

ICEAA Board of Directors Meeting

June 5, 2017 | Portland, Oregon

APPROVED MINUTES as of September 30, 2017

Voting Attendees:

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

Non-voting Attendees:

Brian Alford (virtual), Bill Barfield, Erin Barkel, Kevin Cincotta (virtual), John Deem (virtual), Meghan Kennedy, William Metz, Arlene Minkiewicz, Rodney Olin, Andy Prince, Christina Snyder, Tomeka Williams (virtual)

Welcome, quorum count, introductions: Paul Marston

Paul reviews the agenda and the intended outcomes from the meeting, thanks the outgoing board and welcomes the incoming board, whose term begins officially on July 1, 2017.

Secretary Report: Greg Kiviat

Quorum established: 12 voting members present of 11 required.

Floor open to any comments on the February 2017 minutes, none received. Motion to approve the Secretary Report raised, seconded, and passed.

Treasurer Report: Bob Hunt

Estimate-at-completion for 2017 more positive than originally budgeted: first projection was for a -\$60K loss for the year. Workshop revenue exceeding expectations and the new hire budgeted for has not yet been hired, lowering the amount needed to pay the person.

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Floor open to any comments on the Treasurer Report, none received. Motion to approve the Treasurer Report raised, seconded, and passed.

International Business Office Report: Megan Jones

Overall membership continues to decline slowly at approximately 100 members per meeting/300 members per year.

Companies with 15+ employees and many of the largest companies have declined considerably. Christina asks: how do we get the big companies to get back? We need to go to the big companies, need to get a champion in each company, ask what we can do for those companies to increase value. We need to get support at the highest level from the larger companies so that it filters down through the ranks:

Rex says suggests the big companies want to be in ICEAA to meet with government representatives, but if ICEAA attracts too many big companies, those companies will perceive that their access to the government representatives is diluted by the other big companies.

Action: Paul: create a sidebar working group to talk about how to approach the big org membership to get back involved.

Erin explains that Canada has the opposite problem: their membership is made up of more government employees than contractors. The Canada chapter's approach is to call their government members before planning their workshop every year to find out the hot button issues for those members and build their content around it. They also purchase a year of membership for all of their workshop attendees with the revenue from the event.

Megan shows a chart and list of the government employee ICEAA members, which makes up about 22% of total membership, about 1/3 of them are international.

Paul asks about Japan and JSCEA – they have not communicated with us in over a year, having ignored requests for their membership roster.

Andy asks how important training is for the English-speaking countries, and the group agrees that it is important for most. Erin says Canada is generally interested in our training and

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certification, but not all intend or need to use our training to be master-level cost estimators: accountants want to be PCEAs to be able to communicate with the cost estimators, but don't need the breadth and depth of the CCEA. Canada supported PCEA becoming renewable through points maintenance (this was voted down in favor of PCEA being sustained by re-testing at the June 2016 ICEAA Board meeting).

Noted that IPM conference attendance has been going down for 2 years (~20% each year). Comment that ICEAA budgets should reflect less revenue from this source in future

CEBoK Update Task Force Report:

Neil Albert

Neil Albert updates the board on the progress of the CEBoK Update Task Force. The team is focusing content on the DoD and civilian government agencies but making an effort to expand content to be relevant to more areas and disciplines. While the current CEBoK is very useful for the DoD, which uses standardized approaches across many departments/divisions, the challenge is to bring in representatives from other areas to find out how and what they're doing to evaluate and incorporate into CEBoK.

Erin is concerned that this DoD/US Government is too narrowly focused for Canada's needs. Andy suggests changing CEBoK language to more neutral terminology than keeping in DoD jargon, Neil agrees the intent is to make CEBoK less DoD specific and more approachable for suppliers and customers. The group agrees the goal should not be to dilute or make CEBoK less advanced, just more accessible to more users.

Jason points out how any body of knowledge like CEBoK becomes obsolete quickly, and asks what the task force plans to put in place to keep it current. Neil explains that the teachers of the Workshop training sessions tend to improve upon and update the modules as they go.

The group asks about what research has been done into the modules we don't yet have that we should consider developing. Neil says the team's first focus is on updating/improving existing modules.

Paul asks if Neil's CEBoK Task Force and Brian's Software CEBoK (sCEBoK) Committee are working together. Brian offers to piece together a software module from the new sCEBoK for use by Neil's team as the software module for CEBoK.

