

ICEAA Board of Directors Meeting

June 11, 2018 | Phoenix, AZ

APPROVED MINUTES as of November 3, 2018

Voting Attendees (present):

Andy Prince, Arlene Minkiewicz, Bob Hunt, Brian Glauser, Ellie Bassett, Erin Barkel, Greg Kiviat, Jason Dechoretz, John Deem, Nicole Sullivan (virtual), Paul Marston, Rich Harwin, Rick Collins, Sanathanan Rajagopal, Tomeka S. Williams.

Non-voting Attendees:

Present: Bill Barfield, Britt Staley, Christina Snyder, Jon Kilgore, Meghan Kennedy, Neil Albert, Peter Andrejev, Peter Braxton, Peter Weltman

Virtual: Brian Alford, Melissa Winter, Tom Bosmans

Welcome, quorum count, introductions: Paul Marston

Paul welcomes and thanks everyone for their participation, noting the high number of in-person attendees as customary for the pre-Workshop meetings. The group introduce themselves and the meeting is called to order.

Secretary Report: Greg Kiviat

Quorum established: 13 voting members present of 11 required as of 9:05am. Floor is open to the group for additional questions or comments, and Brian notices a typo (page 8) he will email to Megan that will be reflected in the final version of the minutes. The importance of providing feedback on the minutes in the months between the minutes distribution and the meeting is stressed.

Vote: Motion is raised to approve the amended Secretary Report; no further discussion is requested. Seconded and passed.

ICEAA Board of Directors Meeting

June 11, 2018 | Phoenix, AZ

APPROVED MINUTES as of November 3, 2018

Treasurer Report:

Bob Hunt

Bob presents the treasurer report slides, making note of the much more positive than anticipated 2018 Workshop revenue and congratulates Mike and the conference team for all of their hard work.

Our savings have increased due to the purchase of a \$50,000 CD in April 2018.

Rick asks if we have a plan for our robust savings, commenting that there is potential put the money to good use investing in products or initiatives. The group asks how much liquid cash the IBO needs to maintain the business, and Megan estimates approximately \$100,000, noting that once the checking account reaches a balance that is higher than anticipated short term needs (that amount varies depending on the time of year), they purchase more CDs.

Bob suggests setting up a committee to decide what to do with our savings. Paul agrees that the association's financial situation is finally headed in the right direction so we should look into strategic investments. Rick offers that this will be a part of his presentation on the strategic plan later in the meeting and the group agrees to table the discussion until that time.

Peter A. wants to get a baseline amount of savings ICEAA would need to have on hand to continue operations for 3 negative-budget years. Erin asks about the seasonality of revenue and expenses and would like to know the usual pace of each.

Action: Bob to create a report of spending vs. revenue throughout the year.

Bill asks if we should periodically re-evaluate the membership fee to ensure it is appropriate; Bob suggests this be a task of the Membership Outreach Committee. Ellie indicates the committee could get to that at some point, but the near-term goals of the committee remain marketing and raising awareness of both ICEAA and cost estimating in general.

Jason points out the revenue reflected in 2018 for the IPM Workshop was the result of the 2017 Workshop and asks if a new stream of revenue will meet that amount for 2019. Plans for the new revenue stream will be explained in a later presentation, and while it is a new program not expected to meet or exceed the 2018 IPM Workshop revenue, it has potential long-term.

Vote: Motion is raised to approve the Treasurer Report; no further discussion is requested. Seconded and passed.

ICEAA Board of Directors Meeting

June 11, 2018 | Phoenix, AZ

APPROVED MINUTES as of November 3, 2018

ICEAA vs. Minett:

Bob Hunt

Bob begins by saying the case of ICEAA vs. Minett has a long and complicated history that is not his intention to relive or relitigate, but wants to discuss the outstanding financial and accounting impacts of the civil case and the funds owed to ICEAA.

During the SCEA/ISPA merger, between \$140,000-\$160,000 of ISPA's funds were misappropriated by then-ISPA treasurer, Bruce Minett. A court ordered Mr. Minett to return the funds to ICEAA over the course of five years, with the final amount due in May 2019. To date, \$6,720 of the court-ordered \$142,600 has been received by the International Business Office. Minett disregards any reminder or request for payment from the IBO, only responding when ICEAA pays our attorney to exchange several emails with him.

ICEAA carries an accounts receivable line of \$135,880 (that is not reflected in the Treasurer Report) annually, which is poor accounting practice. Bob suggests we write off the debt on our books only; the civil case is still valid and ICEAA is still owed money, we should stop holding an accounts payable balance for it. We will not notify Mr. Minett of our decision, as his obligation is not relieved, this is merely an accounting adjustment. Should Minett come into money, he remains liable for it.

