

ICEAA Board of Directors Meeting

September 24, 2016 | McLean, VA

APPROVED MINUTES as of February 25, 2017

Voting Attendees:

Ellie Bassett (virtual), Peter Braxton, Rick Collins, Jason Dechoretz, Mike Doherty (virtual), Brian Glauser (virtual), Rich Harwin (virtual), Bob Hunt, Greg Kiviat (virtual), Paul Marston

Non-voting Attendees:

Peter Andrejev, Bill Barfield, Kevin Cincotta, Mary Rowan (virtual), Christina Snyder (virtual), Megan Jones, Sharon Burger

Welcome, quorum count, introductions: Paul Marston

Paul reviews the agenda and the intended outcomes from the meeting.

10 voting members present of 11 required for quorum. 5 in person/5 virtual. Quorum not established.

Secretary Report: Greg Kiviat

With no quorum established, minutes from June 6 not approved, will stay in draft form until next meeting; edits still may be submitted. Action items from June 6 to be reviewed at the end of the meeting.

Business International Business Report: Megan Jones

Megan presents IBO Report slides. Member stats show membership is generally down but not by much or too far off usual trend.

Representation from large corporations down significantly but why? Management/executive champions at several of the large companies have left. Paul working this year on initiatives for industry outreach.

Jason suggests industry group/peer group for ICEAA advisory panel. Paul asks if industry can be honest with their competitors in the room. All agree the BOD needs to make

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concerted effort to reach out to industry companies, meet with, find out what we can do. Bill Hazeltine used to work hard on Boeing and Lockheed, which got lots of new members. Consider idea of corporate sponsorships.

Peter A returns to value proposition – while we get input on value proposition from members for conference, we need to do so for businesses and companies. Can't have discussions with companies without talking points (elevator speech). Consider how peer organizations approach companies for support.

Ellie says the workshops are a great way to get the ICEAA name out, but companies will often only send attendees if they're presenting or getting an award and we need to get more people to speak. Megan points out the challenge there is when everyone at the workshops are speakers, nobody is a listener, and we need to work to make attending to listen as valuable as attending to speak.

Paul asks if limiting the number of papers is causing us to get less attendees. Christina points out that most of the rejected papers come from applicants sending multiple abstracts and we've started limiting to one per person. Reducing the number of papers has also created a sense of importance on those accepted with fuller rooms; and accepting every abstract that comes in both results in inferior papers on the schedule and the appearance of no exclusivity or standards to our lineup.

All suggest we do more outreach to industry and corporations to find out why they do and do not send attendees and how we can get more.

Greg says during his conversations with NAVAIR, they have expressed most interest in networking and how they can use workshops to meet new contractors. Networking is actually more important to some than papers, which is another point we should stress. Another point we need to bring up. Rich agrees that industry also is interested in networking as a means to make connections with counterparts, keep up with trends etc. If your competitors are coming, you should too.

Jason says the perception over the past few years has been that we have fewer government attendees, but now that they're coming back, we need to let both the government and industry/corporations know that. Rick asks if the government attendees are coming to network specifically with industry/corporations or with their government counter parts too?

Paul says we can get to most of the companies we want to get to with our current contacts. We should be able to get a list of who the key people are, make meetings, set calls, but they're all over the place, so we'll need to divide the effort up among the board members.

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Jason volunteers to create ICEAA “elevator speeches” for government members as well as industry/corporations.

Action: Jason to send government focused talking points he’s created to Megan

Action: Jason to create a team to develop talking points for industry and other markets. Greg, Rich, Rick volunteer.

Bill recently asked a government rep if the CCEA certification is important, to which they said they preferred DAU’s certification, but others point out DAU is only available to government employees and we’re the alternative available to contractors.

Peter A. says ICEAA has ignored the pricing community and we need to focus more on it. Rich agrees, they’re the guys who write the proposal, cost volume, etc and have an entirely different skill set.

Jason asks if we could we go to other big companies and tell them how Sikorsky used CEBoK to make their own training, without sharing the material, but to explain the concept. Peter A. agrees, Greg and Sikorsky have identified a key value proposal that other industry companies want – our ability to help them provide the training they need.

