

ICEAA Board of Directors Meeting

February 22, 2017 | McLean, VA

APPROVED MINUTES as of June 5, 2017

Voting Attendees:

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

Non-voting Attendees:

Peter Andrejev, Bill Barfield, Kevin Cincotta, Neil Albert, Megan Jones, Sharon Burger, Joe Wagner

Welcome, quorum count, introductions: Paul Marston

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

11 voting members present of 11 required for quorum.

Secretary Report: Greg Kiviat

Quorum established: 11 out of 20 voting members present.

Issue raised on how to assure a quorum would be achieved. Paul raises the idea of holding the votes electronically after the meeting in the style of a consent agenda: either vote yes or vote to talk about it more, and for those items requested to discuss further either hold an off-schedule conference call for that specific item, or move to the next meeting's agenda.

Concerned about stunting discussion and/or discouraging participation.

Andrejev suggests highlighting motions and voting items on the agenda.

Jason suggests setting up a system of proxies, perhaps allowing chapter presidents to proxy for the Region VPs?

The bylaws state that any member of the board who misses two consecutive meetings (or 3 total during a 2-year term) is to be removed from the board. In those cases when a position is vacant, should that position count towards the total of voting board members when calculating the quorum?

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Paul is concerned that proxies could drag out decisions, dampen intensity, or even create filibusters.

Bill supports the overall proxy idea as well as allowing the board to assign a proxy for absent directors from those non-voting directors in the room. Noted that >50% of Board defines a quorum.

After discussion the group agrees the bylaws need to be amended to allow for proxies.

**Action:** Bill volunteers to write proxy language and send to Paul & Megan by March 3

Greg asks for comments on the September 24 and June 6, 2016 board meeting minutes. No comments, motion is made and seconded; all in favor: minutes for both meetings approved.

Treasurer Report:

Bob Hunt

2016 marked ICEAA's second net positive year in a row. Early predictions had anticipated a -\$40K loss for 2016, but ended up around +\$40K.

2017 projected to be at a loss again, but we have estimated conservatively before and been wrong to the positive, so if all goes well, 2017 could be another positive year. Example was Bristol planned for breakeven but was +\$40k.

Braxton asks if the training license was a failure since only one company bought it. Paul says price is flexible, willing to negotiate. Goal also to make sure we know who is using our product. Question to group was what is CEBoK worth? And what is international strategy?

Group questions why ICEAA isn't receiving any of the proceeds from the Canada Chapter's highly successful workshops, since the framework of their events is based on ICEAA's intellectual property and network of relationships.

Next year projecting a \$60K loss with a \$45K new hire for the office. Staff is stretched and needs additional support to allow for marketing and strategy.

Bob asks for further comments on the Treasurer's Report. No comments, motion is made and seconded; all in favor: treasurer's report approved.

International Business Report:

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With none of the international board representatives present, the International Business Report is skipped.

International Business Office Report:

Megan Jones

**Action:** Megan to include an estimate of the number of members that are government employees to the set of membership statistics.

Membership shown to have been reduced by 100. Megan cited no budget for marketing. Andrejev points out the large companies that used to have large numbers of members have fewer and fewer every meeting. Paul suggests that it's because the companies won't pay for membership anymore, but Kevin says the amount of the dues doesn't matter: the process of getting a check cut by an employer is the difficult part, so if we were to raise dues, it would not impact much since it's not the amount but getting the actual check that's challenging for members.

Greg says the experience of taking and modifying CEBoK was very good for Sikorsky's training purposes, and may work well also for Lockheed Martin.

**Action:** Megan to send the roster to Greg for who has dropped off in the past few years, Greg will contact the board to find out who will reach out to the former POCs. Greg will review for LM, Rich Harwin will review for Boeing, Peter Braxton will review for Northrop Grumman and Paul Andrejev will review for Booz Allen (all to start).

Megan presents slides on the International Training Symposium in Bristol; group discusses. Megan is happy with how well the event performed, but knowing the series of delays that caused marketing and other announcements to be released with little time before the Symposium, that the event could have performed even better had planning followed a more organized schedule like earlier registration.

Group debates whether or not getting participation from other associations/societies was helpful or not, and whether the lack of profit share for those other groups prevented their active participation. There was concern leading up to the event that it would be put on as a loss, so sharing revenue didn't seem feasible. But several of the partners that were billed as such did not participate at all.

SCAF, one of the International Training Symposium partners, scheduled their own meeting very close to ICEAA's – the two could have been combined into one event and drawn from both. Peter A. suggested potential merger with SCAF.

