dues increases revenue by \$80K per year



# Current Fee Structure

Annual per Member	
Publications	\$ 31.48
Chapter Program Support	\$ 4.71
Member Activities	\$ 2.18
Portion of Staff (25%)	\$ 36.76
Portion of Office Ops (25%)	\$ 12.06
Total	\$ 87.18
Recommended Dues	\$ 95.00
Estimated Surplus	\$ 7.82

- Member Services cost approximately \$87 per member per year
- We are currently subsidizing each member approximately \$32 per year
- This may have made sense in the past when we were making healthy profits on Conferences and running consistent budget surpluses
- Unfortunately, that hasn't been the case in two years
- The financial health and viability of the Association requires we increase our Member Dues now

# Recommended Fee Structure

## Certification

PCEA Member	\$125.00	\$150.00	\$25.00
PCEA Non-member	\$250.00	\$275.00	\$25.00
CCEA Member	\$225.00	\$300.00	\$75.00
CCEA Non-member	\$400.00	\$475.00	\$75.00
Specialty Member		\$300.00	\$300.00
Specialty Non-member		\$410.00	\$410.00

- Comparable Certification Fees
- AACE
  - CFCC, DRMP (appears to be PCEA equivalent): \$200 / \$250
  - CCT, CST: \$250 / \$375
  - CCP, CEP, EVP, PSP: \$500 / \$625
- PMI
  - PMP online: \$405 / \$555
  - PMP in person: \$250 / \$400
- CFA Institute
  - CFA (Certified Financial Analyst): \$450 enrollment plus \$800 exam fee

# Motion

I make a motion that ICEAA adopt and implement the following Fee Structure on 1 April 2015. Further, that we introduce it to our members on 1 March 2015 with a publicity campaign that includes a special email from the President, an article in the next ICEAA World, and information on the website, giving them a one month grace period to renew.

	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>
<b>Member Dues</b>			
Annual	\$55.00	\$95.00	\$40.00
Two year	\$100.00	\$170.00	\$70.00
Five year		\$425.00	
Student	\$30.00	\$45.00	\$15.00
Lifetime		Drop	
<b>Certification</b>			
PCEA Member	\$125.00	\$150.00	\$25.00
PCEA Non-member	\$250.00	\$275.00	\$25.00
OCEA Member	\$225.00	\$300.00	\$75.00
OCEA Non-member	\$400.00	\$475.00	\$75.00
Specialty Member		\$300.00	\$300.00
Specialty Non-member		\$410.00	\$410.00

# Corp Sponsorships – Food for Thought

- Sponsorship Program needs further study
- Don't want to poach on-going Conference Sponsorships
- Believe ICEAA can provide value to corporate stakeholders that they would be willing to pay for
- Will generate additional revenues to help fund ICEAA programs

Value Proposition				
	Platinum	Gold	Silver	Partner
Website Logo	x	x	x	x
Employment Ads	x	x	x	x
ICEAA World Ads	x	x	x	x
CEBoK Lic Discount	x			
Free Conference Attendees	x	x	x	
Certification Discounts	x	x		



## Board of Directors Meeting

# *Certification Program Report*

**February 7, 2015**

**Peter Andrejev, Director of Certification**



# ***Certification Program since last time...***

## **Strategic Pause**

- Improve ROI on current Certification operations
  - Labor intensive Application screening, Testing process
- Identify and pursue next Certification “product line”
  - International certification programs (UK, Japan, Canada)
  - ICEAA®-approved company certifications (Sikorsky Pricing)
  - Reciprocity with AACE, PMI, NCMA

## **Tactical Actions**

- Finalize CCEA®-P exam

## ***Near-term actions...***

- Improve ROI on current Certification operations
  - Reduce time spent reviewing and verifying applications
  - Pursue automation of testing process (investigate price changes and other options since last review of outsourcing)
- Finalize CCEA<sup>®</sup>-P exam
  - Resolve last 20 questions with help from Nathan Honsowetz
  - Cannibalize Work Problem from Dan Nussbaum's training
  - Create Parametric Specialty Certification application guide
  - Will need volunteers to review applicants' work products once CCEA<sup>®</sup>-P is officially rolled out

