

ICEAA Board of Directors Meeting

November 3, 2018 | McLean, VA

OFFICIAL MINUTES as of February 9, 2019

Voting Attendees

Present: Arlene Minkiewicz, Bob Hunt, Michael Thompson, Paul Marston

Virtual: Andy Prince, Brian Glauser, Erin Barkel, John Deem, Sanath Rajagopal (partial), Tomeka Williams (partial), Rich Harwin, Rick Collins (partial).

Proxies assigned: Britt Staley for Rick Collins, Brian Glauser for Sanath Rajagopal.

Non-voting Attendees:

Present: Britt Staley, Peter Andrejev

Virtual: Christina Snyder, Ellie Bassett, Mary Rowan, Peter Weltman

Welcome, quorum count, introductions:

Paul Marston

As of 9:03, quorum was not established. After emails requesting proxy assignments, the quorum is established at 9:06. Board members are reminded to assign their proxy in advance should they not be available for a meeting.

Strategic Plan Review:

Rick Collins

Assuming everyone read the pre-read, Rick announces he will only speak to and present the final 2 of 12 slides. He and the board members who volunteered to be a part of the Strategic Plan Review Committee have been approaching the strategic plan as a means to grow the community of practice and therefore the association. Rick and his team think we need to make an all-out push to energize current membership base and lead to the organization on the forefront of progress in areas that are challenges to the community, but also to explore opportunities for the association to grow as far as reputation and relevance.

Rick asks Paul in particular, whether he disagrees with any of the statements on [slide 11]. Paul agrees with all, adding that big question is whether what we're providing now is enough to keep an association going, and how can we provide more value to our members. Paul agrees the current state of the association can keep us in business for a while but doesn't assure growth, and if we don't invest in CEBoK it will fall apart and die.

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Peter Andrejev asks, what do cost estimators really need? While Rick's slide says information, knowledge and ideas, what estimators really need is data. Peter A. suggests we add data as a value we can provide, and that we should become a source for non-confidential data, such as RS Means. Megan warns that RS Means is a big company that spends all of their effort and considerably more resources on creating data, and that would fundamentally change the direction of the association. Brian agrees to add data as a point of value for ICEAA membership, even if we don't yet know how to provide it. He mentions he has had discussions with another association, ISBSG which has some data they would be willing to partner with us to provide our membership, and something for ICEAA to look into. All agree it's a good idea and something to add to the list.

Rick understands that we haven't finalized the strategic plan, but wants to start recommending objectives that had been in the original strategic plan since 2013, and suggests getting started on them.

Paul agrees with the goal of increasing the means for our community to exchange ideas, and that we need more help from someone with more subject matter expertise in the International Business Office. Paul likes the idea of paying someone to help us accomplish goals, but we should make concrete plans for what those goals we want accomplished are. Megan agrees, and suggests starting by paying someone on a per-project basis rather than a set amount of hours per week.

Paul says then again, we need to get CEBoK done, paying someone \$75K a year would get lots of CEBoK done. Britt agrees also, and says that she thinks that getting the membership involved in the things we have to offer is the job of the Chapter President. Peter says yes, those chapter presidents that are already involved are doing this, but a new audience. Erin agrees that we need someone to generate content.

Rick has to sign off the call, but Paul wants to continue the conversation. Peter A. believes some of these ideas would generate revenue, Brian agrees. Paul agrees too, but let's figure out what it would be and what it could mean before we commit to spending on it.

Andy suggests taking what Rick said as a proposal, good food for thought, but that the board should be able to make changes as necessary to make it work. John D. suggests we do a risk/cause analysis so we can create a problem statement, so we need to determine what we can do to get things going. Brian thinks everyone should look more at the strategic plan provided in the read ahead, because there's lots of good ideas in it, and adds that we need to update the strategic plan, review the SWOT analysis, and then agree to a plan, which may or may not include the suggestions discussed today.

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Paul agrees the strategic plan committee should continue their work, with the advice that strategic plan focus on high-level ideas and identify big issue ideas that the association needs to address. While he acknowledges the counter-argument of how not having actionable items makes progress immeasurable, since the ICEAA leadership changes every 2 years, each new board may have new ways to achieve the high-level goals within the framework rather than be constricted by a previous board's mandate

Action: Strategic Plan committee should continue their work developing ideas and recommended edits to the strategic plan, present at the next board meeting.

Secretary Report:

Paul Marston

No comments/corrections were received on the June 2018 minutes in the 4 months they have been available for comment. Megan mentions she has added a list of "key votes/actions" to the leadership page to more easily identify when significant decisions were made.