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**Action:** Jason to talk with Omar from Technomics and Dale Shermon about the possibility of adding 2 days of International Training Symposium to a SCAF workshop in 2018

State of the chapters: 18 of the 24 chapters are truly struggling. Andrejev asks if our chapter model is outdated, and if so, do we need to revisit the entire structure? Do we need to reconsider how the chapters feed members up to the overall association? Rick did an experiment of having all the chapters in Region 2 participate in the DC chapter's meetings virtually to help the struggling chapters have content to provide, but the struggling chapters still didn't dial in.

Group agrees one of the major problems with our chapters is the lack of clear instruction on their responsibilities, no on-the-job training, and little to no succession plans. Suggestions included virtual chapters, chapter by focus area (industry, government, non-aerospace, etc)

Discussed cap on liquid assets for chapters to be sure chapter funds are actively managed.

A moratorium on new chapters will be implemented until we can do better in sustaining current chapters.

**Action:** Mike Thompson will work with Megan to create a Chapter Development training program by EOY 2017.

**Action:** Jason and Megan to review bylaws for consistency in describing the Non-Aligned Director position.

2017 Workshop:

Rich Harwin

Planning for the 2017 Workshop in Portland, Oregon is underway and moving along smartly. Registration trend is similar to Denver in 2014, so attendance should be good.

The city of Portland is hosting their annual Rose Festival and Fleet Week at the same time as our Workshop, so hotels in the area are likely to sell out, including our own. Room block extensions are normally only possible when the hotel has extra rooms, so it will be unlikely that we will be able to extend our room block once it is full or expires. All board members are strongly encouraged to book their hotel rooms as soon as possible.

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Certification Report:

Peter Andrejev

Peter A. presents certification report slides. For years, the feeling has been that international exam-takers tend to fail, but recent international exams in Bristol and Canada had excellent pass rates – could one bad batch have spoiled our perception of the international pass rate?

The CCEA-P exam is ready for release and taking, but the fee has to be agreed upon by the board. Motion raised, seconded and carried to set the CCEA-P exam fee at \$175.

Peter Andrejev, Stacy Dean, and Dan Nussbaum will be the first team to review the work products required of CCEA-P applicants, so Peter A. has asked the board to grant the CCEA-P designation to those three. Motion raised, seconded and carried to grant CCEA-P status to Peter Andrejev, Stacy Dean and Dan Nussbaum.

Software Specialty Certification Report:

Brian Glauser

The Software Specialty Certification committee is making slow but steady progress that is gaining momentum. Ricardo had been leading a subcommittee but has had other commitments stand in the way; Brian and Eric Van der Vliet have taken lead.

The committee plans to determine the table of contents, and then assign volunteers to participate in each chapter. The goal is to have two-person teams to develop content for each chapter and separate volunteers into roles of content creators vs. content reviewers.

In some places, the Software Specialty curriculum will use CEBoK in whole or in part, and other content will be filled in by collecting data from other sources where the author is willing to participate or gift the content to ICEAA.

The committee is developing PowerPoint slides like those used in CEBoK for purposes of training, but to expand the presentations into more study-able wiki-based content.

There is already a Systems Engineering Body of Knowledge online that ICEAA's sCEBoK will need to ensure differentiation from.

Brian hopes that a number of sections will be completed enough to be delivered at the Workshop in Portland, but is concerned about the impact this may have on the software training modules already in CEBoK and the training program.

Paul is concerned that the Software Specialty committee is too much farther along in the development process than the CEBoK update task force is, and that collaboration between the two may be necessary to ensure efforts are not duplicated.

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Questions for the Software Specialty Committee: who ultimately owns the product; how will revenue be handled; where will the wiki be stored; from whom will customers purchase access to the content?

**Action:** Megan to collect outstanding questions on Software Specialty Certification/Curriculum and send to Brian.

2017-2019 Board of Directors Nominating Report:

Brian Glauser

The nominating committee has identified candidates for each board position and voting will be open from March 1 until April 1. Candidates for each of the region director positions have also been identified and region director elections will take place after the general election.

CEBoK Updating Task Force Report:

Neil Albert

Neil presents slides on the CEBoK Update Task Force. Team anticipates completion by the end of 2018.

Jason asks if the RFP sent to interested providers will be for content, distribution, or both. Neil says the RFP described in phase 2 is for content only; distribution will be determined in phase 1. Phase 3 is for the oversight team to assure high quality.

Companies whose employees are members of the CEBoK Update Task Force are ineligible to submit a proposal to work on the project and have been reminded as such.

Andrejev comments that the business aspect of distribution is an important consideration; Neil agrees and says the group is aware.

Greg asks who the target market or audience for the new CEBoK will be. Will it focus more on manufacturing, industry, et. al.? Neil assures the task force is looking beyond the usual DoD audience and considering putting different companies in charge of maintaining different chapters.

