

ICEAA Board of Directors Meeting

February 9, 2019 | McLean, VA

OFFICIAL MINUTES Approved May 13, 2019

Voting Attendees

Present: Rick Collins, Bob Hunt, Greg Kiviat, Paul Marston, Arlene Minkiewicz, Michael Thompson, Tomeka Williams

Virtual: John Deem, Brian Glauser, Rich Harwin, Andy Prince, Sanathanan Rajagopal (partial – proxy given to Brian Glauser for missed portion of the meeting).

Non-voting Attendees:

Present: Peter Andrejev, Britt Staley, Peter Andrejev

Virtual: Ellie Bassett, Christina Snyder

Welcome, quorum count, introductions:

Paul Marston

A quorum is established by 8:56. Board members are reminded to assign their proxy in advance should they not be available for a meeting.

Secretary Report:

Greg Kiviat

No comments/corrections were received on the November 2018 minutes in advance of or during the meeting.

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

ICEAA Training in the UK, Relationship with SCAF

Sanathanan Rajagopal

Sanath and Megan worked out a plan to coordinate a CCEA Finishing School in the UK with SCAF that outlined the purpose, objective, and roles of each organization. SCAF is interested in the project but wants to have ICEAA's official approval for the collaboration. Question asked – if SCAF provides ICEAA Training would students become ICEAA members? Not necessarily, but details will be determined later. No target date for training.

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The group informally agrees to the idea, but will want to establish an MOA between SCAF and ICEAA for the project.

Action: Megan and Sanath to create an MOA between ICEAA and SCAF for conducting a CCEA Finishing School.

Action: Megan to put an ad on LinkedIn to encourage anyone in the UK interested in attending training contact Sanath.

Treasurer Report:

Bob Hunt

Bob still believes we have around \$100K to put towards 2019 investments in products and services, even after the money (\$55K for the edit project/\$15K for QA review) that has already been budgeted for the CEBoK effort. ICEAA is financially healthy, so it's time to invest in the future in order to stay that way. If we grow strategically and responsibly, we could be in a good position to meet the needs of potential upcoming DOD initiatives.

Rick asks if we know why things are going well now and/or why we weren't doing as well before? Bob says it's a combination of cutting costs, a stronger economy, and luck, and doesn't believe it's anything the board has done to get the message out more or more effectively.

Paul agrees the efforts to fix our financial situation when things were bad has put us in a better spot, but points to improved outreach, and various committees working to put out a more positive image of the association has increased conference registration and sponsorships, even if the results haven't appeared in membership numbers yet.

Bob requests a provisional approval of the Treasurers Report, due to a situation that only came to light within the past few days that could impact the 2019 budget significantly to the positive or negative, and asks Megan to explain.

Megan presents slides. In short, the Journal of Cost Analysis & Parametrics has not been published since December 2016, even though ICEAA paid for all journals in 2017. The International Business Office received a single complaint about the Journal in the two years it has not been published, from an author who wanted to know when their article would finally be released. Megan and Paul have a call scheduled with the publisher, Taylor & Francis, for the following week. Ricardo (Journal Editor) has indicated that issue 1 for 2017 is nearly complete, issue 2 could be done in a few months, but has no information on the third.

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Understanding that everyone has a lot of questions, but the answers are not yet available, we need to think about a few things.

The Journal costs ICEAA over \$27,000 per year. If nobody noticed it was missing for two years, is it worth the investment? Paul is not ready to give up on the Journal yet (and we may not be able to since our contract is in effect until 2023) and wants to set up a small team to discuss the situation. Comment noted that T&F may be in breach of contract by not issuing as Journal per agreement and contract might be able to be dissolved. Additional suggestion to reduce number of copies printed or plan publishing fewer times per year. Tomeka suggested linking up with other Journals.

Action: Bob will establish a task force to discuss the Journal situation and what we should do next. Bob, Mike, Arlene, Sanath, Brian, and Rick volunteer. All others are welcome to email their input.