Erin asks if we know whether Minett is unable or simply unwilling to pay. Paul explains that ICEAA filed a civil suit against Minett on the advice of our attorneys due to the complexity of jurisdiction (the fraud happened in Virginia; Minett lives in California) and that an investigation showed Minett's assets are minimal, with most in a family trust or otherwise not in his name, the money would be difficult to claim on.

The group asks if we have considered a debt collector; Megan says she has investigated it and most will not take on individual cases like this one for the very reasons above.

Note: Motion is raised to write the debt off of our accounting records and close the issue from an accounting standpoint. No further discussion is requested. Seconded and voted upon, with one nay and the rest yeas.

ICEAA Board of Directors Meeting

June 11, 2018 | Phoenix, AZ

APPROVED MINUTES as of November 3, 2018

International Business Office Report:

Megan Jones

Megan presents IBO slides, delightfully noting the first (if minor) increase in membership in years!

The group asks the status of JSCEA and whether JSCEA remains active. Megan explains that JSCEA does not respond to her inquiries, and has not submitted their contractually-obligated commitment to send their membership rolls and pay ICEAA an annual per-member fee. With more pressing issues at hand, effort is better spent elsewhere than chasing JSCEA for participation or a nominal annual fee.

It is mentioned that individuals from South Korea and Taiwan frequently attend the Workshop, and that there may be interest in establishing chapters in those locations, but who would take the initiative? The IBO is responsible for maintaining ICEAA's success; it is the job of the Board to focus on growth. Erin explains from experience that it is a big investment to establish a new chapter with no small amount of effort from the IBO.

The group discusses options for international growth, what we would have to do to achieve it, and what it would mean for ICEAA. The discussion circles back to the core issue: CEBoK in its current form is not easily updated or adapted for new and different audiences.

Megan noted recent Phishing emails sent to members and suggested that Megan be notified – especially if asked for money.

Megan noted virtual membership meeting set for Sept 20 as broadcast only, with all questions being submitted in advance. Paul feels live questions would be more authentic and more engaging; the software does have this capability and we will experiment with taking live questions during the 2018 All-Member Meeting.

Membership Outreach Committee Update

Ellie Basset

Ellie comments that the morning's discussions about growth, new audiences, new markets, and new ideas flows nicely into her presentation and the Membership Outreach Committee's task, encouraging all to email their suggestions and ideas.

Ellie presents slides on the committee's plan for a grassroots effort of increasing awareness of cost estimating in general with the long term goal of that awareness being correlated to ICEAA. We need not only to raise awareness of cost estimating to potential young

APPROVED MINUTES as of November 3, 2018

professionals starting their careers, but to those already in the business who do what cost estimators do and could benefit from ICEAA, but aren't familiar with the terms or don't understand that what they do is, in fact, cost estimating.

Key committee goals are to: increase membership; motivate members, provide awareness of certification. Suggestions included outreach to colleges and university placement centers and establishment of university courses. Suggested development of a career path ladder and "Make it cool".

Action: All are encouraged to send their comments, thoughts, or suggestions on ways to reach out to the greater community, terms or language that may be helpful in communicating the message, and any other input they may have.

Certification Report

Peter Andrejev

Peter A. presents slides and summary statistics on certification. Christina asks what marketing efforts are in place to promote recertification point renewal opportunities, and offers to work with Sharon to develop an informative piece for chapters and others to explain how common and accessible recertification points are.

Action: Christina and Sharon to develop marketing piece(s) to promote the availability and accessibility of various recertification point opportunities.

Peter A. acknowledges that the pen & paper exam with calculators banned is an outdated practice; that the point of the exam isn't an arithmetic test but of practical application, most of which in the real world are done with MS Excel or other programs.

Long discussion on differences between US and International certifications.

Action: Any board members or others interested in contributing ideas or otherwise volunteering to remove the calculator requirement and incorporate MS Excel into the PCEA/CCEA exam are encouraged to contact Peter A.

Peter mentions his efforts to find a successor for the Director of Certification position, Jason suggests all board members seek out understudies/mentees for their positions. We all need to work towards both establishing a pipeline of interested volunteers and making opportunities more well known. There are likely more people interested in volunteering than we are aware of since we have no real method for distributing or requesting interest.

ICEAA Board of Directors Meeting

June 11, 2018 | Phoenix, AZ

APPROVED MINUTES as of November 3, 2018

Megan and Erin have an action item to define the roles of the region directors; will expand the task to define roles for committee chairs, committees, board members, etc. Erin notes that the Canada Chapter pays for a year of membership for all attendees of their workshop.