***Only about 10 applicants have expressed an interest in attaining the CCEA<sup>®</sup>-P***

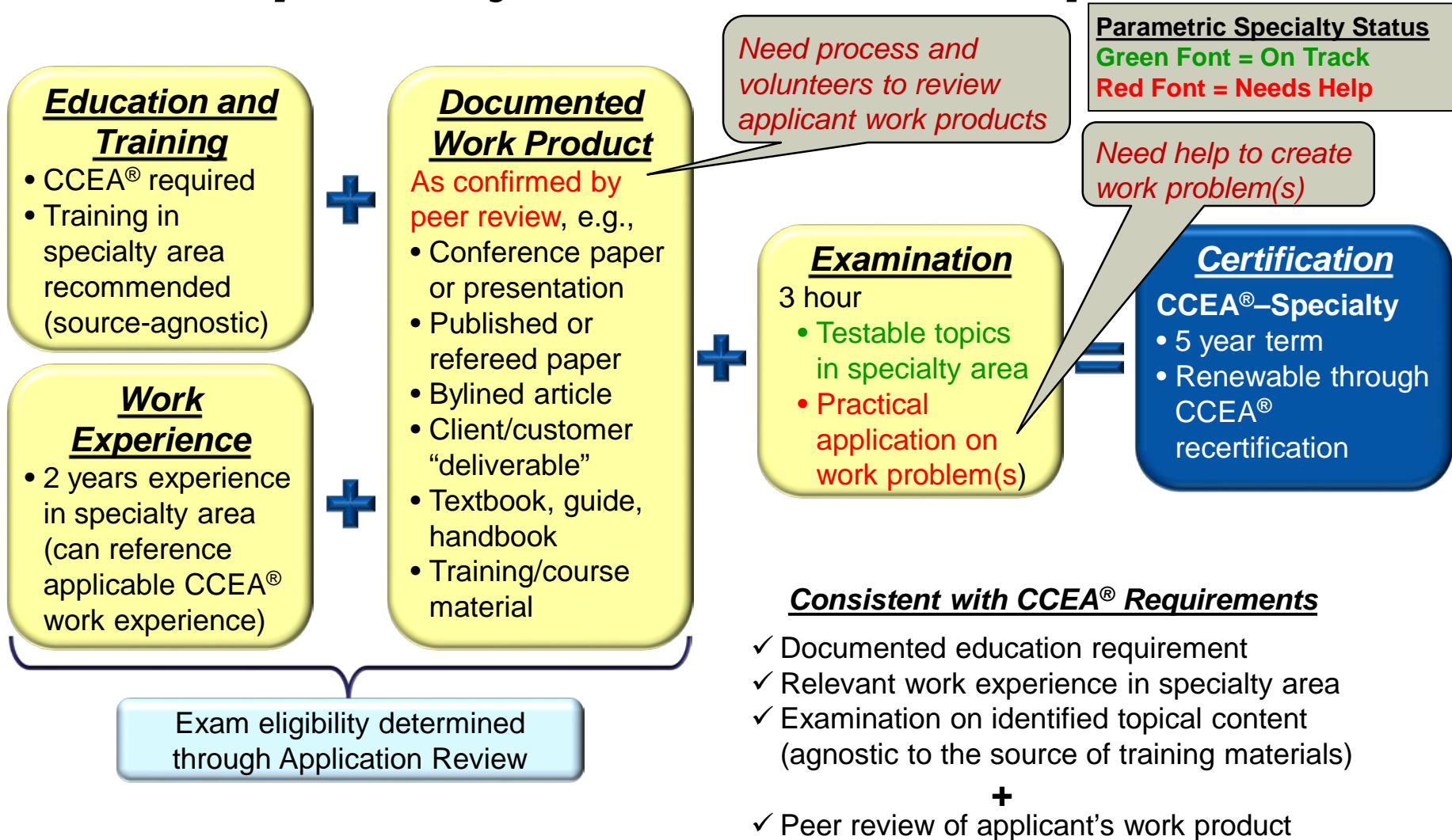
# ***Strategic actions...***

Identify and pursue next Certification “product line”

- Create/increase International certification programs
  - Australia, Canada, Egypt, Japan, Saudi Arabia, UK
  - UK and Canada appear best ROI; Consider Japan next
- ICEAA<sup>®</sup>-approved company certifications
  - Consider a program where ICEAA reviews and “approves” a company’s internal training program and provides a “seal of approval” endorsement
  - Pilot with Sikorsky’s “Pricing” program
- Create certification “reciprocity” agreements
  - Professional organizations (AACE, PMI, NCMA, other)
  - Government (DAU, FAI, other)



# Specialty Certification Requirements





# 2015 Professional Development & Training Workshop Overview

**Michael Thompson**  
2015 Workshop Co-Chair





# 2015 Workshop Committee

## Workshop Co-Chairs:

Mike Thompson

Doug Druley

## Training Co-Chairs:

Peter Braxton

Remmie Arnold

## Program Co-Chairs:

Nathan Honsowetz

Christina Snyder

## Best Paper Co-Chairs:

Andrew Drennon

Stacy Dean



# Sheraton San Diego Hotel & Marina

- Returning to the same venue as the 2010 Conference
- ICEAA \$199 group block open until May 25

**Sheraton San Diego Hotel & Marina**  
**1380 Harbor Island Drive**  
**San Diego, CA 92101**  
**(619) 291-2900**  
**[www.sheratonsandiegohotel.com](http://www.sheratonsandiegohotel.com)**



ICEAA

Tuesday, June 9				
Breakfast buffet available			7:00	8:00
Welcome & Overview			7:30	7:45
Best Paper Awards			7:45	8:15
Greg Cotton			8:15	9:15
Volunteer Leadership Orientation	Exam Overview	Papers	9:30	10:45
Break			10:45	11:15
Volunteer Leadership Orientation	Training Welcome	Papers	11:15	12:00
Exhibitor Setup			12:00	4:00
Lunch			12:00	1:00
Training		Papers	1:00	1:45
		Papers	2:00	2:45
Break			2:45	3:15
Training		Papers	3:15	4:00
		Papers	4:15	5:00
Welcome Reception			5:00	7:00

**Volunteer Leadership Orientation Sessions:**  
 Idea for 2015 to provide a foundation for new and sitting ICEAA Volunteer Leaders to give background on the association, explain policies & procedures, available resources and to answer questions from the group.

**Best Paper Awards**  
 Presented Tuesday morning prior to Greg Cotton.

**Keynote Speaker: Greg Cotton**  
 N03, Deputy for Undersea Rescue at Submarine Squadron ELEVEN

ICEAA

Wednesday, June 10			
Breakfast buffet available		7:00	8:00
Welcome, day intro		7:45	8:00
Dennis Connor		8:00	9:00
Training	Papers	9:15	10:00
	Papers	10:15	11:00
Best Paper		11:15	12:00
Lunch		12:00	1:15
Training	Papers	1:15	2:00
	Papers	2:15	3:00
Refreshment Break		3:00	3:30
Training	Papers	3:30	4:15
	Papers	4:30	5:15
Networking Reception		5:15	7:00

Keynote Speaker:

## Dennis Connor

Providing perspective on how his experience at America's Cup is similar to those our attendees go through every day.

## Best Paper Presentation

To alleviate overcrowding in the Best Paper breakout and low-attendance in the concurrent sessions, this year's Best Paper will be presented immediately before lunch in the general session room on Wednesday.

ICEAA

Thursday, June 11			
Breakfast buffet available		7:00	8:00
Author Panel		7:30	8:30
Training	Papers	8:45	9:30
	Papers	9:45	10:15
Break		10:15	10:45
Training	Papers	10:45	11:30
	Papers	11:45	12:30
Lunch		12:30	1:30
<b>Exhibitor Tear-down</b>		<b>1:45</b>	<b>4:00</b>
Association Awards		1:30	2:00
Training	Papers	2:00	2:45
	Papers	3:00	3:45
Training	Papers	4:00	4:45
	ICEAA Info Session	5:00	5:30
Free Evening			

## Morning General Session:

### ICEAA Authors Panel

A roundtable of authors from the ICEAA community discussing their books and the process of getting from idea to published work.