IBO slides contain thoughts/suggestions on a possible bylaws change regarding Non-Aligned Director Nomination/Election, but without a quorum, they cannot be voted on.

Megan noted that the ICEAA office will be moving at end of the current lease.

Action: Megan will revise the bylaws change requests and present at the next meeting.

Megan noted that she is working work with Frank Flett and Greg Kiviat to determine the criteria for the ICEAA Fellows program.

Membership telecom had 72 people sign up and 37 persons dialed in. Positive comments regarding meeting

Treasurer Report:

Bob Hunt

Bob presented report. 2016 budget as approved contained a calculation error that made the projection appear more favorable (negative number counted as a positive) but actual budget with correct calculations projects a \$32K shortfall for 2016.

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However, projections based on July actuals predict a break-even year for 2016, with the revenue from the Bristol Workshop the only significant variable remaining.

Without a quorum, treasurer's report not approved. Will present at next meeting.

International Business Report:

Reports not received from Australia or Japan. Ken Nishi recently emailed promising an update but it was not provided.

International Training Symposium Update (Bristol Oct 2016) Jason Dechoretz

Jason presents budget projections for Bristol, which forecast a modest yet positive revenue result.

Original name for the International Training Symposium was the "International Conference & Training Workshop" which was changed to provide more distinction from ICEAA's annual "Professional Development & Training Workshop" Jason concerned that the removal of "Professional Development" may have negatively impacted attendance and will informally poll attendees in Bristol on their opinions.

The partnering organizations have not been as active in the preparation and marketing for this event as they had been for the 2012 International workshop in Brussels. Jason suggests altering the arrangement for future events, possibly introducing a profit sharing model. SCAF was not supposed to have a later workshop that siphons attendees. Good relationship with Room Trust for many support functions but too expensive for things like badges. Thought about Oceana conference on alternate 2 year cycle.

Attendance as of the meeting was around 60 when the budget was structured for 80 attendees – was expecting 100. Did we over-estimate?

Chapter and Region Reports:

Chapter reports provided for the pre-read material, floor open to questions and additional comments.

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DC region workshop planned for full day since there is no DoDcast this year – Feb 2017 timeframe – potential speakers may include Shay Assad (Director Defense Procurement, Acquisition Policy and Strategic Sourcing), Jamie Moran (CAPE) – theme “Better Buying Power”

2016 Workshop:

Megan Jones

Megan presents 2016 Workshop Review slides.

Original budget projected \$130K net revenue; actual \$126K.

Best revenue to attendee ratio in years (\$338/attendee up from \$315 and \$306 prior years), but \$9K hotel attrition penalty was the primary reason for the shortfall. Megan reminds the board members that their support in staying at the host hotel is crucial to meeting our room commitment minimums. Board members are expected to stay at the hotel regardless of brand preference and to encourage their colleagues to do the same.

Reviews from attendee surveys very positive; highest overall satisfaction rate in 3 years.

Comment that Best Paper in large room was good session but could be a problem is speaker is not dynamic. Can only hope for the best on that.

2017 Workshop:

Rich Harwin

Rich presents slides on the 2017 Professional Development & Training Workshop, June 6-9, in Portland, Oregon.

Initial preparations have begun, including establishing the workshop committee. Rich will serve as Workshop Chair, with Christina Snyder as Vice Chair. New positions on the committee include the Keynote Coordinator, Hotel Coordinator (Ellie volunteers) and Sponsorship Ambassador (TBD).

Bob Hunt, Keynote Coordinator, has begun researching and contacting potential keynotes and has a soft commitment from Gary Bliss and is working to talk with Christina Fox. While Rich proposes a speaker from government, one from industry, and one from a local business for the three spaces, all agree if both Gary and Christina agree to speak, we will be happy to feature both.

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Certification Program Report:

Peter Andrejev

Peter A. presents certification update slides.

Still need some more support and input to have Parametric Specialty Exam ready for 2016 release, may need to recruit more board assistance as current team has become less available due to work constraints.