CCEA Emeritus: a few soon-to-be retiring CCEAs have requested an emeritus status that absolves them of the work requirement for maintaining their certification. The group discusses the difference between “emeritus” and “retired,” what either would mean, and what the implications would be. All agree to move the topic to the next meeting to allow Peter A. to prepare a plan for the board to review and vote on.

Action: All to send ideas and thoughts on retiree/emeritus certification statuses.

Action: Peter A. to present at the fall 2018 board meeting an outline and plan for allowing retired professionals to maintain some sort of CCEA certification.

Software Specialty Certification and sCEBoK Update

Brian Glauser

Brian announces that thanks to the hard work of the team, 14 sCEBoK modules will be delivered this week in Phoenix. He is very encouraged by their progress. The sCEBoK team is working developing the modules, but looking for another group to conduct a comprehensive review of all the modules for overall cohesion. There is no timeframe in place for the review process, as they have been focused on completing the remaining modules. He hopes to establish the review team by the end of the year.

Nesma holds an IWSM conference in Europe and is looking to present some of the sCEBoK modules there.

Brian had been hopeful the team would be further along by now, citing his own overwhelmed schedule for some of the delay, and that he is looking for someone to replace him as the team lead. The board applauds Brian for the team’s success in spite of his disappointment with the overall progress.

Brian suggests that volunteers might not be enough to complete the work and that an investment may be required.

APPROVED MINUTES as of November 3, 2018

Professional Development Committee Update:

Andy Prince

Andy presents his slides, which point to the crux of all ICEAA's Professional Development goals are all dependent on updating CEBoK and getting it on a more accessible web-based platform. While the content-update team is working to improve and adapt what is in CEBoK, Andy suggests forming another group to focus on how the content will be used and distributed. Jason noted need to define online and offline capabilities.

Britt comments this is exactly the sort of thing ICEAA should be spending its money on. Andy and others agree. Megan suggests hiring an outside party to help formulate our plan, sort out and prioritize all of our ideas. It seems there are many opinions on what the platform will be and how it will work, and we will need a cohesive plan before we can distribute requests for proposals to vendors for the eventual end product.

Vote: The following motion is raised: "Andy to set up a product definition team which will determine the preliminary requirements and concept of operation for the CEBoK platform and a budget for initial consulting services." Seconded and voted upon, all in favor.

Action: Andy to form a product development team for the CEBoK interface and create a budget for the requirements-gathering consulting services necessary.

Andy invites Megan to present the CCEA Finishing School slides. The overall plan was to create a potential revenue stream to replace that what was being made from the IPM Workshop, but also satisfy an untapped market of individuals looking for in-person assistance when preparing for the CCEA exam. The program is not intended to take someone from zero to exam-ready in two days; it is designed and has requirements in place to ensure participants have begun their studies.

If successful, the program could be packaged and provided at other places across the country and globe. Sanath says this would be very attractive to potential participants in the UK. Eventually the hope is that it is offered several times a year in different places to help increase involvement and boost certification.

Because prep courses for other exams offer a guaranteed pass rate for their participants, there is some concern that despite the fact that the CCEA Finishing School makes no such claim, participants may expect it and therefore sue ICEAA if they do not pass. Megan will add a disclaimer to the website reiterating that attending the CCEA Finishing School does not assure a passing grade. The first iteration will be held November 1-2 in Crystal City, VA.

APPROVED MINUTES as of November 3, 2018

CEBoK Update Task Force Report:

Neil Albert

Neil discusses which portions of CEBoK have most needed an update, and adds concern that people presenting CEBoK modules are not strictly adhering to what or how CEBoK is intended to train. His team has re-written several modules into MS Word and has made updates to existing PowerPoint presentations, but has not yet incorporated those changes to the development wiki.

Neil's team is not making updates to the Software module, rather waiting for Brian's sCEBoK group to complete their work and update the CEBoK software module accordingly. Neil notes that weakest sections are for regression, risk and probability. He asks Greg if Sikorsky will be willing to allow us to incorporate their manufacturing presentation as the update for that module.

He indicates that most of the modules are in good shape and only some need significant changes. He would also like to change layout to group modules 1-6 into a "core" section, with the rest as an "advanced" section, and is looking for a professional editor to review the final product.

Jon recommends updating the modules a few at a time rather than undertaking the entire program at once.