### Association Awards

The 2015 Association Awards will be presented immediately following lunch on Thursday.

### ICEAA Annual Meeting

The annual ICEAA town hall-style meeting will be on Thursday afternoon after the final paper presentation.

ICEAA



Friday, June 12		
Continental Breakfast Available	8:00	9:00
Training day review, Q&A etc.	8:45	9:00
Training	9:00	10:30
Break	10:30	11:00
Training	11:00	12:30
Conference Ends	12:30	

## Training Day!

Friday will be focused on training sessions and exam preparation. The day ends early to allow those taking the exam on Saturday additional study time.

## CCEA/PCEA Exams

Saturday, June 13

7:00am – 2:00pm





# Totals

- Papers: 80 available time slots
  - 79 papers accepted, 19 on wait list
  - Tracks being finalized: estimate 6 tracks
- Training: 42 available time slots



# Best Paper Awards

- To be eligible for a 2015 Best Paper Award, authors must submit a long-form paper by **March 30**. Authors submitting only PowerPoint presentations will not be considered
- Judging will conclude **May 1**

ACCOUNT NAME	BUDGET PLAN	SAN DIEGO- 2015
<b>EXPENSES</b>	<b>\$280,500</b>	
Awards & Gifts	\$3,500	<i>Range of recent actuals</i>
Audio Visual	\$31,000	<i>Same as Denver</i>
Bank/CC Fees	\$9,500	<i>\$20.00</i>
Conference Activities - Speaker	\$7,500	<i>Known fee for expected speaker</i>
Exhibits	\$3,500	<i>Recent range around \$3K</i>
Host Hotel Food & Service	\$199,500	<i>\$420.00</i>
Hotel Other - Exhibit support/IT/AV/etc.	\$1,000	<i>Place holder for unknown needs</i>
Mailing	\$3,000	<i>Recent range around \$3K</i>
On-site Contract Staff	\$0	
Printing - Publicity & Signage	\$3,500	<i>Recent range around \$3K</i>
Printing - Registration/Training/Track Mtls.	\$12,000	<i>Near upper end of recent history</i>
ICEAA Staff Travel	\$6,000	<i>Same as 2014</i>
Security	\$500	<i>Same as 2014</i>
Other	\$0	

40 registrants as of January 28  
(excluding exhibitor comps)

Five exhibit booths sold (9 left);  
two silver sponsorships sold (2 left)

<b>INCOME</b>	<b>\$425,250</b>	
Registrations	\$375,250	Based on new registration fees up avg. of 8%
Exhibitors - Including registrations	\$30,000	
Sponsors - Including registrations	\$20,000	
Other Activities	\$0	
<b>NET TOTAL</b>	<b>\$144,750</b>	

ICEAA

# ICEAA Membership 2007-2015

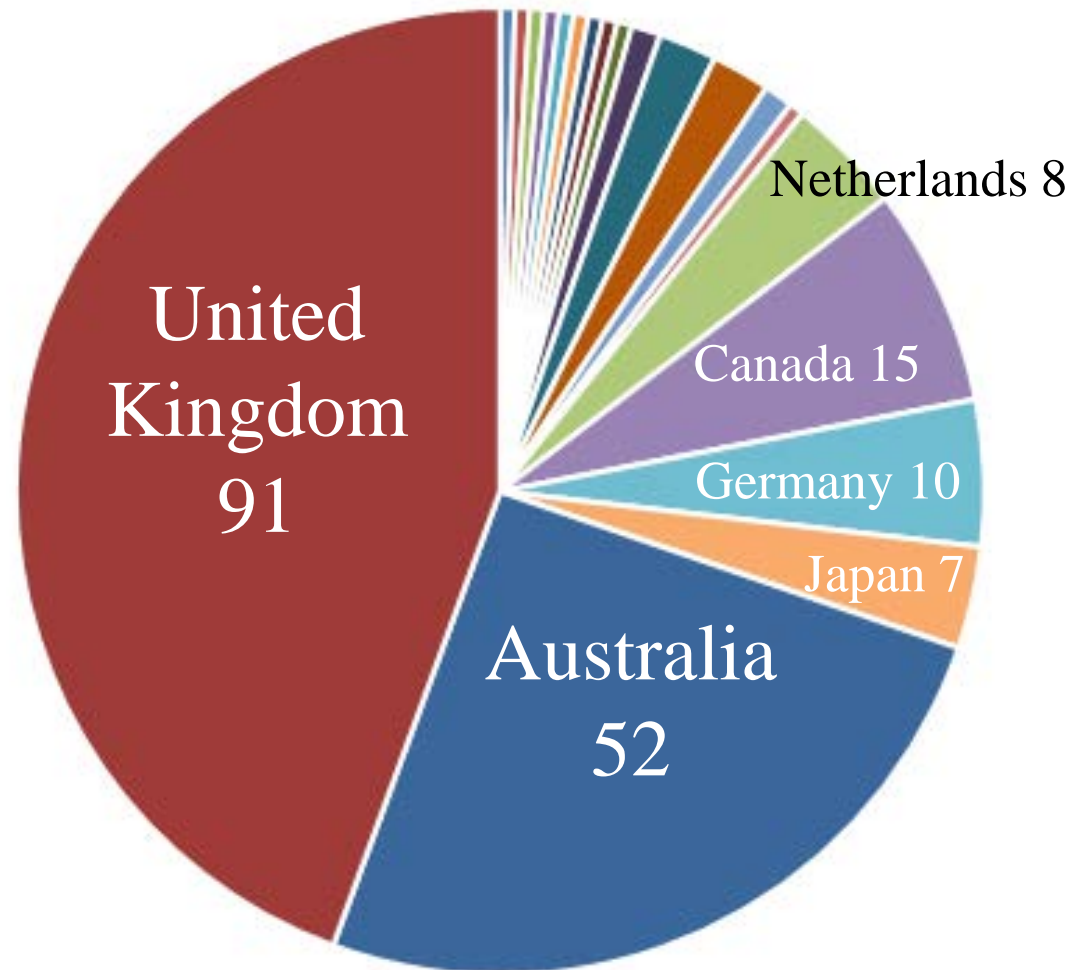
	Jun07	Oct07	Feb08	Feb09	Oct09	Feb10	Jun10	Jun11	Oct11	Jun12	Oct12	Feb13	Jun13	Oct13	Feb14	Jun14	Sep 14	Feb 15
TOTAL MEMBERSHIP	1407	1450	1599	1650	1750	1926	2044	2121	2057	2158	<b>2385</b>	2340	2326	2203	2084	2020	1794	<b>1703</b>
Atlanta	7	6	6			29	31		12	11	12	15	17	16	16	14	10	11
Central Florida	52	47	43			38	37		43	50	49	47	44	40	38	31	28	21
Greater Alabama	84	86	93			95	101		79	95	110	101	104	97	86	83	63	68
New England	107	101	99			114	118		131	124	110	102	98	91	96	89	83	76
Northwest	49	56	69			89	109		140	191	205	211	209	194	170	167	124	110
Pike's Peak	39	37	32			33	30		34	33	39	38	39	37	35	32	31	32
Rocky Mountan / Denver	31	34	38			39	43		40	44	50	42	40	41	36	30	23	25
So Cal	87	87	92			96	101		100	105	182	180	186	181	171	166	151	149
San Diego	21	22	20			40	46		53	61	61	61	64	67	62	59	38	40
St. Louis Gateway	66	80	84			105	99		78	51	54	50	50	48	46	43	35	30
Twin Cities							18		13	10	11	12	12	12	11	11	9	9
Detroit													19	20	16	12	10	8
DC Metro	376	374	384			469	522		542	557	573	559	531	494	196	460	430	429
Hampton Roads VA						54	48		40	38	51	39	35	31	28	27	22	20
Central VA													24	25	21	23	21	22
Mid-Atlantic							46		34	23	33	17	14	15	11	11	11	12
Dayton OH	81	79	93			99	91		95	108	112	103	96	94	79	73	63	60
Northwest Florida	21	22	26			28	24		24	26	24	24	21	15	16	15	15	15
Houston	21	24	26			38	39		31	31	27	27	26	22	20	17	15	14
Lone Star TX							37		32	37	48	41	40	3	31	29	24	27
San Antonio TX						16	13		8	7	7	8	6	6	4	4	5	4
Baltimore						31	44		47	49	55	43	44	44	38	30	31	30
At Large	324	355	461			489	470						538				442	441