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

Treasurer Report:

Bob Hunt

Bob concludes that we can invest between \$100-200K in the association over the next year without impacting operations. This is exclusive of any additional ongoing expenses the board may agree to incur, but a general budget of what funds are available with which we can finance new ideas and initiatives.

Overall, ICEAA's financial situation is good. Investments remain strong, profit & loss statement better than anticipated. Paul remembers when CEBoK earned the association upwards of \$50,000 per year; the longer we wait to update it, the longer we're not seeing those kinds of revenues.

Britt asks about the increase in journal pricing. Megan explains that ICEAA had agreed to provide the *Journal* editor Ricardo Valerdi with an annual stipend that they had failed to remit the past few years, and the increase vs. expectation is making up those missed years.

Bob shows the monthly spending charts requested in his June action item. The details of the charts show we're self-sustaining, and believes the improvement of the economy and

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increase in national security budgets should positively impact membership and Workshop attendance.

Megan reminds the group that even though we're a non-profit, we should still be trying to make money; non-profit means we have to invest that money back in the association. So the more money we make, the better services we can provide, which makes us more money, which gets us better value...

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

ICEAA Training in the UK, Relationship with SCAF

Sanath Rajagopal

Sanath was not yet on the phone due to a family emergency, but Paul summarizes that SCAF (UK cost association) considers themselves an independent but complimentary organization to ICEAA. Sanath is working to get SCAF to agree to merge with ICEAA. While SCAF has been resistant to the idea, progress is being made, and in the meantime, our relationship remains strong and mutually beneficial.

Sanath joined the call just in time to hear Paul's summary, and confirms everything said. He is proposing a method of how to provide ICEAA training for SCAF members, and will send an update on SCAF after their committee meeting next week.

International Business Office Report:

Megan Jones

Megan presents IBO slides, happy to announce the increase in membership seen in June has been maintained.

Positive news for the 2019 budget: the ICEAA Canada Workshop is being moved to September next year to reduce the conflict with the ICEAA conference. This will allow the IBO to support management and logistics of the Canada Workshop, for which the IBO will collect \$20,000. Erin applauds the hard work the IBO puts into meetings and is looking forward to working together again. Erin adds that having the two workshops on the opposite ends of the calendar should increase attendance for both.

2021 Workshop location: sent RFPs to 8 cities, got 3 good responses from Indianapolis and 5 good responses from Minneapolis. Having heard good reviews of Minneapolis from both

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friends and meeting-planner colleagues, Megan is headed there next week to look at and determine the host hotel.

CCEA Finishing School: Having collected \$2,400 in registration fees, ICEAA made about \$2,000 in revenue, exclusive of the additional CEBoK copies and exam fees purchased by the attendees. Britt ran into an attendee who had nothing but good things to say about the Finishing School and suggests we try to compare the exam results of those who attended the Finishing School or ICEAA Workshop vs. those who studied independently.

Megan commends Rennie Arnold and the team at Technomics for putting together exactly the kind of program we wanted, and in such a format that will make it easy to put on at different locations across the country and the world. We will be asking for as much feedback from the attendees as we can get for improvements, but are comfortable calling this first instance a success.

Certification Report

Peter Andrejev

Peter A. presents slides. 50% of the ICEAA membership are CCEAs and 65% are either CCEA or PCEA, which represents a high point of certification numbers that exceeds industry standards. While exam pass rates are up, the staggered timing of recertification makes it difficult to calculate a recertification rate. Peter anticipates the coming software certification will also improve our overall statistics.

CCEA Retiree status: the discussion of the “increased interest” in providing a retiree status for CCEAs should be tempered knowing that the increase is from 1 person to 4, so time and effort on it should remain proportional. All agree it is a good idea but none want to advertise this as a “new” certification, but allow for those who are already certified to let them continue the designation into retirement. The IBO will not advertise it as a new certification, but will add a description of it as fine print on the recertification application.

Peter chose to call this CCEA-Retired vs. CCEA-Emeritus, as we recently adopted an Emeritus status for membership.

The main caveat for CCEA-Retired is once someone chooses to take on the CCEA-R, they can’t go back to a regular CCEA. Erin supports the ban on “double-dipping,” saying it is common practice with other organizations, and that if someone

Proposed “Retired CCEAs” Policy

A CCEA-Retired designation can be bestowed on CCEAs who have retired from full-time employment in a cost profession and attest they are working less than half-time during the five year period for which they are claiming recertification points. CCEA-Retired designation will be posted on the ICEAA website to identify current certification status. Once the CCEA-Retired designation has been awarded, the CCEA designation will **NOT** be reinstated, even if full-employment is regained. All other rights and privileges remain unchanged.