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Neil concludes that the plan for distribution of the updated CEBoK should be subscription based, online, and in a wiki format. Jason asks if the wiki format was already determined, since at a previous meeting we were told the plan would be to create a request for proposal to send to companies for their plan on distribution, maintenance, etc. Neil answers that the format and distribution has not yet been determined.

Paul maintains that the platform needs to be flexible enough to adapt to changes and stay current without another total overhaul. There are likely many methods and platforms that would work for us that need to be explored. Erin asks if a separate group should be formed to focus on the platform/delivery while Neil's group updates content. Paul thinks the existing task force can handle both, but need to tackle separately. Paul wants Neil to present next time the group's decision on how to approach the content/platform problem. Paul also noted that he would like platform decisions prior to module completion.

Noted again that software section is complete rewrite that is led by Brian Glauser's sCEBoK team and other modules are also suggested for complete rewrite. Neil requested that board send ideas to him regarding new modules

Action: Neil to present at the October 2017 board meeting the CEBoK Update Task Force's decision on how to approach the content improvement vs. platform update challenge.

CEBoK Training License Pricing

Jason Dechoretz/Kevin Cincotta

Kevin and Jason present slides with a counterproposal for the price of the CEBoK training license that was put into place in December 2016. The group agrees the new proposal is complicated and reverts to the old way of issuing training licenses that the 2016 version was intended to fix. In meantime will keep license policy as is.

Action: Jason, Kevin and Megan to present another new suggestion for CEBoK training licenses at the October 2017 meeting.

Certification Report

Sharon Burger

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Sharon presents certification report slides: the Canadian group who tested in April 2017 did exceptionally well.

Action: Sharon to add metric to the report on the number of people who are up for recertification who don't renew, and on the ratio of contractor vs. government employees taking the exam.

Sharon has been getting more calls from potential test takers who are overly concerned about the difficulty and likelihood of passing the CCEA.

Action: Christina to develop a presentation/set of FAQs to help with those who may have cold feet about the exam.

Chapter Reports

Meghan Kennedy and Rich Harwin expand upon the DC and SoCal Chapter reports. No additional comments or discussion from the chapter presidents present.

Efforts to Support Professionalization in Canada

Roger Ermuth

A representative from the Canadian Government explains some of the challenges Canadians have when using ICEAA's CEBoK and studying for/taking the PCEA and CCEA exams: the terminology in CEBoK is very US-DoD specific (using terminology/context that is not the same in Canada); and that CEBoK and the exams are only in English, which conflicts with Canada's bilingual efforts.

Canada's goals are to create and make available Canadian versions of CEBoK, CCEA and PCEA, and in both French and English, and launch this fall (2017).

Paul says ICEAA has no problem with Canada developing materials and content that suit their needs, but ICEAA needs to have one CEBoK. There could be different versions within, different modules, different languages, but it needs to still be CEBoK. To make a "Canadian Version" seems too stand-alone.

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Canada has been using a wiki structure to develop and modify the content they would need for the Canadian modules. Paul warns that ICEAA has a committee formed to restructure and reformat CEBoK, and while Canada is welcome to use a wiki to develop their new content, there is no guarantee that the final platform of CEBoK will end up being the same as the wiki format Canada is working on, so the efforts they make in a wiki now may need to be repeated in whatever format is determined. Paul requests reassurance that whatever work Canada does now is will be aligned with the new content that the CEBoK Task Force is developing.

Jason asks if the Canadian CEBoK be available to those outside Canada? Paul reiterates that there will not be a Canadian CEBoK, but simply Canadian-focused modules within CEBoK that will be available to all once ready.

Roger explains that the Government of Canada has no plans to take over CEBoK, its revenue streams, or development, and does not want to continue updating old content that is concurrently being updated by the CEBoK Task Force. The suggested plan is not to make this a Canadian Government project, but that the Canadian Government is willing to work with ICEAA to develop content that will be used across Canada.

The ICEAA Canada Chapter seeks permission to engage with the Canadian Government to outline what they want and by when, and serve as the liaison to ensure the ICEAA board is both aware of and comfortable with those plans.

Peter Weltman (ICEAA Canada Chapter President) has presented this as a result of a conference call that took place in late May 2017 during which Paul said the Canada chapter had approval from the board to pursue Canadian-focused CEBoK content, but such permission is not in any board minutes. The chapter is requesting formal permission from the board to continue to develop the Canadian-relevant content, as they have been working on it for over a year, and want to continue.

