

ICEAA Board of Directors Meeting

February 24, 2018 | McLean, VA

Official Minutes as of June 11, 2018

Voting Attendees:

Arlene Minkiewicz, Bob Hunt, Greg Kiviat, Jason Dechoretz, Mike Thompson, Paul Marston, Rich Harwin, Tomeka Williams, Andy Prince (virtual), Brian Glauser (virtual), Erin Barkel (virtual - proxy to Andy Prince later in meeting), John Deem (virtual) Nicole Sullivan (virtual). Proxy vote for Steve Glogoza granted to Rich Harwin.

Non-voting Attendees:

Bill Barfield, Britt Staley, Peter Andrejev, Tim Anderson, Ellie Basset (virtual), Mary Rowan (virtual), William Lane (virtual)

Welcome, quorum count, introductions:

Paul Marston

Paul welcomes the group to what we anticipate to be another successful meeting, thanks everyone for their participation, and provides introductions.

Secretary Report:

Greg Kiviat

Quorum established: 11 voting members present of 11 required as of 9:07am.

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

Paul stresses the importance of sending comments on the minutes in advance to prevent wasting time during the meeting critiquing typos. The board minutes are an important record of the board's accomplishments, thoughts, and decisions and are important for the health of the organization.

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Treasurer Report:

Bob Hunt

Bob presents the treasurer report slides, pointing out the excellent condition of the balance sheet and that budgeting for 2018 will again be conservative. Paul agrees with conservative budgeting, noting that while the association is doing well (noted cash on-hand) and moving in the right direction away from the poor financial years of the recent past, we are only a disaster away from being back in that position

Bob explains that while ICEAA has enjoyed some recent success and positive things are happening, we're not entirely sure what the source of the increased interest in programs like certification and CEBoK are coming from, and are not budgeting for 2018 to continue those trends. We aren't sure why the number is going up, so there's not a behavior or action we can actively duplicate to ensure repeat or increases in those revenues.

Paul commends Megan for her efforts in tightening expenses both in the office and at conferences, which provided savings. While continuing the same level of services at the reduced expense, the revenue became more significant.

Bob notes that TD Bank Account required for Journal is no longer needed. It was required as part of our original contract with the Journal publisher, Taylor & Francis, but due to the now universal availability of bank transfers and electronic payment, the publisher is willing to use our regular bank account.

Bob proposes purchasing another CD to invest some of the money we have in our checking account, all agree. Jason adds that with ample cash on hand we should start thinking about how to invest in the products and services that will be revenue builders in the future.

Noting the revenue from our participating in the IPM Workshop and the unlikely possibility of the event continuing as a joint effort with ICEAA and partnering organizations in the fall, Andy asks if there is another group we can partner up with on a new or existing conference. Mike suggests short of co-producing another conference we could start by purchasing a booth at one to increase ICEAA awareness, and proposes the Membership Outreach Committee consider this as they move through their actions.

Vote: The board is reminded that approval of this Treasurer Report is an implicit approval of the 2018 operating budget provided within. Floor opened to any comments on the Treasurer Report, none received. Motion to approve the Treasurer Report raised, seconded, and passed.

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International Business Office Report:

Megan Jones

Megan presents IBO slides, noting a smaller than usual decline in membership since the last board meeting. The group asks if renewal reminder messages are being distributed, and Megan confirms they are done monthly for everyone whose expiration date is 6 months to one year past due and those expiring in the coming 6-8 weeks.

The site for the 2020 Professional Development & Training Workshop has been chosen and contracted: we will be at the Hyatt Regency San Antonio May 12-15, 2020. Some board members had raised concerns that since most members are loyal to Marriott's rewards program that holding the Workshop at another hotel brand would decrease our room numbers; Megan reviewed the data, comparing hotel guest vs. workshop attendee rates from 2015-2017 and noted no significant difference when staying at different brands.

Questions were raised about the hotel site selection process. Megan explains the various reasons and factors that make ICEAA's Workshops particularly difficult to find the right hotel for. Megan presents slides on the challenges of finding hotels for the ICEAA Workshop. The 30% of government per diem rate rooms we are able to negotiate need to go to true government employees, not public sector employees working on government contracts, to make the most out of the per diem rooms we have.

Megan compliments the chapters for recent involvement and communication, citing examples of positive participation that is a great first step in helping our struggling chapters. Paul questions the role and value of the Region Directors, proposes that the Region Directors need both a more clear job description, but also some responsibilities to be accountable for. Jason suggests Regional Directors report to Board, but Paul thinks they should be more engaged with the Chapters. Jason suggests members of Chapter Boards work with Regional Directors

Action: Megan to solicit participation for a group to work to define the roles and responsibilities of Region Directors, with a possible brainstorming session to take place at the Phoenix workshop. Erin volunteers.