CCEAs petitioning for the CCEA-Retired designation will be required to accumulate at least 20 Recertification Points over a five-year period across the three areas of involvement in the cost profession:

- **Working in the Profession** – Up to 6 (vs. 15) points for part-time employment in a cost-related profession
- **Participating and Contributing** – Up to 15 points for membership or service in cost organizations
- **Learning and Sharing** – Up to 15 points for attending, teaching, presenting or publishing on cost-related topics

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were to leave the industry for a long time then come back, they would need to re-certify since their knowledge would be outdated.

Peter presents the suggestion on the slide that outlines the policy while allowing the IBO some freedom to screen potential Retired CCEAs. Britt proposes adding “in the cost profession” as indicated in the first sentence to clarify. No objections.

The board decides not to formally vote on it, but no objections raised, and gives their general approval to move forward with the CCEA-R designation.

Action: IBO to a line to the recertification application describing the CCEA-R status.

Membership Outreach Committee Update

Ellie Basset

Ellie plays the “What is Cost Estimating” video now available on the ICEAA website and YouTube channel, giving special kudos to Chelsea for the video editing. This and the other videos were filmed in Phoenix with little to no preparation, but with the advantage of experience, we will better organize our filming in Tampa. Paul says now that we have videos giving an understanding of estimating, recommends asking members with various job backgrounds to discuss how they use estimating in their careers.

The Membership Outreach Committee identified the highest-tier distinction between our target demographics: those who are already in the industry, and those, especially college students, who don’t know anything about it. The Cost Estimating & Analysis Cycle slides included in the pre-read are what they’re calling the “College Version:” the result of a months-long effort to describe cost estimating in general terms that people who are unfamiliar with the industry jargon will understand. John D. has presented the College Version to the Lone Star Chapter to positive feedback, and Ellie plans to present them to the New England Chapter later this year. Now that the College Version is done, the committee will develop a new version that includes more detail and terms potential members already in the industry.

Andy says the cycle presented looks like how a big contractor does business, but isn’t the cycle the government uses, nor what NASA uses. Have we looked at what other people do? The committee has looked at different approaches, and though it may not be precisely how every different group does business, the College Version is intended to be broad and general in order to introduce the concept of cost estimating to new audiences, especially college kids, who have never heard of it.

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Accepting suggestions for ideas on what to talk about in the next round of videos, people who want to be on the calls, and want to help develop more presentations.

Action: All are encouraged to send their comments, thoughts, or suggestions on ways to improve the cost estimating cycle slides or request to attend an upcoming Membership Outreach Committee meeting.

CEBoK Update, Comments on Editing Project RFP

Paul Marston

No comments or suggestions were received on the CEBoK Editing RFP that was distributed in the pre-read. The CEBoK content in the wiki we have at the moment was copied from our PowerPoints by an intern at Technomics with little to no technical expertise. Therefore we need to clean up the language before we release it to the public or have it translated into other languages. We tried getting this done by volunteer effort but it has stalled, so Paul created the RFP for us to hire someone to edit it.

The plan as of the board meeting is to get feedback from the board on the RFP by November 7 so it can be released on November 9. Proposals will be due on December 7, and the board will schedule a call to review the submitted bids on December 14.

We don't have a budget as of now because we don't know how much it will cost, and we don't want to advertise our budget to keep it from influencing the bidders price. Megan has done some preliminary research in to the cost of hiring a technical editor for a project of this size so has a ballpark of what it should cost.

Erin comments she is happy to see forward motion on this suggests the RFP should contain a line about wanting someone on the project who has experience of writing for education on their team.

Megan asks for direction on how to publicize the RFP. Post on LinkedIn? Send to specific companies we're aware of? Paul is unsure about LinkedIn, but thinks we should post it on the ICEAA website. Andy recommends sending an email to the general membership, others suggest an ad in the journal or magazine. Erin suggests reaching out to the academic community and publishing community for suggestions of parties who may be interested in the project.

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CEBoK Platform Definition Task Force Update

Andy Prince

Andy took an action to form a platform definition team to determine technical requirements for the CEBoK. Andy thanks Peter A., Britt, Neil Albert and Jason D. for their participation, and Megan for coordinating.

The task force tried to remain focused on the technical aspects of what the software would require but sometimes got drawn into discussing business or content decisions that were off-task. Some ideas were also determined to be second-phase suggestions, such as providing dynamic content or online testing.