Paul believes ICEAA's responsibility is to facilitate training and professional development to the greater community. He applauds the Canada Chapter's effort, but unfortunately ICEAA's efforts to update CEBoK have lagged, aren't as far along as we'd like, and will take longer. While he does not want to slow or discourage Canada's efforts, and pledges to support them and help them move along.

Action: Megan to send the presented motions to and set up a meeting with the ICEAA Executive Committee, along with the CEBoK Update Task Force and the Software CEBoK

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Committee, for editing, then send to the Canadian representatives for comments/feedback and present updated motions at October 2017 meeting.

Jason wants the minutes to reflect that the ICEAA Board of Directors is willing to create a partnership with ICEAA Canada and the Canadian government to help with their short term problem and a willingness to adapt for the long term.

Value Proposition/Elevator Speech

Jason Dechoretz

Jason shares slides showing the efforts of his group (Rick Collins, Rich Harwin, Greg Kiviat, and Peter Andrejev) on developing a value proposition, and suggests four different value propositions each tailored to different audiences. The road show objective is to present to potential and current membership “what we do for you”. The intention is not to use every bullet for every audience, but pick and choose the relevant ones to keep the elevator speech at elevator-length.

Peter B. thinks the group should add a fifth audience of “industry leaders.” Erin suggests testing out the value propositions on attendees at the workshop.

Jason suggests promoting all of the speeches in one place, and make printable cheat sheet cards for board members and ICEAA members to use when explaining ICEAA’s value.

Action: Jason to collect wordsmithing and then present to Christina for marketing approach by August 1, 2017.

Training Report & CEBoK Wiki Efforts

Peter Braxton

Remmie Arnold headed up the training portion of the workshop this year, consolidating several sessions to make sure the range of topics remains broad while not having too many competing sessions run concurrently. Remmie has also been working with the sCEBoK team to debut seven new modules from the upcoming Software CEBoK.

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Peter schedules a meeting with Paul, Mike, Megan, Rick, and Neil to show the work Technomics has done copying the current CEBoK into a wiki platform. Suggested that wiki format would be helpful with the international participation.

Software Specialty Certification and sCEBoK Update

Brian Glauser

Brian's team is excited and pleased to be able to present on seven of the eight modules they have developed at the workshop this week, and thanks all those involved for their hard work.

Brian is looking for a new lead for the technical aspect of the sCEBoK development. The original idea was to form a management committee from various organizations (ICEAA, IFPUG, NESMA, COSMIC), then create a subcommittee to do the labor, but chosen leader of subcommittee isn't working out.

The group started by making the PowerPoints for use when presenting the materials, and plans to then expand the presentations into readable prose for self-study.

Paul asks how distilled the single software module in CEBoK will be compared to the full sCEBoK: Brian says it is intended to be a summary in the hopes of encouraging people to look deeper into the software certification and software specific curriculum.

2017 Workshop Update

Rich Harwin & Megan Jones

Rich and Megan present the 2017 Workshop slides.

As with previous years, the board is given the list of Association Award Winners for their up/down approval. The group agrees this is too late in the process to do so since the winners have already been notified. Award winners were approved by the board at this meeting.

Action: Megan to distribute the slate of winners to the board for an electronic vote prior to informing the winners next year.

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Peter B. thinks the Association Award process be revisited and reviewed, from choosing the judges, to nomination limits and further defining qualifications. Megan suggests the 2015-2016 Awards Update Task Force be reconvened.

Action: Mike Thompson to send the guidelines that he had worked on for association awards to Joe Hamaker

New Business

Proxy Voting: Bill presents examples of proxy voting procedures and proposes some methods may be better used for certain votes than others. Paul prefers one method for proxies for every board vote, and that membership votes do not require proxy conditions.

Action: Megan to work with Bill and Jason to create language for the bylaws that confirm what the constitution defines as a quorum and how it is established, then add a paragraph to the bylaws on who can be a proxy (member in good standing), how (by written request prior to a meeting) and for how long (one request grants proxy to the member for all votes in that meeting).

SSCAG and the ICEAA Space SIG: Andy and Paul have been working on a charter of how the current Space Systems Cost Estimating Group (SSCAG) could dissolve and be brought into ICEAA as the Space SIG. SSCAG has created a charter that was reviewed by an ICEAA sub-group and questions/concerns were raised. Paul intended to address or resolve those issues.