Jason notes that the percentage of ICEAA's membership that are government employees should be higher, and someone asks what happened to the Senior Government Advisory Panel. The panel held a few meetings in 2015 and 2016 that were well received but have since been overlooked. Megan notes that prior meetings resulted in government asking for free support. Paul notes that government people on the ICEAA Board be in tune with their

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needs and that we need to encourage senior officials to join ICEAA. Another board member suggests offering free 1-year memberships to government employees

Action: Jason to reinvigorate/re-establish the Senior Government Advisory Panel.

Membership Outreach Committee Update

Ellie Basset

Ellie presents Membership Outreach Committee Update slides. In all her years of ICEAA involvement, retention and growth have been a challenge, with efforts to grow mostly unsuccessful. The new committee has been meeting every two weeks and making real strides with a new idea: increasing awareness of cost estimating on the whole.

Members of the committee all noted that none of them intended to have a career in cost estimating and didn't know what it was when they graduated; ICEAA members that do college recruiting say the students don't even know what cost estimating is. The Membership Outreach Committee has created the first of what will be several YouTube videos directed at college graduates to let them know about the possibilities of a cost career. Ellie presented video on YouTube that shows what a career on cost estimating could be. Board was complementary with both the presentation and concepts

While it may not show immediate results in ICEAA membership rolls, this effort can make hiring easier and better for our member companies, and instill an awareness of ICEAA in these junior analysts from the beginning.

Megan reminds the board of excess funds that have been being returned from defunct or dormant chapters, and has allocated \$5,000 of those funds for these marketing and awareness efforts in the 2018 budget for printing, videography, promotional materials, etc.

Action: all to send ideas for videos, questions they ask potential hires, the answers they like to hear, and suggestions for future video stars.

Action: all to send any contacts they may have at universities with relevant majors to help the Membership Development Committee connect with more colleges.

Paul commends the Membership Outreach Committee for their innovative idea and outstanding momentum, adding that a surge of "young folks" can invigorate ICEAA and our events.

Peter A. presents slides and summary statistics on certification, noting the mere 58% recertification rate for CCEAs – how do we bring it closer to 100%? Peter presents the proposal for changing the recertification process from requiring proof of points claimed up front to a more audit-based system that was requested of him at the September 2017 board meeting.

The group discusses the motion, and while objections were raised on the use of the word “suspect” when describing training events conducted outside of ICEAA, no alternative language was put up for debate.

Motion passed with all in favor. Will be implemented by end of March.

Suggestion that an ICEAA World article be written to advertise change.

Motion to change submission of recertification points to audit-based process (cont'd)

Discussion (cont'd)

- Much of the evidence required under the current recertification form is already available to the International Office (e.g., Membership in ICEAA, Attendance at International Workshops, Role as National/Chapter Officer).
- Should an applicant claim points that are suspect (e.g., attendance at a not-readily-recognized conference), the International Office would retain the right to withhold recertification until the applicant provides necessary evidence to substantiate the claim.

Motion – I move that:

The International Office employ the proposed new Recertification Application and accept recertification points initially claimed by applicants unless said points are suspect or cannot be easily verified, at which time the International Office will withhold granting those points until the applicant provides evidence of their validity. The International Office may also conduct random audits of points claimed on applicants' submissions, requesting evidence of their validity for review and final adjudication.

Brian indicates the Software CEBoK (sCEBoK) team has been making progress, and is on schedule to be able to present 12-15 Software Training modules at the workshop in Phoenix.

The team has created the table of contents for the sCEBoK and is working on getting the foundation of the content together before moving onto practitioner modules.

They hoped to be able to offer a pilot version of the sCEBoK Certification in Phoenix, but it's not likely. Their new goal is to have a solid version 1 of the sCEBoK modules and certification exam by EOY 2018

Brian compliments Andy's inclusion on the team for helping everyone stay on task.

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CEBoK Update Task Force Report:

Paul Marston

Neil Albert neither present nor provided a pre-read to update the board on the progress of the CEBoK Update Task Force. He had requested Megan to put a copy of the Technomics-created CEBoK wiki on the ICEAA website, Megan found a company that migrated the wiki to the ICEAA site and will host it for \$100 a year, but will only provide limited tech support and ICEAA will be required to perform routine maintenance. While the wiki is now up on the ICEAA site, Megan is not yet comfortable enough with the software to be able to provide tech support even for the limited number of users requested for developing and editing the content, and noted that she was uncomfortable making the wiki public, even on a limited basis, with the board not having been officially informed by the CEBoK Update Task Force Chair on the status or even the passive decision to use wiki as the platform for the next version of CEBoK.