Bob recommends a motion that we make a provisional approval of the treasurer's report, knowing that the budget may change as a result of these discussions, and assures the task force will prepare recommended actions to the board at the May meeting.

Vote: Motion to give provisional approval to the Treasurers Report and the 2019 budget is moved, seconded, and all are in favor.

International Business Office Report:

Megan Jones

Megan presents IBO slides, happy to announce the increase in membership seen in 2018 sustained through the end of the year.

Rick asks if we have any idea how many members pay out of their own pockets vs. their employer covering the membership dues. There's really no way of determining that from our database system, but this could be a good question idea for a future membership survey.

Rick suggests that since we offer discounts to government employees for the Workshop, we should consider offering discounts on membership dues to government employees as well. Megan reminds the board that when we raised the dues in 2015, we barely raised them high enough to cover the costs we incur for our members, so in order to offer discounts on membership, we would have to raise the dues again. The IBO is willing to work with any member who looks for funding solutions, for example offering to terminate memberships early to allow a member to register for the Workshop at the non-member rate and therefore

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grant that member the complimentary year of membership that is available to non-member attendees.

Megan had reported in November that Minneapolis was chosen as the Workshop site for 2021, and has since contracted the hotel: The Depot Renaissance Minneapolis, a historic train station that has been converted into a hotel. The venue should be outstanding, with general sessions and the exhibits located in the refurbished train platform.

2019 Workshop Update:

Christina Snyder

Christina is delighted to have the 2019 Workshop in her hometown and looks forward to distributing suggestions for ideas and things to do in the area. She gives special thanks to Rick for calling earlier that week and sharing his ideas and insights into the Workshop.

While the keynotes are not yet official, two are relatively close to being confirmed and will be announced soon. Registration is on pace with Portland in 2017, and while the team will budget for results comparable to 2017, things could be as positive as they were in 2018 – we secured as many sponsors as we had in 2018 already!

Megan reports nothing but good feedback on the move from June to May, and though she was worried about the date change disrupting people's schedules, it appears everyone is adjusting well and things are going smoothly.

Rick initiated discussion on how papers should be judged. Rick asked that standard criteria to be updated and that authors should understand the criteria.

Action: Megan to talk to Andrew on judging criteria

Membership Outreach Committee:

Ellie Bassett

Ellie says that last time she presented a set of slides intended to introduce the concepts of cost estimating to college students and others not at all familiar with the industry. The deck she is showing at this meeting is intended for professionals; people who are already in the industry or have been close to it. The slides and content are intended to be somewhat generic to show how cost estimation is present in many types of businesses and relevant to professionals who don't consider themselves "cost people."

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Several suggestions are brought up for the slides, and all board members are encouraged to email their thoughts and suggestions for the Membership Outreach Committee to discuss and possibly implement during one of their meetings (and all are encouraged to attend a meeting).

Action: all board members with thoughts or suggestions on improvements to or future Membership Outreach slide decks are encouraged to email their ideas to Megan and Ellie, or ask to be invited to a call.

John says he has presented the slides three times now and that the most value that came out of them was the resulting discussion; that the slides being purposefully non-specific got the audience to think about the big picture, how their piece fits into the whole, and ideally how they may find value in ICEAA membership. Tomeka adds that she also has used the video as a communications tool. It opened the conversation to middle school and college platforms to share info about how one can use math in the real world.

Rick asks who the intended audience of the slides are and how we are getting the slides in front of that audience. These slides, once polished and ready for release, will be available to all members on the website and we will encourage everyone to use and distribute them. The Outreach Committee also got in contact with some recruitment departments at universities, but found that without collateral like the PowerPoint and videos, there wasn't much to share or give the colleges to help them. Ellie adds that all of these tools can be used not just for college recruiting but to encourage membership and promote training.