Erin is concerned about the process of translating CEBoK into French if it is to be used widely and officially in Canada. Documents must be final and approved before they are approved for translation, and will not be able to get approval to translate an incomplete product for fear it will never be finished. Notwithstanding the accuracy or timeliness of the information in CEBoK, the language needs to be improved in English before it is translated, if for nothing else than removing inappropriate humor and Biblical references, before the Canadian government will approve CEBoK for use by the state.

Action: Neil to determine with his team a realistic timeframe they can have their content changes entered into the development wiki so that the updated CEBoK can be reviewed by an English-language editor before French translation.

APPROVED MINUTES as of November 3, 2018

Space SIG Charter

Andy Prince

Andy presents slides on the history of the Space Systems Cost Analysis Group, and the background of the Space SIG Charter. When asked if creating a Space SIG would result in more ICEAA members, Andy says only a few SSCAG members are not already ICEAA members, but hopes the SIG will facilitate discussion between ICEAA members on space-related issues and make accessible SSCAG's research and knowledge to ICEAA members.

The group discusses the details and merits of the charter but have no edits or changes to what was presented in the pre-read.

Vote: Motion is raised approve the formation of and the charter agreement for the Space SIG. No further discussion is requested. Seconded and voted upon, all in favor.

ICEAA, SCAF and the UK

Sanath Rajagopal

Sanath had raised the idea of SCAF becoming an ICEAA chapter to the SCAF board, who rejected it outright. Sanath still believes that it is a good idea, and plans to increase the cooperative involvement between the two organizations to the point where SCAF joining ICEAA becomes a clear and obvious path.

He and Dale Shermom would also like to craft a module for CEBoK that delineates the differences between the US and UK political elements of CEBoK, stressing that the differences should not require a full re-write or new "UK Version," but given the flexibility of web-enabled content toward which CEBoK is working, providing links and integrating what would have been an appendix in a printed publication will allow users to skip back and forth between the topics to see just how and where the differences come into play.

Strategic Plan Review

Rick Collins

Given the time constraints and how far beyond schedule the meeting had gotten by that point, Rick is unable to present the entirety of his report, but will provide in the backup slides for future review. He also disclaims that while some of his comments in the presentation are critical, his intention is to be constructive. He was part of the original strategic plan

APPROVED MINUTES as of November 3, 2018

development in 2013 and believes the 2015 update was a step backwards in both quality and quantifiable measurements. While critical, his comments are intended to be constructive.

Action: Rick to lead a new Strategic Plan Review Task Force, and is accepting volunteers. Erin and John Deem volunteer.

The question is asked if all or any of the ideas that have been floating around and debated during the day's meeting were to come to fruition, what flexibility would Megan have to pursue projects that were not already accounted for in the 2018 budget. Paul says Megan has authority to work within the approved budget and should a new initiative require additional spending, will need to secure approval from the board or at least the treasurer. The group debates how much freedom should be allowed the executive director to act upon opportunities that require spending that would result in going over-budget.

Vote: A motion is raised to allow the ICEAA Executive Director to make purchases or investments up to \$500 in excess of the approved budget before having to seek permission from the board or Treasurer. No further discussion is requested. Seconded and voted upon, all in favor.

Chapter Reports

Compliments to all of the chapters that provided reports for this meeting's pre-read – there were more reports than usual. The floor is open to comments or questions on the chapter reports included in the pre-read, and for chapter representatives to provide additional reports.

Jon Kilgore says that since so many chapters are struggling, he is not confident of the value of local chapters in general, and says if they are going to remain a factor, chapter volunteers will need a lot of help. He believes the efforts of the Membership Outreach Committee will be very valuable to the chapters.

Erin and Peter W. report that with Peter's new position in Toronto, there is lots of opportunity and interest in pursuing a second Canada chapter in the Toronto area.

ICEAA Board of Directors Meeting

June 11, 2018 | Phoenix, AZ

APPROVED MINUTES as of November 3, 2018

2018 Workshop Update

Mike Thompson

Mike and Megan present 2018 Workshop slides. Registration has exceeded all expectations and revenue for the 2018 Workshop is projected to be record-breaking.

Megan and Paul reiterated need to thank sponsors and to develop a “better” elevator speech providing concise reasons for ICEAA support

The experimental idea of offering earlybird rates with additional discounts to instructors who register early, while increasing registration fees six weeks prior to the workshop was very successful. The registration number curve was weeks ahead of the usual, which allowed the IBO to more accurately plan budgets and menus, and assured attendance for speakers, while those who registered late at higher rates recouped the discounts. Will repeat the structure in 2019.

New Business

No new business is raised.

Plan New Meeting & Adjourn

Paul indicates his schedule for the fall is uncertain, and will not be in the US until early November. He would like to tentatively plan the next meeting for November 3 in the Washington, D.C. area, but will be able to finalize that date or offer others by July 15.