The wiki will be ready for distribution to the CEBoK Update Task Force team shortly for their use in editing and updating, but this is not intended to be the final version available to the membership, as many questions and decisions will have to be made regarding how it will be accessed, how much the board is willing to spend on it, what impacts it will have on the current membership database, etc. While these questions shouldn't prevent the Update team from working on content edits, they will need to be addressed before a platform is chosen.

Paul suggests the board determine a path forward: which platform is best based on cost without getting too mired in budgetary debates on bids. He says we should establish an approval panel to review bids from potential partners and understand the costs and implications before presenting to the board.

The board agrees that Megan should distribute the development wiki to the CEBoK Update team and discusses the possibility of hiring an outside firm/individual to help determine our requirements and feasibility of our wishes.

Brian mentions the International Council on Systems Engineering (INCOSE) has a wiki and may be a good resource for information.

Action: Megan to begin researching a consultant to help us figure out our next steps. Tomeka volunteers to help with the plan.

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Chapter & Region Reports

Brian commends the Greater Alabama chapter on their CCEA training program and encourages making chapters aware of it as a best practice.

2018 Workshop Update

Mike Thompson

Mike presents 2018 Workshop slides. Registration ahead of previous years, and all but one booth in the exhibit hall sold out.

Testing out earlybird rates with additional discounts for instructors to register well before the workshop, as late registrations negatively impact menu budgeting and leave us unsure of which instructors will follow through with their commitment to provide training.

New Business

Brian asks about IWSM conference in 2019 and says that Nesma wants to launch sCEBoK and certification at it. Action remains to determine the business plan for sCEBoK including pricing and revenue sharing.

Tomeka asks if we have thought about working with a university to create a masters in cost estimating, and says it could incentivize and promote the profession. All agree it sounds like a good idea and would be willing to explore it but have no understanding of what would be involved at this point.

Tim mentions that as an instructor for the Naval Postgraduate School, they never have promoted the CCEA to their graduates. Peter A. says that AFIT promotes CCEA to their graduates, and has asked in previous discussions with Dan Nussbaum to do the same at NPS.

Ellie says once we achieve our goals on the membership outreach committee, the next step should be a committee to increase awareness and importance of certification, and the board will need to be proactive with it.

Greg stresses the importance of making offerings to and keeping aware of our industry constituents.

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Plan New Meeting & Adjourn

The next meeting will be at 9am on June 11, 2018 at the Phoenix Renaissance Downtown Hotel.
With no further issues or comments, motion to adjourn carried at 2:25

September 30, 2017 Action Item Review

Peter Andrejev to work with **Erin Barkel** to get Canadian participants on the CCEA exam question group.

DONE – Peter A. worked with Peter Weltman on Canada-focused CCEA questions

Sanath to propose to SCAF to become an ICEAA Chapter; will report to ICEAA on their response. If both groups agree, will begin working out the details of the arrangement.

Megan and Sanath did discuss this, but Sanath indicated it would be a long process. While technically complete, will move to ongoing actions, Megan to follow up with Sanath periodically

Ellie to form a Retention/Recruitment focus group. Anyone interested in participating should email **Megan**. **Erin, Britt, Mike, Christina,** and **John Deem** volunteer.

DONE

Peter A. to present a motion at the winter 2018 board meeting to change the CCEA recertification process from providing proof of points from all applicants to an audit system.

DONE

Christina to develop a presentation and set of FAQs **with Peter A.** to help alleviate concerns from candidates with “cold feet” about achieving their CCEA.

DONE – being taken care of as part of the Membership Outreach Committee

Brian to update the board at the Winter 2018 meeting on the ongoing status of the Software Specialty Certification and sCEBoK.

DONE

Paul to get a report from Neil on the CEBoK Update Task Force and share with the board prior to the Winter 2018 meeting.

Incomplete. Carried to February actions.

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Anyone interested in participating on the Professional Development Committee should volunteer to **Andy** and/or **Megan**.

Ongoing. Anyone who ever wants to be a part of a committee should volunteer

Megan to distribute the link to the current strategic plan to the board.

DONE.

All: review the strategic plan to determine what's been accomplished, what still needs to be, and what is still relevant. Volunteers to participate in a strategic plan review group to notify **Megan**, who will schedule a meeting for discussion by EOY 2017.