Rick wants to know what the plan is to get these products in front of decision makers. All agree that we will figure that out once our suite of tools is ready for distribution, and at that point it's the responsibility of everyone on the board to work to spread the word. Megan reiterates the grassroots aspect of this as a membership growth effort: that if these tools help make graduates aware of cost estimating, member companies will notice that through ICEAA's effort, their recruiting has been made easier. And ideally when those graduates get into the field, they will remember it was ICEAA's video that introduced them to cost estimating and will look to us throughout their careers.

OEM Outreach Committee:

Greg Kiviat

Greg presents his slides, in which he notes that membership from manufacturers and suppliers is down, and he wants to create a set of training modules to sell to manufacturers that should encourage them to get involved again. Greg would like to set up a committee

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with stakeholders who are committed to this idea of getting manufacturers and suppliers re-engaged, and is looking for board support for both. All agree it's a good idea and Paul commends Greg for the thoughtfulness and cohesiveness of his presentation and for taking initiative on a new project.

Action: Greg will organize an OEM Outreach Committee to re-engage supplier and manufacturer members, and will report on his progress in May.

Strategic Plan Review:

Rick Collins

Rick provides some history on the strategic plan: when first drafted in 2013, he wrote it with two other colleagues who were in total unanimity on the content and methodology. This time, the committee is only Rick and John, who have not agreed on everything.

Rick stresses the main focus of the strategic plan is to deliver value. He shows the recommendations he presented in November, and looks to the board to start taking action on some of his ideas. He hopes everyone read the pre-read in advance, since based on the comments noted in the November minutes, all seem to be in agreement that we should think about the ideas.

He believes a strategic plan should be "lean and mean," focusing on the results more than the tactics to achieve them. The strategic plan should be used to generate engagement and excitement among the membership, and encourages a shorter document for ease of digestion. Paul agrees that when plans get too detailed they can lose sight of the big picture.

John agrees the last plan that was too long but wants to ensure there is enough content in the next plan so the details are not lost.

Peter suggests differentiating between tactics and objectives, but still wants to show metrics for success.

Rick wants to run an experiment of creating a brainstorming teleconference event where a representative speaks on a topic and then invite attendees to discuss the topic on MITRE's CostFACTS. Ideally, these topics could turn into sessions that the chapters can use for presentations. Paul likes the idea, agrees we're in a good position provide a unique perspective and thinks Rick should try his experiment.

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Rick wants to prioritize the objectives of the strategic plan, distribute it to chapter presidents, post it on the website, and announce with fanfare at the 2019 Workshop that we have a new strategic plan.

Action: all board members are to send comments/edits to Rick on the draft strategic plan by February 25. Rick will incorporate feedback into a final document, will email the final to the board and request an electronic vote to approve.

Certification Report

Peter Andrejev

Peter A. presents slides, which go into some detail on the Software CEBoK and Software Certification. Peter, Brian and the sCEBoK team have been debating whether to make the software certification two-tiered like the CCEA/PCEA, but has not come to a consensus.

CEBoK Update Update

Paul Marston

Paul gives history of the CEBoK wiki project, up to the board's December 2018 approval for contracting an editor and additional funding for a Quality Assurance team. After receiving six proposals, Cobec was awarded the editing project, we have signed a contract and are having a kickoff meeting on Monday, Feb. 11. While Cobec wasn't the lowest priced bid, it was competitive, and their proposal included a detailed schedule of when they will deliver each edited module. Our intention is to release modules to Canada for translation into French as they are completed.

Megan has been doing some research into the platform on which the content will be delivered, and will need money budgeted to set up the system that will allow us to ensure only paid subscribers have access to the content. Our database provider has a solution that will require some training, and while we're negotiating this training, Megan will request additional funds for remedial training on the database in general.

The board is going to have to make business decisions soon: how much will the subscriptions cost? How long will the subscription terms be?