Jason asks since Karen Richey is on the task force, will the new CEBoK correspond with GAO recommendations? Neil says her job will be to review for consistency and accuracy of content.

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Andrejev asks if a potential list of vendors has been identified and who we think may bid on it? Neil plans to put out a “sources sought” list to find out who may submit a proposal.

Neil proposes the new CEBoK be more prose-based than on PowerPoint. The group discusses pros and cons of each: prose easier to study/PowerPoint easier to teach.

Paul is concerned that focusing on what needs to be edited in the content before determining the platform could result in spending too much time and money on content and not leaving enough funds to manage the platform and distribution.

Greg suggests asking current CEBoK users and customers for what suggestions they would make or wish list items for the next version.

Target delivery is November 2018 consisting of a textbook and workbook package.

**Action:** Neil to send question ideas to Megan for a CEBoK users survey

New Business:

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Brian asks to take a topic offline with Paul regarding the ISBSG, an Australian non-profit focused on collecting data from completed software projects. There could be good opportunities for collaboration between ISBSG and ICEAA.

**Action:** Brian to set up a discussion with Paul and Megan about options and feasibility of collaboration between ISBSG and ICEAA.

With no further new business, meeting adjourned at 2:48pm.

Next meeting Monday, June 5, start time 9am.

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September 24, 2016 Action Items

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

Incomplete. Adding to February Actions.

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

Incomplete. Adding to February Actions.

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

Presented in Feb, glossed over. Will present again in June, not really relevant since the election will have been finished but will add to February actions, likely will carry to fall.

**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.

Brian will send next week: baseline ToC, list of 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)

**DONE!**

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

Met multiple times. The Space SIG has drafted a charter that Paul, Mike and Megan are in discussions about but are not yet ready to present their position to the board. Adding to February actions.

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

Jason did look and determined not to be a viable action. Removing from outstanding actions

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**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)

Megan will include as part of 2017 Chapter Development efforts. Add to ongoing actions.

**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.

Keep on trucking!

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

**Keep it up!**

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

Adding to February actions. Clarify: Technomics created a CEBoK Wiki for internal use, not the Canada chapter. Adding to ongoing actions.

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

Steve not present; adding to February actions

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

Megan will include as part of 2017 Chapter Development efforts. Add to ongoing actions.

**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)

**Report:** Christian leads by example. He doesn't require membership or certification for his staff, but because he is certified and is a member, his staff sees that he thinks it's important so it becomes more important to them. 1. In certification area, he personally teaches

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CEBoK modules in the evening to his own staff, so his staff sees the value, feels added pressure to attend because the boss is teaching. 2. Allows staff to do brown bags at lunch to training sessions and allows flexibility to attend. 3. Christian pays for the exam fees, approves training costs, and acknowledges successful exam takers at all hands meetings. He sends lots of staff to conferences and spends time with his staff who are presenting to do dry runs, rehearsals, etc. He also conducts day-long annual workshops in Alabama: staff is allowed to go for the day and he allows support contractors to charge that day of time to their contract (!).

**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)

**DONE!**

**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)

Action Bill: revitalize this effort, possibly expand to general membership. Adding to ongoing actions

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

Have had a meeting to discuss but project has been sidetracked. Keeping on ongoing actions.

**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)

Brian Welles (Jim's guy from ODNI *acronym acronym etc.*) Peter B. will talk to Brian Welles, report back June

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)

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**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 Kiviat** 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.)

Remove for now, add back when necessary

**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.

New action: **Rick** to start language on value proposition based on strategic plan. Will begin efforts and report back. Andrejev and Kevin volunteer to contribute. Jason will fold his efforts on the elevator speech into this group, Rick lead.

Kevin requests old action item on the training licenses put back on the Action list, will coordinate on starting the plan.

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February 25, 2017 Action Items

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**Megan** to send the roster to **Greg** for who has dropped off in the past few years, Greg will contact the board to find out who will reach out to the former POCs. Greg will review for LM, Rich Harwin will review for Boeing, Peter Braxton will review for Northrop Grumman and Paul Andrejev will review for Booz Allen (all to start).

**Jason** to talk with Omar from Technomics and Dale Shermon about the possibility of adding 2 days of International Training Symposium to a SCAF workshop in 2018

**Mike Thompson** will work with Megan to create a Chapter Development training program by EOY 2017. Effort will include previous actions: **Megan** to determine a process to allow chapter access to international office website, creating an online calendar for chapter events and repository for documents; **Megan** to work with Region Directors to develop new plans/methods for contacting and supporting chapters.

**Jason** and **Megan** to review bylaws for consistency in describing the Non-Aligned Director position.

**Megan** to collect outstanding questions on Software Specialty Certification/Curriculum and send to Brian.

**Neil** to send question ideas to Megan for a CEBoK users survey

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