

ICEAA 2019-2021 Strategic Plan

This Strategic Plan is organized into three broad goals to support the mission and vision of the organization and to address strengths, weaknesses, opportunities and threats for ICEAA and the cost estimating and analysis community. The Board of Directors will review and revise this plan periodically to ensure that the goals and objectives presented herein enable the Association to achieve its mission and vision of the Association.

I. Our Mission

ICEAA is an international non-profit organization dedicated advancing, encouraging, promoting and enhancing the profession of cost estimating and analysis. We strive to facilitate the success of the cost estimating and analysis community of practice by providing members opportunities to learn, teach, collaborate, present and network in a collegial environment devoted to professional growth and success.

II. Our Vision for the Profession

To be a vital, respected, indispensable and growing community of practice composed of ICEAA certified professionals recognized as best-in-class.

III. Our Vision for the Organization

To be universally recognized for developing, disseminating and advocating best practices that maximize the value of the global cost estimating and analysis community to public and private sector resource decision makers.

IV. Our Goals

1. To create a community of **technical excellence**.
2. To create a community of **collaboration**.
3. To create a community of **relevance**.

V. Objectives

To create a community of **technical excellence**, ICEAA will:

- a. Improve existing CEBoK content/platform and develop new CEBoKs (e.g., for software cost analysis) as appropriate.
- b. Improve existing certification exams and develop new certification exams as appropriate

- c. Establish web-based access to resources (i.e., advisors, study groups and exam-related materials) required to prepare for certification exams.
- d. Establish web-based forum for routine, real-time exchange of best practices, tips and tricks
- e. Provide a professional, academic quality journal for the sharing of peer-reviewed technical work and other information
- f. Conduct an annual conference offering paper and training sessions that exhibit exceptional technical quality reflecting innovative, practical and compelling thought.
- g. Foster community ability to deliver additional value in the form of innovative solutions to emerging cost estimating/analysis challenges (e.g., agile software development, cloud computing, cyber, etc.)
- h. Foster community ability to deliver additional value in the form of new/innovative competencies, techniques and approaches (e.g., data science, artificial intelligence/machine learning, etc.) that constitute state-of-the-art in cost estimating and analysis

To create a community of **collaboration**, ICEAA will:

- a. Conduct quarterly web-based, technical-oriented collaboration events (e.g., panel discussions, mini cost research symposia, brainstorming sessions on common needs/challenges, etc.)
- b. Establish web-based forum for routine, real-time exchange of ideas, including but not limited to follow-on dialog stimulated by collaboration events.
- c. Establish partnerships with other organizations that will increase of the knowledge, skills, abilities and value of our community of practice.

To create a community of **relevance**, ICEAA will:

- a. Conduct outreach efforts to better understand the profession of cost estimating and analysis including typical educational backgrounds, employer needs, career paths and roles in the contract proposal and execution cycle.
- b. Solicit perspectives on the value of the Association to the individual professional development goals of members and capture suggestions for elevator pitches. Develop and post videos of members sharing their professional development testimonies.
- c. Engage attendees of all Association events via effective networking skills, and seek to understand attendee professional development needs. Systematically collect and report observations to Association officers at the chapter, region and international board level.
- d. Conduct research and report on evolving needs and emerging trends of our diverse community of professionals