## ICEAA Membership 2007-2015

[illegible]

# International Membership as of January 27, 2015

UK	91	Belgium	1
Australia	52	Dominican Republic	1
Japan	7	Indonesia	1
Canada	15	Norway	1
Germany	10	South Africa	1
Netherlands	8	Oman	1
Italy	2	Trinidad & Tobago	1
South Korea	1	Turkey	1
Brazil	2	Zimbabwe	1
China	4		
France	4		



# 2017 ICEAA Workshop

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**June 6-9, 2017**

**Portland, Oregon**

**Portland Marriott Downtown Waterfront**



**ICEAA Group Rate: \$189**

# 2015 Board Election

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Nominating Committee:

Andy Prince (Chair)

Tim Anderson     Hank Apgar     Madeline Ellis     Joe Hamaker

**January 26:** slate of candidates with instructions on how to nominate by petition distributed to membership

**February 20:** Deadline for submitting nomination petitions

**March 1:** Electronic ballots distributed via email

**April 1:** Polls close

**May 1:** Results announced



# Proposed Constitution Amendment

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## [Constitution] ARTICLE VIII– BOARD OF DIRECTORS

### Section B:

1. The Board of Directors shall consist of the Officers and Directors of the ASSOCIATION, the Presidents of each Chapter, and all Committee Chairpersons not already Board members. Voting Board members are the Officers and Directors excluding the appointed Directors (i.e. Directors of Certification, Body of Knowledge, Training Publications, Chaptering, Membership, Honors & Awards, Non-Aligned Director, Outside Director(s) and the Executive Director), Chapter Presidents, and all Committee Chairpersons not already Board members.
2. Region Directors may appoint a Chapter President from their region to serve as their proxy for a Board of Directors meeting, but may not send a proxy for more than one consecutive meeting.

## **ICEAA Strategic Plan**

A committee was established in 2012 by the Board to draft a Strategic Plan. The committee was comprised of Rick Collins (Technomics), Daniel Mask (Booz Allen Hamilton) and Eric Nardi (AF ASC). The draft plan was presented to the Board in October of 2012. At the June 2013 Board meeting, the draft strategic plan was accepted by the Board. A task force was formed in September 2014 to develop further detail and definition of the strategic plan and begin to translate the strategic plan into measurable goals. The task force was comprised of John Deem, Jeff Moore, Paul Marston, Jason Dechoretz, Andy Prince, Brian Glauser and Megan Jones. The task force's activities have resulted in the following document, which provides greater definition to the original three goals identified in the Strategic Plan, namely:

- Create a community of technical excellence
- Create a community of collaboration
- Create a community of relevance

It is the intent that the Strategic Plan be a living document and its purpose to provide guidance to the Board as it considers any undertaking requiring effort/funds in order to confirm that these activities support the tenets contained within the Strategic Plan. Because the Strategic Plan is a living document, the Task Force is asking that the Board accept the attached document in its current form so that it may provide the necessary guidance for Board decisions moving forward, recognizing that modifications may be required from time to time to support the mission and goals of the Association.

# ICEAA 2015-2019 Strategic Plan

The following ICEAA Strategic Plan is organized into three broad goals to support the mission and vision of the organization and to address strengths, weaknesses, opportunities and threats for ICEAA and the cost estimating community. The Board of Directors will review the Strategic Plan at least once annually and will add, delete and modify as deemed necessary to achieve the mission and vision of the Association.

## I. Our Mission

The International Cost Estimating and Analysis Association is an international non-profit organization dedicated advancing, encouraging, promoting and enhancing the profession of cost estimating and analysis, through the use of parametrics and other data-driven techniques. We strive to facilitate the success of the cost estimating and analysis community of practice by providing members opportunity to learn, teach, collaborate, present and network in a collegial environment devoted to professional growth and success.

## II. Our Vision for the Profession

To be a vital, respected, indispensable and growing community of practice composed of ICEAA certified professionals.