Peter A. working with the IBO to truncate the Certification Examination Handbook and website to make instructions easier for applicants to understand and complete. Anticipates having new documents and site ready before the holidays.

Sharon demonstrates new streamlined online Certification Exam Application at www.iceaaonline.com/application The new format has already reduced processing time and eased recordkeeping. Sharon has been making adjustments to the language and format based on feedback from users and the form continues to improve.

Software Specialty Certification Update:

Brian Glauser

Brian presents slides.

The team has broken into smaller groups to work parallel on tasks to move the process along faster. They're finding that collecting the curriculum is less challenging than anticipated and will more likely be a series of revisions to existing content than generating new. Will be able to say more confidently in the coming weeks, but Brian anticipates the process overall will be easier than first thought.

The next steps are to define the target audiences for the modules, what the knowledge assumptions will be and the levels of difficulty and present to the board. Once approved will work to generate marketing collateral for the different audiences.

Rick asks if the plan is to develop the curriculum with 100% volunteer effort or to hire a developer. Brian will work with the committee to determine a plan of action and present to the board the possible costs. Board agrees that working only via volunteer effort will delay release and monetary investment may be required to get to market.

Action: Brian to send the board the Software Specialty Certification Committee's recommendation on the first version of the curriculum, the table of contents, and source materials.

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2017-2019 International Board Nominating Committee: Brian Glauser

Brian Glauser, Nominating Committee Chair, announces the committee members: Andy Prince, Hank Apgar, Christina Snyder, Tom Dauber, Katie Geier-Noriega.

Nominations open until Nov 15 via online form. Rest of board election process will follow bylaws. Ballots go out March 1 2017. April 1 to tally votes and complete by April 16.

Acton: Megan to highlight those positions on the board that will be vacant due to term limits in next promotional email (VP Professional Development, Director, Regions 1, 5, and 7 Director)

CEBoK Update Task Force: Paul Marston

Neil Albert, CEBoK Update Task Force Chair has established a committee but is open to additional members, but reminds the board of the Organizational Conflict of Interest (OCI) clause: no task force participants may work for a company that plans to submit a bid.

The task force is in the early stages of generate a set of requirements and an RFP for the next CEBoK release. The focus is to move away from CD distribution to a more flexible platform, which we hope will make the content easier to adapt in the future. Once platform is determined, the task force will move onto the curriculum update

Kevin C - Comment to propose way for “scale” pricing for CeBOK license – more copies at lower cost per copy.

Jason and Kevin to prepare a way to pay for licenses when used for profit training

New Business:

Chapter Funding Policy:

Paul raises the issue of the revised chapter funding policy and asks for it to be resolved by the end of the year. Chapter Funding issue? Paul wants a group to review the proposed plan, give chapter presidents an opportunity to give feedback and then finalize for the board.

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Action: Bob Hunt, Megan and Bill Barfield will review the chapter funding policy, distribute it to the chapter presents, set up a conference call for the CPs and then use that feedback to create a new policy for the board to review at the next meeting.

SIGs:

Brian asks if we plan on taking on the SSCAG SIG. Members of SSCAG expect it to happen, have funds they want to give to ICEAA for use in maintaining the SIG. Bob concerned about financial responsibility of taking their money; Paul wants to make sure the SIG will be viable long term before we promise anything.

Action: Paul will meet/discuss with Andy Prince to find out what SSCAG's expectations and intentions for the SIG are.

The Business of Data:

Peter A. says one of the biggest challenges facing cost estimators is access to data. Could ICEAA become a data center for cost estimators, sort of like RS Means is for construction pricing? Not a short term suggestion but something to consider in the next 10-15 years.

CostFACTS:

Megan, Paul and Christina have been talking with MITRE on making a connection between ICEAA and their CostFACTS community. Both parties agree it's a good idea, just working on how.

Organization Training License:

Kevin asks to raise an outstanding action item from over a year ago regarding organization based training, a sliding cost scale for access to CEBoK during training courses, etc. Item no longer relevant, as replaced by new training license.