Megan has had several meetings with potential providers to show the task force to help demonstrate concrete examples, but in talking with those providers their interpretation of our project based on the term “wiki” lead them to believe we were looking for something far more complicated than we are, at least for the first phase.

Paul asks how we plan to control the distribution of the content and charge users. Whatever platform we choose will need to communicate with our current member database and allow access to those who have paid for CEBoK and deny those who haven't. With the right tool, this can be done relatively easily and quickly.

The biggest hurdle for getting CEBoK online is to get it out of PowerPoint slide-format and into narrative/paragraph format. Once it's in copy/paste-able text, we can move it just about anywhere.

Software Specialty Certification and sCEBoK Update

Brian Glauser

Brian's team has developed table of contents for sCEBoK, leveraging existing CEBoK content where appropriate. There will be 21 modules required for the first level of software certification, and two levels of certification available. Of the 21 modules, 14 of them were presented as training sessions in Phoenix, and the team hopes to offer the first-level exam in Tampa. Peter A. warns the goal of having an exam by Tampa is very aggressive and lofty, and though Brian does not disagree, he wants to keep it as a goal to help achieve it.

The sCEBoK team is looking for people to review the content by chapter, as well as overall to ensure a flow of style and content.

Action: all board members contact/forward contact info of people who may be interested in and qualified to participate in the review process.

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ICEAA has been working closely with Nesma on the certification and curriculum, and the project wouldn't have happened without them. Nesma supports handing sCEBoK over to ICEAA as our own product, which will simplify the issues of ownership, revenue sharing, etc., but the big question remains: who will have responsibility maintenance of the materials, and growing the program?

It is proposed that Nesma be absorbed by ICEAA and we create a Software SIG to manage sCEBoK. ICEAA would then handle the sales and distribution for sCEBoK, as it would be integrated with the rest of the CEBoK products. The Software SIG would have a "board" that managed the SIG and had a seat on the ICEAA Board with or without a vote.

Megan requests the SIG representatives not be referred to as a "board" but a committee or some other term to both reduce confusion between the SIG leadership and the ICEAA board, and to ensure the SIG does not believe it has authority or autonomy to make decisions independently of ICEAA. Peter A. wants to make sure certification stays as the responsibility of ICEAA.

The sCEBoK product has broad appeal worldwide, moreso than anything else ICEAA has presently. It could become a more popular product than CEBoK, could result in many more members, and has potential to change the whole organization. Brian agrees that we have a lot of work to do and decisions to make on how the SIG is managed, how sCEBoK is controlled, and more.

Brian isn't looking for a vote or board approval on the structure immediately, but looking for head-nods or criticism about the general direction so they can continue working on it. The board agrees this is a positive step and the direction they are headed sounds good.

Nominating Committee Update:

Brian Glauser

The Nominating Committee is still looking for a few more members to review the applications for the 2019-2021 board election. President, Executive Vice President, Treasurer, Secretary, VP of Professional Development, and Elected Directors (2) up for a vote; the Region Director nominations and elections will be handled separately.

Not all positions have candidates yet, so anyone interested in running for a position should complete an online application or contact Brian by November 15.

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Proposed Bylaws & Constitution Changes:

Brian Glauser, Megan Jones

There are several issues with the ICEAA bylaws and constitution documents, mostly the result of using too-similar (or in some cases, identical) language to describe or identify different things. The board has the power to make edits to the bylaws with a simple majority vote of the board; however, the constitution requires a vote of the entire membership. Since the membership will be voting for the new board in early 2019, Brian and Megan's intention is to have the board agree to proposed edits that will be included in the board ballot for the all-membership vote.

The group agrees to approach the suggested edits in the style of a consent agenda, approving them in order as provided in the pre-read slides unless a request is made to discuss a suggested edit in more detail.

The first set of suggestions contained mostly grammatical and word choice corrections, as well as eliminating redundant clauses.

Vote: proposed edits to the following approved:

Constitution articles I-B; VI; VII-A, C, H, I, J, K; VIII-B, E, G; IX-B

Bylaws articles II-A, B, G, H; III-H-1, J; IV-E

Board agreed to change proposed edit to constitution VII-G to read "Individuals may not serve more than two consecutive terms in an elected position unless the first term was not a full term."

Board requested constitution VII-F not be deleted as proposed but updated to a simple line permitting the formation of an executive committee.

Action: Megan to send updated language for the constitution VII-F section on the executive committee. Board will approve prior to the 2019 election.