## III. Our Vision for the Organization

To be universally recognized for developing, disseminating and advocating best practices that maximize the value of the global cost estimating and analysis community to public and private sector resource decision makers.

## IV. Our Goals

1. To create a community of **technical excellence**
2. To create a community of **collaboration**
3. To create a community of **relevance**

## V. Objectives and Actions

During the next five program years, the association will strive to accomplish these goals via the following objectives and actions outlined in supporting documents for each strategic goal.

## VI. Performance Measures

The association will evaluate its performance relative to each goal via the measures included in these supporting documents.

# Technical Excellence

## Strategy

Promote technical excellence in the profession of cost estimating and analysis by encouraging and enabling the professional development of our members through growth opportunities built around the sharing of experience and knowledge gained through real-world applications.

## Tactics

Tactics for accomplishing the strategic goal of Technical Excellence are focused on the areas of encouragement; sharing of experience and knowledge; and competency validation. These tactics are listed for discussion purposes and to provide traceability between current Association activities and strategy. Current activities are shown in *italics*.

### Encouragement

- *Provide an awards program that recognizes technical achievement and excellence*
- Publicize significant member accomplishments in the field
- Proactive engage younger professionals in chapter leadership positions

### Sharing of Experience and Knowledge

- *Conducting training at the chapter and national Level*
- *Provide a professional, academic quality journal for the sharing of peer-reviewed knowledge*
- *Speakers, panel sessions, and paper tracks at the annual international conference*
- Improve average content quality of conference presentations by:
  - Analyzing previous Best Paper award scores in order to establish a set of criteria for Program Chairs to follow when selecting papers
  - Linking content keywords to each submission to ensure a breadth of topics covered under previously set content Tracks
  - Regularly reviewing content Tracks to determine if new tracks should be added in order to maintain relevance of overall program
- *Technical presentations at local chapter events*
- *Maintaining and updating the Cost Estimating Body of Knowledge (CEBoK)*
- Establish CEBoK improvement process to include online access/delivery and content updates for CEBoK

- Develop specialty training programs to address specific professional requirements

Enable web-based access to other resources that are relevant to our profession Competency Validation

- *Provide a certification program that enables members to provide tangible demonstration of their competency*
- Refine and improve the existing Certification Program and enhance its relevance to the overall cost community by:
  - Expanding on the database of exam questions and refine the evaluation process for determining question merit
  - Establishing Special Interest Groups chartered to create related Specialty Certification Exams

### **Metrics (Performance Measures)**

- # of CEBok licenses (new vs. renewal)
- # of certifications ((PCEA vs. CCEA vs. parametric and new vs. renewal)
- Conference presentation technical quality (i.e., via audience evaluations)
- # of participants (and topics) in web-based technical workshops
- # of submissions to JCAP and # of citations of journal
- # of articles on professional accomplishment in ICEAA World

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## **Collaboration**

### **Strategy**

Achieve technical relevance and proficiency goals by leveraging our cost estimating and analysis community of collaboration. ICEAA will facilitate live and virtual collaboration with current members at the chapter level, national level and international levels. ICEAA will also conduct outreach efforts to collaborate with potential members from academia, industry, other professional organizations and federal government entities.

## Tactics

Tactics for accomplishing the strategic goal of a community of collaboration are focused on networking with current and potential members and stakeholders, identification and development of key contributors and facilitators for live and virtual collaborative forums; and establishing formal and informal partnering agreements with organizations having shared professional development interests.

Current Members can realize three principal benefits: networking, professional development and access to resources. Through effective collaboration, ICEAA can realize a broad range of benefits:

- *Successful collaboration results in effective networking within the cost estimating and analysis community to connect key contributors with facilitators*
  - *Contractors, Government, Consultants, Suppliers, Other Associations, Academia, Industries with Common Interests*
- *Successful collaboration depends on understanding member needs and fostering their professional development through training & certification enabling them to reach mutually beneficial goals.*
- *Successful collaboration generates access to an expanded spectrum of resources (e.g., papers, best practices, lessons learned, public domain data, etc.) which enables the member to better execute their professional duties.*

## Attraction of Potential Members

- *Sustained success of ICEAA depends on continuous outreach to potential members, understanding their needs and providing the means to achieve mutually beneficial professional development goals.*
- *Successful collaboration also depends on the identification and development of relationships in key touching areas within the analysis domain via public & private entities and professional & trade organizations.*

## Cultivation and Bonding of Stakeholders

- *An effective process is needed to identify and continuously engage current and potential stakeholders who will support collaborative ICEAA professional development efforts.*
  - *Identify and maintain a list of current and potential stakeholders at the ICEAA board level as well as the chapter, SIG, and international region levels.*

## Develop a Broader Range of Contributors

- An effective process is needed to identify and continuously engage current and potential contributors and facilitators who will participate in collaborative ICEAA professional development efforts.
  - *Key Contributors*
    - *The success of ICEAA is significantly dependent on key individuals throughout the organization. The gain or loss of a single key individual can have significant positive or negative effects on ICEAA. Actions: 1) Identify and engage key contributors and facilitators and ensure they can continue their commitment to ICEAA (e.g., employment conditions, access to ICEAA resources, etc.) and 2) develop mitigation plans against potential loss of contributor (e.g., mentor/protégé, cross train, back-ups, etc.)*
  - *Focus Groups*
    - *Focus groups tackling challenges is a high value, lower cost activity which can explore how ICEAA can tackle specific problems or exploit potential opportunities. Action: determine 2 to 3 issues which can be addressed by a focus group (e.g., Parametric and/or Space SIG, expansion into new industries (e.g. petro/chemical or process) which would not normally be address by a standing committee. Define expected result, lead POC and logistical support.*
  - *Chaptering Committee/Presidents Forum*
    - *This forum facilitates cross-chapter engagement regarding current and emerging challenges and provides ICEAA with valuable feedback.*

## Performance Measures

- # of outreach or networking efforts
- # of partnering arrangements (formal and informal)
- # of chaptering committee/presidents forum reports to the board

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## Relevance

### Strategy

To create a community which is relevant, ICEAA will work to ensure that CEBok is a definitive reference, our certifications are recognized and accepted as meaningful, our training is effective,

and our forums are timely, topical, thought provoking and at the forefront of the cost profession. We recognize that relevance is not achieved, maintained or expanded without continuous monitoring, processing of feedback and incorporation of improvements into all ICEAA products and events.