Plan Next Meeting:

The Board will hold a virtual meeting call to determine 2017 budget around December 13, will determine actual time date soon.

Next in-person meeting will be March 11 in the DC area. Actual location TBD, suggestions for different area welcome.

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June 6, 2016 Action Item Review

- **Jason & Nicole:** work to figure out how to branch out to groups in Atlanta.

Confusion as to whether this was a 2016 Workshop-specific item or an overall membership development push for Atlanta.

New Action: Jason to review June 2016 minutes to determine if the action of looking for potential member companies in Atlanta is still viable.

- **Stacy and Megan** to determine a process to allow chapter access to international office website.

Ongoing. Move to September 2016 Actions.

- **Eric Hawkes** to send international office ideas on creating a repository and online calendar for chapter information and presentations

Moving to Stacy & Megan's actions on chapter access to website

- **Paul and Megan** – rearrange board agenda to reflect strategic plan as a scorecard/road map

DONE!

- **Rich Harwin** to send the SoCal Chapter's list of people who have requested information on their daylong workshops.

DONE!

- **Rich Harwin** to provide list of attendees to Megan for CEU credit record keeping

DONE!

- **Paul M and Megan** to resend Strategic plan to Board members to focus on value to membership.

DONE!

- **Megan** to compile list of old military addresses for Peter B, Jason, Nicole to skim/scan

Megan sent the lists, Jason and Peter nearly finished, will send soon.

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- **Brian** to establish a nomination committee by August 15 (as described in the bylaws), begin requesting nominations in preparation for ballot distribution December 15, 2016.

DONE!

- **All board members** begin to prepare their comments on what the value of ICEAA means to them. Megan will request testimonials from each board member.

Paul's article in the Summer 2016 *ICEAA World* was the first of what will be a series of board member articles about what they value most about ICEAA. All board members should prepare to contribute an article.

- **All board members from sponsor/exhibitor companies:** send Megan ideas on marketing the value of participating in ICEAA Workshops.

Incomplete. Moved to Sep 2016 action items

- **Paul** to request volunteers to serve on the conference committee as a sponsorship POC. Paul to request BOD members to be more in contact with the big companies.

DONE - Rich Harwin seeking out a Sponsorship Ambassador for Portland.

- Megan to request BOD to send links of the other conferences they go to

Done but ongoing. Always looking for ideas/inspiration.

- **Sharon and Peter A.** will review and update details as needed without additional vote

DONE

- Determine how a wiki might be used for a CEBoK update

Falls under responsibility of CEBoK Task Force

New Action: Peter B. will schedule for the board a demo of the CEBoK Wiki created for the Canada Chapter

- **Steve Glogoza:** Plans to get some volunteers from industry partners to look at training licenses, give comments.

Incomplete, moving to September 2016

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- **Regional Directors** will reach out to the less active chapters, will start to compile the reports from the chapters, give a summary for the Board to review.

Intention of this action was to encourage Region Directors to collect the board reports from their chapters before compiling as a region report for the BOD meeting pre-reads. This may not be viable as it would make the reports due long before the meetings, but the spirit of the action is to have the Region Directors be in more contact with their chapters.

New Action: Megan to work with Region Directors to develop new plans/methods for contacting and supporting chapters.

- **Brian Glauser** to establish a nominating committee for the 2017 Board

DONE

- **Bob Hunt** to create a subcommittee of budget committee and Megan to assess the value propositions of all of our products and membership. (carried from March 2016)

Combine with value proposition actions generated during September 2016 meeting, move to new actions.

- **Brian Glauser** to prepare advertising material for the software certification for a 2017 rollout. (carried from March 2016)

Move to September actions, keep on until committee is ready to generate marketing

- **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. (carried from March 2016)

Rick did meet with Christian Smart at the Workshop but has not reported results. Will move to September actions.

- **Business Office** to review Peter A's draft email regarding CCEA Recertification credits available for various activates, distribute to Chapter Presidents (carried from March 2016)

Not done, but will review and revise the email while editing the certification instructions. Move to September actions; Megan will have the email finalized and distributed to CPs by EOY 2016

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- **Governance Review Committee** (Tim Anderson chair) to propose options for defining a quorum in the bylaws. (carried from March 2016)

New Action: Megan will draft suggestions for defining a quorum and send Tim for consideration by the committee

- **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)

Megan sent, awaiting response. Moving to September actions.