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Additional Information: After the board meeting on Feb 9, questions were raised by a board member regarding the CEBoK editing effort, specifically on the acceptance review. To recap and put in context:

- The budget approved in December 2018 for the CEBoK Update Project featured \$55,000 to award the project contract and an additional \$15,000 to hire independent reviewer(s) to serve as a Quality Assurance (QA) team for a maximum FY2019 budget impact of \$70,000.
- The contract for the CEBoK Update Project was awarded to Cobec Consulting, Inc. The project schedule featured a 7-day window per module for ICEAA to review and approve the edits made.
- The \$15,000 was budgeted to pay for the reviews to be done, understanding the limitations of the International Business Office and the reality of volunteers meeting the deadlines.
- ICEAA member and past training instructor Neil Chakrabarti was hired to manage the QA team for \$12,000, keeping \$3,000 of the QA budget in reserve.
- Cobec is contracted to edit and update CEBoK for overall consistency, improved writing style, corrected grammar, appropriate references, user-friendliness, and other criteria listed in their contract. The QA team is responsible for reviewing those edits and affirming with ICEAA that the work completed by Cobec meets the criteria outlined in their contract.

What is the basis of the \$12K?

At the start of the project, the CEBoK wiki contained about 250,000 words. Editorial rates from the Editorial Freelancers Association <https://www.the-efa.org/rates/> suggest charging 250 words per page, making CEBoK about 1,000 pages. EFA estimates between 2-5 pages per hour at \$40-\$50 per hour, or approximately \$12,500.

Will the check be written to the reviewers themselves or the reviewer's company? If the former, I take it that you are aware that there is the distinct possibility that some reviewers have executed employment agreements with their companies that prohibit them from doing so.

Any additional reviewers that Chakrabarti hires to serve on the QA team (using portions of the \$12,000) will be contracted on an individual basis; their companies are not involved. The reviewers will be reminded to confirm with their employers any conflicts of interest with spending their personal time on an independent project, but ICEAA has no obligation to verify if they are personally encumbered whether through employment, personal commitment, or moral obligation.

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How did ICEAA solicit for the QA team?

The President and Executive Director discussed options and decided hiring a Project Manager to oversee a review team was the logical approach. Other candidates were considered, but Neil had distinct advantages over other candidates vetted such as immediate availability, a strong cost background, a strong management background, and a willingness to do the job within our budget.

Software CEBoK Update

Brian Glauser

The Software CEBoK Committee is pressing forward and developing the software CEBoK materials. Nesma has been very supportive.

Software CEBoK is being developed in PowerPoint as a training method but will be later expanded into the narrative/paragraph format that our new CEBoK will be in, and in many cases, the Software CEBoK modules are the same as CEBoK modules. Brian believes the Software Certification will not dilute the CCEA brand, as the intended audience will be only interested in software certification. Once the Software Cost Estimating certification is completed, his group believes the next step is to make an IT certification.

The sCEBoK team is leaning toward doing a 2-tier software certification because many of the potential customers are Europeans/international and will want to have two levels.

Rick asks if we should invest some of our funds in accelerating the sCEBoK project. Brian doesn't believe the team is ready for that but it should be considered in the future. Rick stresses that this is a good product that could bring real value and entice new members, and getting it to market should be a high priority.

Megan asks if this is intended to be its own website or a part of the new CEBoK? Brian is not sure yet, but since some of the modules will be identical, it may be.

Brian says a draft agreement between ICEAA and Nesma regarding the business aspects of sCEBoK is very near completion, and he hopes it will be ready for the board to review within a week.

Nominating Committee Update:

Brian Glauser

The Nominating Committee has completed their duty of presenting a slate of candidates to the membership, and are encouraged by the number of positions that are contested this year.

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As of the meeting, one member petitioned to be added to the slate after the nominating period ended.

Megan encourages all candidates to use the social media templates she provided to them to promote their candidacies on LinkedIn, Facebook, or wherever else they like, and if they need help formatting their images to ask.

Brian commends Britt's initiative in planning the Candidate Meet & Greet happy hour the night before, and believes activities like this will help keep ICEAA on the forefront of our members' minds.

Chapter Reports

While there were no comments or questions about the reports provided in the pre-read, Megan notes the encouraging increase in the number of reports provided for this meeting! Well done all and thanks to the chapters for keeping us all informed.