## **Tactics**

- Listen. Start with voice of the customer and benchmarking efforts. Systematically obtain information to determine content relevant to current members and potential members. Conduct interviews, surveys, and listening sessions. Enlist all available resources. Obtain feedback from:
  - Stakeholders
  - Chapter presidents
  - Conference attendees
  - Track Chairs
  - Event participants
  - Training sessions
  - Other methods including member surveys (employed selectively)
  - Benchmarking data on other professional organizations
- Understand and serve the needs of current and prospective members and sponsors.
- Actively engage in outreach efforts with stakeholders. Not only absorb their objectives and concerns, but utilize ICEAA's central position in the community as an independent actor to drive the cost estimating focus, agenda, and frontier.
- Communicate and measure needs effectively
- Analyze and understand data collected along with performance measures and apply a plan-do-check-adjust methodology.
- Distill feedback collected from all sources, and synthesize response plans.
- Maintain, improve, and expand the use of professional estimating practices.
- Expand our body of knowledge, training and certification programs
- Promote the association's utility and benefits to the membership and the greater cost community
- Provide excellent networking opportunities
- Make it easy for individuals to get involved, with or without buy in from their company



- Continue to modify action plans as needed to more accurately align with current member and potential member needs.

### **Performance Measures**

- Demographic analysis of board of directors, members, and event participants by industry, contractor, government, consultants/suppliers, academia, international, certified, level of experience
- Number of feedback reports

## February 2015 Region Directors and Chapter Presidents Reports

### Australia Region

Tracey Clavell

#### **Upcoming events**

Planning for 2015 has yet to commence but I am sure we will approach it in a similar fashion to last year with 4 events, guest speakers and special topics. We also look to invite international visiting cost expertise to attend events when they are in Australia which they do and last year we also had a special event from Tecolote USA

#### **Chapter boards (in first year of term anniversary is March)**

President: Mrs Stacey Wehmeier  
Vice President: Ms Tracey Clavell  
Secretary: Miss Chloe Kempster  
Treasurer: Ms Karen Lloyd  
Project Officer: Mr Angus Stubbing

No vacancies

#### **Member outreach**

The chapter has been running events in Adelaide (along with the standard Canberra chapter meetings) for the last two years to grow membership as well as asking firms to send staff to events as a reward if they have staff in a different state. The Adelaide events are growing in popularity from 6 people to around 16. We are also noticing that these events are leading to membership interest and growth. We will probably also need to look at this approach in Melbourne in the next year or two as this state has a significant cost community. We discuss feedback with the membership after each event in an informal way but we could look at running a survey sometime mid-year. The feedback we are getting is positive. We changed our approach to chapter meetings by introducing the following initiatives that have worked well in 2014

- quizzes,
- bringing graduates from a non-cost back ground who have had exposure to the costing field as part of their graduate work experience to give us their feedback on what the cost community does and what we could do better,
- discussing lessons learnt presentations or discussions

As Australia is so big, face to face contact across the whole membership is very hard so we may also look at doing some virtual meetings to ensure the whole membership have a chance to be involved

We are also looking at ensuring the website details are kept more up to date through out there year

#### **Member Recognition**

Thanked the outgoing board in March last year  
No special announcements

### Region 2: Washington Capital Area Chapter

Dave Stem

#### **Upcoming Events**

Chapter Annual Meeting – mid-Feb at the Washington Golf and Country Club. We plan on giving a report (briefing) by our chapter board, a keynote speaker, and annual awards. The nominations for annual awards is 16 Jan, but we plan to extend it to the end of Jan.

## February 2015 Region Directors and Chapter Presidents Reports

We continue our luncheon series with a talk by Mark Greenburg from NASA in Jan, Graham Gilmore in Feb, and Tom Coonce in March.

### Board Members:

President: David Stem  
VP: William Laing  
Treasurer: Meghan Kennedy  
Programs: Tim Anderson  
Secretary: Aileen Donohue  
Membership: Whiticar Darvill  
Webmanager: David Anderson

### Member Outreach:

We put out a survey to get better data on our chapter membership: demographics, where they live/work for planning events, and areas in which they work. Hopefully we will have some of this data to present at our annual meeting.

Member recognition: at our annual meeting we will be giving out awards for: technical achievement, management/leadership, junior analyst, best luncheon speaker, and team achievement.

### Region 3: Central Florida

James Roberts

### Upcoming Events:

Chapter Meetings are planned for the following 2015 dates:

Tuesday, February 10, 2015

Tuesday, April 21, 2015

Tuesday, June 16, 2015

Tuesday, August 11, 2015

Tuesday, October 13, 2015

Saturday, December 12, 2015 (Christmas Party)

(Tentative Dates, some may change)

### Chapter Board - Central FL ICEAA Chapter

Jim Roberts, President  
Joe Ruwe, Vice President  
Greg Seavers, Treasurer  
Karen Rivaud, Secretary  
Chris Hobbs  
Terry Lambing  
Tina McMillian

### Member Outreach:

We have new ICEAA members in the Tampa Bay area, and are trying find ways to make it convenient for them to participate in our Central FL Chapter activities. We have recently added new members in the Melbourne area from Harris Corporation.

## February 2015 Region Directors and Chapter Presidents Reports

### Recent Activities:

Our last regular Central Florida chapter meeting was held on Oct. 28 with a presentation by Chris Price of PRICE Systems on 'Integrated Cost-Performance Models'. We held our annual Christmas party (complete with Chinese Auction) in Melbourne, FL on Saturday, Dec. 6.