- **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. (ongoing, carried from March 2016)

Will include in all action lists from now on.

- **Megan and Pat Z.** to determine criteria for emeritus memberships, present at next BOD meeting. (Carried from October 2015). Megan will draft language for criteria, process, who could be considered, etc. Keep broad, basics. Once process determined and emeritus members are chosen, Paul wants an official letter going out to the member to congratulate them

Megan has been working with Greg Kiviat and Frank Flett on developing the emeritus and fellow membership criteria, will have suggestions to present by March 2017 meeting. Moving to September 2016 actions.

- **Paul** to have a talk with Andy Prince to work out details of the SSCAG sig. (Carried from October 2015)

Paul will talk to Andy in early October

- **Megan, Paul, Mike Thompson, Greg Kiviat** 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)

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Missed the 2016 meeting. Is this something we should try for in 2017? Peter B. volunteers to assist, action for Brian and Peter B. moved to September 2016

- **Megan** to Plan to conduct member satisfaction survey in 2016 or 2017. (Carried from June 2015 will keep as an open action until further notice)

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September 24, 2016 Action Items

Jason to send government focused talking points he's created to Megan

Jason to create a team to develop talking points for industry and other markets. Greg, Rich, Rick volunteer.

Megan will revise the bylaws change requests from the September 2016 slides regarding the Non-Aligned Director and present at the next meeting.

Brian to send the board the Software Specialty Certification Committee's recommendation on the first version of the curriculum, the table of contents, and source materials.

Megan to highlight those positions on the board that will be vacant due to term limits in next promotional email (VP Professional Development, Director, Regions 1, 5, and 7 Director)

Paul meet with Andy Prince to discuss details of the SSCAG sig. (Carried from October 2015)

Jason to review June 2016 minutes to determine if the action of looking for potential member companies in Atlanta is still viable.

Stacy and Megan to determine a process to allow chapter access to international office website, creating an online calendar for chapter events and repository for documents (Carried from June 2016)

All board members think about what they would write in their *ICEAA World* article about what the value of ICEAA means to them. Megan will request testimonials from each board member.

All board members from sponsor/exhibitor companies: send Megan ideas on marketing the value of participating in ICEAA Workshops (carried from June 2016)

Peter B. to schedule for the board a demo of the CEBoK Wiki created for the Canada Chapter

Steve Glogoza work get some volunteers from industry partners to look at training licenses, give comments (carried from June 2016)

Megan to work with Region Directors to develop new plans/methods for contacting and supporting chapters.

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Rick to report back on his talk with Christian Smart on how he got to where he is, how he's become an advocate of ICEAA, how he's changed MDA by encouraging CCEA. (carried from March 2016)

IBO will review Peter A's draft email regarding CCEA Recertification credits available for various activates, distribute to Chapter Presidents by EOY 2016 (carried from March 2016)

Greg, Bill and Ellie to determine metrics and classifications of attendees from industry, contractors, etc. based on the 2014-2016 workshop rosters received (Carried from October 2015)

Megan, Greg and Frank Flett to determine criteria for emeritus memberships, will have suggestions to present by March 2017 meeting. (Carried from October 2015)

Brian and Peter B. to contact Jim Fume to see if we can get ICEAA to present at the 2017 SRI Symposium in McLean. (Carried from June 2015)

Ongoing/Continuing Actions:

Bob to create a subcommittee of budget committee and Megan to assess the value propositions of all of our products and membership. (viable once value proposition work begins)

Brian to prepare advertising material for the software certification for a 2017 rollout. (carried from March 2016 - keep on until committee is ready to generate marketing)

Megan, Paul, Mike, 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 ready to move forward.)

Megan to conduct member satisfaction survey in 2016 or 2017. (Carried from June 2015 will keep as an open action until further notice)

All board members: send marketing emails for and links to other conferences.