Rick Collins has volunteered to head this committee, will reach out to volunteers prior to the June 2018 board meeting. Moving to February actions. Still accepting volunteers.

Megan and **Britt Staley** to test possibility of chapters updating their pages on the ICEAA website.

Incomplete. Moving to February actions.

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

Incomplete. Moving to February actions.

All: let **Megan** know about various conferences and meetings throughout the year so she can attend if possible to represent ICEAA, meet new potential members, etc.

Always! Moving to ongoing actions

Carried/Ongoing Action Items

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

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Moving to February actions. Adding rest of the Membership Outreach committee to work on and discuss the marketing approach

Megan to distribute the slate of winners for 2018 to the board for an electronic vote prior to informing the winners next year. (Carried from June 2017, will be relevant Winter 2018)

Megan will distribute slate of winners to the board for their comment before the 2018 winners are notified.

Mike to send the guidelines that he had worked on for association awards to Joe Hamaker. (Carried from June 2017)

DONE – nominated Rich Harwin to chair, consulting with Joe Hamaker

Megan will distribute a request for conference call availability from **Paul, Mike, Jason** and **Andy** to discuss SSCAG and the ICEAA Space SIG and will conduct a call by Thanksgiving 2017. (Carried from June 2017)

DONE – several drafts and conference calls conducted to discuss; awaiting response from SSCAG.

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). (Carried from June 2017)

Incomplete. Moving to February actions.

Megan to work with **Sanath** and **Dale Shermon** on possibility of adding two days of International Training Symposium to SCAF's 2018 Workshop. (Carried from June 2017, transferred to Megan)

Incomplete. Moving to February actions.

ICEAA Executive Committee to develop a business model for sCEBoK to present to sCEBoK committee, review MOU between ICEAA and Nesma for ideas on how the sCEBoK business model could work. (Carried from June 2017)

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Ongoing: move to March. Brian is getting comments/finalization on MOU now and will be able to move forward

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. (Carried from June 2017)

Brian will work with Megan on marketing and scheduling of sCEBoK modules for Phoenix.

Megan to conduct member satisfaction survey. Update: September 2017: delay survey until after value proposition work complete to poll members on those topics. (Carried from June 2015 will keep as an open action until further notice)

Still unsure if necessary but will remain on ongoing actions.

All board members: send marketing emails for and links to other conferences they receive to inspire ideas for ICEAA events and marketing.

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.

February 24, 2018 Action Items

Megan to solicit participation for a group to work to define the roles and responsibilities of Region Directors, with a possible brainstorming session to take place at the Phoenix workshop. Erin volunteers.

Jason to reinvigorate/re-establish the Senior Government Advisory Panel.

All board members to send ideas for videos, questions they ask potential hires, the answers they like to hear, and suggestions for future video stars.

All board members to send any contacts they may have at universities with relevant majors to help the Membership Outreach Committee connect with more colleges.

Megan to begin researching a consultant to help us figure out our next steps for the CEBoK Version 2 platform. Tomeka volunteers to help with the plan.

Paul to get a report from Neil on the CEBoK Update Task Force and share with the board prior to the Winter 2018 meeting (Carried from September 2017).

All board members review the strategic plan to determine what's been accomplished, what still needs to be, and what is still relevant. Volunteers to participate in a strategic plan review group to notify Megan, will be contacted by the June 2018 meeting by Rick Collins who has volunteered to lead the committee. (Carried from September 2017).

Megan and **Britt** to test possibility of chapters updating their pages on the ICEAA website. (Carried from September 2017).

Brian to schedule a discussion with Paul and Megan about options and feasibility of collaboration between ISBSG and ICEAA. (Carried from September 2017).

Jason to collect wordsmithing suggestions for the Elevator Speeches and Value Propositions and then present to Christina for marketing approach by August 1, 2017. (Carried from June 2017) Update February 2018: include the Membership Outreach Committee to work on and discuss the marketing approach. Suggested we create business cards with our elevator speech for members to distribute)

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

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Grumman and Peter Andrejev will review for Booz Allen (all to start). (Carried from June 2017)

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ICEAA Executive Committee to develop a business model for sCEBoK to present to sCEBoK committee, review MOU between ICEAA and Nesma for ideas on how the sCEBoK business model could work. (Carried from June 2017). Update February 2018: **Brian** is getting comments/finalization on MOU now and will be able to move forward.

Ongoing Action Items

All board members: let Megan know about various conferences and meetings throughout the year so she can attend if possible to represent ICEAA, meet new potential members, etc.

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