### Region 3: Greater Alabama

Stephen Newton

### Upcoming Events:

2015 MDA/ICEAA Workshop – Each year we combine efforts with the Missile Defense Agency's Cost Organization, headed by Dr. Christian Smart, and put on an all day Workshop comprised of multiple speakers presenting cost estimating related topics. This year's workshop will be held at Defense Acquisition University (DAU) here in Huntsville, Alabama on January 21, 2015. Currently there are 51 planned attendees. For more information contact Robyn Kane 256-450-4948 or email [robyn.kane@mda.mil](mailto:robyn.kane@mda.mil). Speakers and topics are as follows:

- Dr. Christian Smart, Director of Cost Estimating & Analysis, MDA – Will cost, Should Cost
- Andy Prince, NASA – Psychology of Cost Estimating
- Crickett Petty, MDA/DOC – MDA/DOC Tool Development
- Paul Collopy, University of Alabama Huntsville – How cost Estimating Interacts with Actual Cost
- Judd Fussell/Joel Little, DAU – Enabling Program Success from the Start: The Role of IBR's & Cost Analysis
- George Cash, DAU – Better Buying Power
- Jennifer Lee, MDA/DOC – Risk & Cost in the Weather World
- Dr. Colley, UAH – Poll Prediction/Football Pool

Spring Training Sessions – Each year we have a staff of instructors from within our chapter that volunteer to teach some of the basic concepts of the Cost Estimating Profession. This year's sessions will be conducted at BCF Solutions, 1515 Perimeter Parkway, Huntsville. To register email [teresa.l.brown@nasa.gov](mailto:teresa.l.brown@nasa.gov). Instructors and Sessions are as follows:

- Stacy Houk – Introduction of Concepts and Terms (Jan 26)
- Teresa Brown/Stephanie Lewis – Risk & Software (Feb 2)
- Denise Cline – Contract Pricing (Feb 9)
- Christian Smart – Learning Curve Theory (Feb 23)
- Barbara Stone-Towns – Economics & Statistics (March 2)
- George Cash – Managerial Accounting (March 9)
- Paul Gardner – Inflation Indices (March 16)

Monthly Luncheons which include a guest speaker as scheduled as follows at BCF Solutions, 1515 Perimeter Parkway, Huntsville, AL:

- Feb 17<sup>th</sup> - Speaker TBD
- March 17<sup>th</sup> – Speaker TBD
- April 21<sup>st</sup> – Speaker TBD
- May 19<sup>th</sup> – Speaker TBD
- June 16<sup>th</sup> – Speaker TBD

## February 2015 Region Directors and Chapter Presidents Reports

### Chapter Board:

Past President – Stephanie Lewis  
President – Stephen Newton  
Vice President – Eric Hawkes  
Treasurer – James Glenn  
Administrative – Nicole Barmettler  
Certification – Paul Gardner  
Membership – Melisa Coker  
Publicity – Don Kimminau  
Government Education – Christian Smart  
Industry Education – Paul Gardner

### Member Recognition:

Kudos to Mr. Chris Svehlak for stepping up and helping out another local Professional Organization when they needed a speaker for their meeting at the last minute. The Mid-South Chapter of the Association of Proposal Management Professionals (APMP) reached out to our organization in need of someone to brief the topic of “Cost Estimating Tools and Techniques”. Within twenty-four hours Chris took a briefing, modified it to meet his standards, and presented it to the group. The Mid-South Chapter Director was very appreciative that we (ICEAA) could come in on such short notice and provide a quality speaker and briefing. Thanks Chris for representing our Chapter so well.

### Region 4: St. Louis Gateway Chapter

Steve Glogoza

#### **New Board in place 4Q14.**

President – Steve Glogoza  
Vice-President – Michael Brozyna  
Treasurer – Michael Higdon  
Secretary – Meryl Glidewell  
Directors – Bill Lueker, Jill Conlon, Parl Hummel

2015 Chapter plan includes speaker series (six events), workshop (fall), and Chapter President Meet and Greets. The focus for the year is membership retention and growth through events and engagement.

### Region 4: Detroit Chapter

Dave Holm

The Detroit Chapter will be conducting a certification exam event on 19 Feb. This will be the first one since the Chapter was re-established about two years ago. The Government shutdown and furlough caused a delay in the exam event. The Chapter members have been studying in group sessions for the past several months.

The Chapter President David Holm gave a presentation on Cost Management activities at the U.S. Army TACOM at the Chrysler Fiat LLC Headquarters in Auburn Hills, Michigan on 22 Jan 15.

Mrs. Jennifer Flanagan, the current Detroit Chapter Treasurer, has put her name in for consideration for the Region 4 Vice President position.

## February 2015 Region Directors and Chapter Presidents Reports

### Region 6: Lone Star Texas Chapter

Augie Goerner

New chapter officers assumed responsibilities November 2014 and they will serve until the next election in the fall of 2016.

President	Augie Goerner	augie.j.goerner@lmco.com
Vice President	Cathy Kehoe	cathy.kehoe@lmco.com
Treasurer	Lisa Schmitz	lisa.s.schmitz@lmco.com
Secretary	Nate Armstrong	nathalene.armstrong@lmco.com
Past President	John Deem	john.w.deem@lmco.com
Region 6 Director	Rex Potter	rex.m.potter@lmco.com

Plans in work for 2015 include:

- 2 chapter meetings with a guest speaker, possibly one in conjunction with the Fort Worth NCMA chapter and another with the Dallas NCMA chapter
- 2 lunch teleconference/webinars, 2 socials and 2 golf tournaments
- A small group of members is planning to attend the San Diego conference with at least 2 members planning to give presentations
- At least one individual has expressed interest in certification exam study sessions
- All-day professional development workshop in the fall (for the third year in a row)

Member Outreach efforts include:

- Academia: University of Texas at Arlington, Dallas Baptist University and Texas Christian University
- Other Professional Organizations: NCMA and APMP
- Chapter newsletters distributed via email and the ICEAA website
- Organizations represented by current chapter members

### Region 7: Northwest Chapter

Stacy Dean

#### **Chapter Board:**

- The NW Chapter just completed its 2014-2015 elections. With the election results finalized the new board is as follows:
  - **President: Stacy Dean**
  - **Vice President: Rod Olin**
  - **Secretary: Chad Larson**
  - **Treasurer: Jim Deignan**
  - **Education Chair: David Torgerson**
  - **Fundraising Chair: Cheryl Wilson**
- The new board had its kick-off Chapter meeting on 1/7/2015, where all of the officers got a chance to meet one another and review the Chapter's By-Laws and Constitution.