Paul thanks the group for volunteering their time and notes that having more attendees present in the room at the meetings positively adds to the group dynamics. Though today’s discussions were drawn-out, they were also both lively and necessary.

With no further comments, a motion to adjourn is raised, seconded, and approved with no nays. Meeting adjourns at 4:51.

APPROVED MINUTES as of November 3, 2018

February 24, 2018 Action Item Review

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.

Incomplete – Megan and Erin will work to develop roles and responsibilities for the Region Directors, Chapter Presidents, Board Members, and Committee Chairs and will show some progress at the Fall 2018 meeting.

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

Incomplete - Move to June 2018 actions

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.

Ongoing – Suggestions always welcome – moving to ongoing actions.

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.

Ongoing – Suggestions always welcome – merging with above and moving to ongoing actions.

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.

Transferred – June 2018 action for Andy to develop the CEBoK v2 platform 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).

Complete – Neil provided an update on the CEBoK Task Force at the June 2018 meeting.

ICEAA Board of Directors Meeting

June 11, 2018 | Phoenix, AZ

APPROVED MINUTES as of November 3, 2018

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).

Incomplete – Rick provided an abbreviated update at the June 2018 meeting, will chair the committee. John Deem volunteers to participate. Rick will provide another update at the Fall 2018 meeting.

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

Incomplete – Megan and Britt will work to test the possibility of chapters updating their own pages on the ICEAA Website, moving to June 2018 actions (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).

Incomplete – Brian will attempt a meeting with Paul and Megan on options for and feasibility of collaboration between ISBSG and ICEAA. Moving to June 2018 actions (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)

Incomplete –Update, June 2018: No suggestions collected; Jason distributed the Elevator Speeches and Value Propositions to Megan and Christina during the June 2018 meeting. New Action for June 2018: Membership Outreach Committee to wordsmith the language into marketable pieces.

ICEAA Board of Directors Meeting

June 11, 2018 | Phoenix, AZ

APPROVED MINUTES as of November 3, 2018

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 –Megan will add Greg to the monthly chapter distribution list, send membership roster from 2014-2018.

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)

COMPLETE –Megan discussed with both Sanath and Dale Shermon and concluded that adding two days of ICEAA Workshop to the SCAF Workshop in 2018 is not the ideal plan, given time constraints and indeterminate interest. Sanath and Dale interested in holding a CCEA Finishing School in the UK once ready.

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.

Incomplete –Keep on actions for June 2018.

APPROVED MINUTES as of November 3, 2018

June 11, 2018 Action Items

Bob to create a report of ICEAA's spending vs. revenue throughout the year.

Christina and **Sharon** to develop marketing piece(s) to promote the availability and accessibility of various CCEA recertification point opportunities.

Any board members or others interested in contributing ideas or otherwise volunteering to remove the calculator requirement and incorporate MS Excel into the PCEA/CCEA exam are encouraged to contact Peter A.

Peter A. to present at the fall 2018 board meeting an outline and plan for allowing retired professionals to maintain some sort of CCEA certification.

All board members should send any ideas/suggestions/comments on retiree/emeritus status for the CCEA to Peter A.

Andy to form a product development team for the CEBoK interface and create a budget for the requirements-gathering consulting services necessary.

Neil to determine with the CEBoK Update Task Force a realistic timeframe they can have their content changes entered into the development wiki so that the updated CEBoK can be reviewed by an English-language editor before French translation.

Rick will chair and collect volunteers to participate on a Strategic Plan Update Task Force, provide a report at the Fall 2018 meeting.

Megan and **Erin** will work to develop roles and responsibilities for the Region Directors, Chapter Presidents, Board Members, and Committee Chairs and will show some progress at the Fall 2018 meeting.

Jason to reinvigorate/re-establish the Senior Government Advisory Panel (carried from February 2018)

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

Brian will attempt a meeting with Paul and Megan on options for and feasibility of collaboration between ISBSG and ICEAA. Moving to June 2018 actions (Carried from September 2017)

APPROVED MINUTES as of November 3, 2018

Membership Outreach Committee to wordsmith the Elevator Speeches and Value Propositions Jason sent into marketable pieces.

Megan to send Greg the membership roster from 2014-2018; 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)

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.

Megan to conduct member satisfaction survey. Update: February 2018: 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)

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

All board members are encouraged to send their comments, thoughts, or suggestions to the Membership Outreach Committee on ways to reach out to the greater community, terms or language that may be helpful in communicating the message, and any other input they may have on marketing, communication, the YouTube video series, and contacts with colleges and universities.