Action: Paul, Megan, Mike, Jason, Andy and anyone else interested from both ICEAA or SSCAG to discuss to work out charter, will meet at PDX Workshop

Plan New Meeting & Adjourn

Next meeting planned for October 14, 2017. Location TBD. Meeting adjourned at 3:16pm.

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February 25, 2017 Action Review

Bill volunteers to write proxy language in bylaws (for quorum) and send to Paul & Megan by March 3

Sent, presented during New Business. New action created to present board with language for fall meeting

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

DONE

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 Peter Andrejev will review for Booz Allen (all to start).

Megan failed to do this, will do this summer. Move to June 2017 action items

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

Incomplete. Move to Fall actions

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.

Effort ongoing. Will continue to develop and move to June 2017 Actions.

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

Will pair with proxy voting action and develop for Fall 2017

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

ICEAA Exec committee needs to develop business model for sCEBoK to present to sCEBoK committee. New action: Megan to plan meeting for after July 4

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

Not done, Neil mentioned he will do over summer. Moving to June 2016 Actions.

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

Add to agenda for summer exec committee call while discussing sCEBoK business model

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.

Rick joined the elevator speech team instead. Will talk more about the strategic plan aspect of the value prop in the next meeting

Jason to send government focused talking points he's created to Megan (*Carried from September 2016*)

DONE. Completed with the elevator speech

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Jason to create a team to develop talking points for industry and other markets. Greg, Rich, Rick volunteer. *(Carried from September 2016)*

DONE. Completed with the elevator speech

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. *(Carried from September 2016)*

Will pair with proxy voting action and develop for Fall 2017

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. *(Carried from September 2016)*

DONE. Delivering seven modules at 2017 Workshop.

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

Remove, no longer relevant.

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 will send over summer once 2017 roster is finalized.

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

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Have had a meeting to discuss but project has been sidetracked. Keeping on ongoing actions. Paul will take lead and join the team

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

The symposium happens in the fall. New Action for Peter B. to see if we can speak this year

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

Presented preliminary suggestions June 2017, action created to further develop for October 2017.

Peter B. to schedule for the board a demo of the CEBoK Wiki Technomics created for internal use.

DONE. Partial board demo presented at the at 2017 Workshop.

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June 5, 2017 Action Items

Paul create a sidebar working group to talk about how to approach the big companies to get back involved and increase membership.

Neil to present at the October 2017 board meeting the CEBoK Update Task Force's decision on how to approach the content improvement vs. platform update challenge.

Jason, Kevin and **Megan** to present another new suggestion for CEBoK training licenses at the October 2017 meeting.

Sharon to add metric to the report on the number of people who are up for recertification who don't renew, and on the ratio of contractor vs. government employees taking the exam.

Christina to develop a presentation/set of FAQs to help with those who may have cold feet about the exam.

Megan to send the presented motions to and set up a meeting with the ICEAA Executive Committee, along with the CEBoK Update Task Force and the Software CEBoK Committee, for editing, then send to the Canadian representatives for comments/feedback and present updated motions at October 2017 meeting.

Jason to collect wordsmithing suggestions for the Elevator Speeches and Value Propositions and then present to **Christina** for marketing approach by August 1, 2017.

Megan to distribute the slate of winners for 2018 to the board for an electronic vote prior to informing the winners next year.

Mike to send the guidelines that he had worked on for association awards to Joe Hamaker.

Megan to work with Bill and Jason to create language for the bylaws that confirm what the constitution defines as a quorum and how it is established, then add a paragraph to the bylaws on who can be a proxy (member in good standing), how (by written request prior to a meeting) and for how long (one request grants proxy to the member for all votes in that meeting).

Paul, Megan, Mike, Jason, Andy and anyone else interested from both ICEAA or SSCAG to discuss to work out charter, will meet at PDX Workshop.

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Carried/Ongoing Action Items

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 Peter 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 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.

ICEAA Executive Committee to develop a business model for sCEBoK to present to sCEBoK committee. **Megan** to plan meeting for after July 4. During that meeting, **Brian** will discuss with Paul and Megan about options and feasibility of collaboration between ISBSG and ICEAA.

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. Update, June 2016: needs to wait until after business plan established. Will keep on ongoing actions.

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

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

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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)

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)

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.

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.