#### **Upcoming events:**

- With all new board members, the officers are planning a ½ day workshop in February (date TBD) to establish the Chapter's goals and desired activities for the next term. Core chapter activities such as fundraising, net-working events, training/certification and membership will be reviewed and mapped-out to better support our members in the coming term.

## February 2015 Region Directors and Chapter Presidents Reports

### Member Recognition:

- A very big thank you to the 2013-2014 Chapter executive board: Spencer Comert (President), Cristian Petrini (Vice President), Dave Padineant (Secretary), Cheryl Wilson (Treasurer), Shawn Mahoney (Fundraising Chair) and Stacy Dean (Education Chair). Through their dedication and hard work the chapter held a number of different net-working events (most notably expanding upon the Chapter's End of Year Gala), and made large improvement in study resources to support training and certification. Thanks!

### Region 7: Southern California & San Diego Chapters

Kurt Brunner

### Upcoming Events:

#### **SoCal Chapter Workshop 18 March 2015 at San Pedro/Fort MacArthur USAF Base, CA:**

- Dr. Christian Smart: Missile Defense Agency; "Bayesian Parametrics: Developing A CER With Limited Data And Even Without Data" [Best Overall Paper At Annual ICEAA Workshop]
- Bob Hunt: Galorath Federal; "Cost Estimation Using Story Points"
- Robert Becker: PRICE Systems, LLC; "Cost Management Implementation at U.S. Army PEO TRI"
- Tom Harwick: Northrup Grumman; "Multi-Discipline Analysis & Optimization (MDAO) 2014"
- Plus Training and other briefings

#### **SoCal Chapter Workshop 16 September at Aerospace in El Segundo, CA**

#### **SoCal Chapter Workshop TBD December at Raytheon in El Segundo, CA**

### Recent Event:

#### **SoCal Workshop 17 December at Lockheed Martin in El Segundo, CA:**

- Edward Burnett: Lockheed Martin; "Welcome to Lockheed Martin"
- Wayne Wright: Lockheed Martin; "Estimating Prototype Air Vehicle Development Costs at the Skunk Works"
- Dr. Randy Jensen: Software Acquisition Consultant; "Effectiveness Formula: Key To Improved Software Development Productivity"
- Dr. Joe Hamaker: Galorath Inc.; "Dr. Strangelove Or: How I Learned To Stop Worrying and Love Parametrics"
- Melissa Winter: PRICE Systems, LLC; Training, ["Data Analysis In Support Of Defensible Estimates"]
- Doug Howarth: MEE Inc.; "Aiming and Missing In Multiple Dimensions"
- Dr. Christopher Rush: Galorath; "Continuous Fiber Composite Part Cost vs Production Volume By Manufacturing Process and Material"

### SoCal Chapter Board 2015-2016:

Kurt Brunner: President

Quentin Redman: Vice President

Chris Hutchings: Treasurer

Melissa Winter: Secretary and Co Programs Administrator

Tom Bosmans: Director at Large and Co Programs Administrator

Dara Billah: Director at Large

Rich Harwin: Director at Large

Doug Howarth: Director at Large

Suzanne Lucas: Director at Large



## **New England Chapter**

**Region I Director Report**

**7 February 2015**



# Overview

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- Concerns
  - Mid Atlantic Chapter, no activity
  - New England Chapter, membership declining
- Conference call with Meghan and Mike 1/16/2015
  - Discussion started with topic of establishing a virtual chapter
  - Larger issue was arrived at
    - Rejuvenation
      - Declining membership
      - Decrease in chapter activities
    - What are the benefits to membership?
  - Standards Committee idea floated-proposing

# Standards Committee

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- Ideas talked about – (suggestions only)
- Rejuvenate membership
- Establish benefits to membership
- Establish criteria's and standards for Regions  
Directors and Chapters
  - Professional Development events
  - Social events
  - Contributions to the National organization

# Standards Committee

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- Regional Directors
  - # contributions annually to ICEAA World
  - # contacts with Regional chapters
  - Other contributions
    - Committees served
    - BOD meetings attended/participated in
  - What else?
- Chapters
  - Dues will be paid to chapters if;
    - #events provided to membership
      - Professional Development events 90%?
      - Social/fun presentation events 10%
    - What else?

# Standards Committee

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- Move to propose the establishment of a Standards Committee

### New Action Items from September Meeting:

- Brian to find a person to chair/set up the communications/publications committee to establish a panel when the book link issue comes in to review the books
- Determine possibility of renegotiating Taylor & Francis (JCAP publisher) contract
- Mike T. to establish a committee to look closely at each line item of the budget to better forecast for 2015
- Brian to send letter to the Chapter Presidents informing them of the proper execution of the grace period.
- Paul Marston will create and lead a committee to have proposed new fee structure by November 1.
- Joe Wagner to determine the proper form the Sikorsky license would take, or if it should be an MOU. Will have Joe look at existing corporate licenses and draft a proposed agreement/license.
- Greg K to report to Sikorsky that ICEAA is interested in working with them on some new modules, and that they should begin testing and preparation.
- Jason D. to initiate discussions with Kevin C to come up with a new pricing structure, clarifying the language and determining a new procedure for enforcing CEBoK instructor licenses
- Brian to discuss with the executive committee how to speed up the board officer nomination process, solicit members for the committee.
- Jason D. to compile that last few board meeting agendas to give a structure of what is usually discussed, what would be relevant to the government advisory panel, what they could accomplish. Work with executive committee to prepare an agenda for initial advisory panel meeting, will report progress to BOD at next meeting.
- John Deem, Jeff Moore to work on making the narrative points of the strategic plan into bullets, discuss in a meeting, report to the BOD
- Megan to initiate time coordination for executive committee conference call on increasing revenue, decreasing expenses, restructuring the corporate sponsorship program and the dues structure
- Megan and Pat Z to look through old minutes for records of established committees. Megan to email the Board asking about which committees they “think” they’re on. When

creating committee rosters for the new database/members-only website, differentiate between ad hoc and standing committees.

- Jeff Moore to work with Dave Stem and Regional Directors to establish system for down/up up/down award processes.
- Greg to provide Peter A with Sikorsky material, describe what it is, guidelines for what Peters A, B and Kevin need to discuss.
- Peter A to report on recommendations for expanding ICEAA training at next meeting.