The second set of suggestions were focused on the Elected Directors, Non-Aligned Director, and Non-Aligned Region Director. The term "Elected Directors" is used in the documents to both describe a particular board position, as well as to describe all board members that were elected, so it is proposed this position be re-named "At-Large Directors." This position has no currently established responsibilities.

The bylaws and constitution contradict each other and themselves as to whether the Non-Aligned [Region] Director is elected or appointed. It is proposed that the Non-Aligned

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[Region] Director be removed entirely, and the responsibility of representing members not aligned with a chapter be transferred to the re-named Non-Aligned Directors.

Note: proposed edits to the following approved:

Update all instances of “Elected Director” to “At-Large Director” in both documents

Constitution articles VII-A-1, VII-B, E, J, K; VIII-B, E, G; IX-B

Bylaws articles III-H, III-I

Action: Megan to create explanatory documents on the proposed constitution edits to include with the 2019-2021 board election ballot.

Chapter Reports

In addition to the reports provided for the pre read, Ellie gives a shout out to the New England chapter for their upcoming workshop. Rich Harwin details the SoCal chapter’s September workshop at Northrop Grumman, where they toured the James Webb telescope, and announces an upcoming event in March to be held with the San Diego Chapter. John Deem reports that the Lone Star chapter held a workshop in September that was well received. 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.

2018 Workshop Review

Mike Thompson

The 2018 Workshop was a success all around, with high attendance, record-breaking revenue, and outstanding feedback. As always, the IBO is looking for new contacts or leads for potential sponsors.

Regarding the upcoming 2019 workshop, feedback on our choice to move the date from June to May has been overwhelmingly positive. We will repeat the earlybird registration pricing structure again – it was a great benefit in 2018 which allowed for better projections for costs. Megan and Christina visited the Tampa hotel earlier in the week; the hotel is beautiful and the meeting with their staff went great.

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New Business

No new business is raised.

Plan New Meeting & Adjourn

The board will conduct a call on December 14 to discuss the CEBoK RFP responses received. Date for the first 2019 meeting tentatively set for February 9, with the date to be solidified by the December 14 call.

With no further comments, a motion to adjourn is raised, seconded, and approved with no nays. Meeting adjourns at 2:46.

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June 11, 2018 Action Item Review

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

DONE

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

**Incomplete – will report next meeting*

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.

**No comments received. Will keep on the list*

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.

DONE

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

DONE

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

**While work is ongoing, the action is completed as far as the action item list.*

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.

**Once we have the editing RFP out, we will be sending the editor any new/updated material from Neil's group to include in their editing.*

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

DONE

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.

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**Half done. Did a rough draft, but will continue to develop detailed job descriptions, expectations. Add to the list of actions for next meeting.*

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

**Incomplete. Add to the list of actions for next meeting.*

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

**Tested some methods but haven't achieved desired result. Add to the list of actions for next meeting.*

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)

**Incomplete. Add to the list of actions for next meeting.*

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

**This remains on the agenda for the committee, but they have been focused on other projects. Will keep on the action item list until complete.*

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)

**Not sure if complete, will keep on the action item list.*

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.

Reported on during Fall 18, but will continue to develop. Will put a report on the actions for next meeting.

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November 3, 2018 Action Items

Strategic Plan Update Committee should continue their work developing ideas and recommended edits to the strategic plan, present at the next board meeting.

IBO update the recertification application website to include language describing the CCEA-R status.

All are encouraged to send their comments, thoughts, or suggestions on ways to improve the cost estimating cycle slides or request to attend an upcoming Membership Outreach Committee meeting.

All board members should contact or forward the contact info of people who may be interested in and qualified to participate in the Software CEBoK review process.

Megan to send updated language for the constitution VII-F section on the executive committee. Board will approve prior to the 2019 election.

Megan to create explanatory documents on the proposed constitution edits to include with the 2019-2021 board election ballot.

Paul to create and distribute a new milestone schedule for CEBoK.

Christina and Sharon to develop marketing piece(s) to promote the availability and accessibility of various CCEA recertification point opportunities (Carried from June 2018).

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. (Carried from June 2018).

Megan and Erin will work to develop roles and responsibilities for the Region Directors, Chapter Presidents, Board Members, and Committee Chairs.

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).

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Membership Outreach Committee to translate the Elevator Speeches and Value Propositions provided to them into marketable pieces (Carried from June 2018).

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. Update November 2018: Brian presented current path forward with Nesma and sCEBoK. Will continue to develop and update.

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.