New Business

No new business is raised.

Plan New Meeting & Adjourn

The next meeting of the board will be at the Tampa Marriott Waterfront hotel on May 13, 2019 at 9:00am.

With no further comments, a motion to adjourn is raised, seconded, and approved with no nays. Meeting adjourns at 2:00.

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November 3, 2018 Action Item Review

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

DONE: The board is requested to provide their comments on the Strategic Plan draft by February 25.

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

DONE

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.

ONGOING: feedback is always welcome.

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.

ONGOING: additional participants always welcome.

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

DONE: Distributed prior to and approved during the board's conference call on December 14, 2018

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

PENDING: Megan will create and forward those documents to the board by February 22 with a request for review/comment by February 25 in order to be ready for the vote on March 1.

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

ONGOING. While milestones have been met, Paul would like to keep this on the action list to ensure it continues to receive attention.

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

ONGOING. Megan would also like to participate and will keep this on the actions.

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 since June 2018).

ONGOING. Keep on action list – a group has not yet been formed.

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

ONGOING. Megan and Erin have started a set of brief descriptions but intend to expand. All are encouraged to participate.

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

ONGOING. Early attempts did not work, but Megan and Britt will try a few other methods over the summer (after May)

Brian will attempt a meeting with Paul and Megan on options for and feasibility of collaboration between ISBSG and ICEAA. (Carried since September 2017).

ONGOING. Brian requests this stay on the action list. Has not scheduled the meeting but hopes to.

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

ONGOING. The Membership Outreach team has this on their list of projects and will continue to work towards it.

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 since June 2017)

PENDING: Megan will forward the list to Greg before May.

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

PENDING: A draft is available, and should be sent to Megan by March 1

Megan to conduct member satisfaction survey. Update: February 2018: delay survey until after value proposition work complete to poll members on those topics. (Carried since June 2015 will keep as an open action until further notice)

NEW ACTION: Tomeka will form a small task force to discuss questions for and a plan to distribute a membership survey.

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February 9, 2019 Action Item Summary

Megan and **Sanath** to create an MOA between ICEAA and SCAF for conducting a CCEA Finishing School in the UK.

Megan to put an ad on LinkedIn to encourage anyone in the UK interested in attending training contact Sanath.

Bob will establish a task force to discuss the Journal situation and what we should do next. Bob, Mike, Arlene, Sanath, Brian, and Rick volunteer. All others are welcome to email their input.

Megan to discuss with Best Paper Chair Andrew Drennon on enhancing best paper judging criteria.

Greg will organize an OEM Outreach Committee to re-engage supplier and manufacturer members, and will report on his progress in May.

All board members are to send comments/edits to Rick on the draft strategic plan by February 25. Rick will incorporate feedback into a final document, will email the final to the board and request an electronic vote to approve.

Tomeka will form a small task force to discuss questions for and a plan to distribute a membership survey.

Paul to create and distribute a new milestone schedule for CEBoK (Update, Feb. 2019: While milestones have been met, Paul would like to keep this on the action list to ensure it continues to receive attention.)

Christina and **Sharon** to develop marketing piece(s) to promote the availability and accessibility of various CCEA recertification point opportunities (Carried since June 2018; Update Feb. 2019: **Megan** would also like to participate).

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 since June 2018).

Megan and **Britt** will work to test the possibility of chapters updating their own pages on the ICEAA Website (Carried since September 2017; Update Feb. 2019: Early attempts did not work, but Megan and Britt will try a few other methods after 2019 Workshop).

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Membership Outreach Committee to translate the Elevator Speeches and Value Propositions provided to them into marketable pieces (Carried since June 2018; Update, Feb. 2019: The Membership Outreach team has this on their list of projects and will continue to work towards it).

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 since 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. Update Feb. 2019: a draft is available and should be sent to Megan for distribution to the board by March 1, 2019.)

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.

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.

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.