



ICEAA Board of Directors Meeting | October 19, 2019 | Arlington, Virginia

APPROVED MINUTES as of January 25, 2020

Voting Attendees

Present: Rick Collins, David Stem, Arlene Minkiewicz, Britt Staley, Paul Marston, Meghan Kennedy, Bob Hunt, Nathan Eskue, Dale Shermon (via Minkiewicz proxy)

Virtual: Christina Snyder, Kellie Scarbrough, John Deem, Cole Kupec, Christian Smart, Erin Barkel, Jen Rose

Non-voting Attendees:

Present: Kevin Cincotta

Welcome, quorum count, introductions:

Rick Collins

A quorum is established by 9:11. Rick introduces everyone and welcomes to the meeting. The format of the meeting has changed in an effort to increase efficiency and shorten the duration, but in order to make the meeting shorter, everyone present to be aware of and to take active responsibility for staying on topic and making only relevant and appropriate contributions.

Secretary Report:

Christina Snyder

No comments/corrections were received on the May 2019 minutes in advance of or during the meeting. Christina followed up with everyone who had an action item from the May meeting for an update on their progress prior to this meeting.

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

Christina has researched some options for collaboration/project management tools, but isn't sure if the board would benefit from or actually use it, and doesn't want to commit to the expense of a paid program yet. She plans to try out the free version of Trello among the San Antonio Workshop committee, to see if it's useful, effective, and accessible by a government computer before making an official recommendation to the board. Christina asks if anyone has recommendations on preferred programs: Nathan and Arlene have positive experience with Trello. Kellie also likes Trello, advises against Slack.



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**Vote:** Motion is raised for the San Antonio Workshop Planning Committee to test out the free version of Trello. Approve the trial of Trello. Seconded, no discussion, all are in favor.

**Action:** San Antonio Workshop Planning Committee to report on their test use of Trello at the May 2020 board meeting and present their recommendation of if the board should use it for project management.

Treasurer Report:

Britt Staley

Britt presents slides. Investments and liquidity remain strong; rolling over the two CDs maturing in November 2019 for another term. No questions on the budget or profit & loss slides.

Britt presents a slide featuring some new statistics and analysis of ICEAA's finances, including a liquidity growth trend. A previous analysis of our available funds determined that ICEAA could invest up to \$300,000 and still have a comfortable amount of funds in reserve. The new liquidity growth trend chart indicates that ICEAA could invest between \$14,000 and \$64,000 per year above our usual expenses and maintain the current level of growth. Bob agrees that both analyses are correct, with the first being about what we *could* spend and the second what we *should*, but believes we could invest more than \$64,000 in a year and still be fine. Britt agrees, especially if something is particularly valuable, we could cash in our reserves.

Proposed Zero Based Budgeting Team: Britt proposes a plan and a committee to help get cash flowing in the direction of new investments and new ideas. Kevin challenges the terminology of ZBB, suggesting it be called an Investment Review Team. A debate of terminology ensues, eventually concluding that the intention of the proposal is more important than the name.

Dave and Meghan, as former chapter presidents, are concerned that requiring chapters to provide a plan of what they plan to do with their funds in a given year is too much work for the chapters, would take too long to be approved, and therefore disincentivize chapter activity.

Erin is very supportive of the idea, citing ICEAA's history with misappropriated funds and abandoned bank accounts, that this could go a long way towards remedying.



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Christian can't see the difference between proposals 1 and 2, with both being very similar themes of managing expectations of fund use, and Meghan suggests that proposal 1 is sufficient to cover both the board and chapters.


Bob suggests we accept the recommendation to put together a team who can take time to discuss terminology, develop and refine the plan. Christian suggests amending the motion from Zero-Based Budgeting Team to Accountability Team, which is approved.

Rick is concerned that allowing any member to suggest an idea may result in suggestions that are not concert with the Strategic Plan priorities, and wants some limitations to what is an is not accepted. Britt says that one of the jobs of the team to determine if an idea is relevant. Nathan likes the idea of opening the idea funnel wide to collect ideas, then filtering them down through the team and the strategic plan.

**Vote:** Motion is The ICEAA Accountability Budget Team will be established and managed by the sitting BoD Treasurer. This team will establish a standard operating procedure for implementing Accountability Budget practices across the association; manage the Accountability Budget annual reporting cycle nationally, regionally, and locally; manage the ICEAA Accountability Budget funding request funnel; and track and evaluation those projects/innovations approved for funding by the BoD. Seconded, no discussion, all are in favor.

**Proposal 1: ICEAA Zero-Based Budgeting Team**

- **Problem:** The purpose and effective utilization of ICEAA assets is minimally tracked. A structure needs to be employed to proactively project spend plans and provide a standardized path by which chapters/members can submit funding requests for Board of Directors (BoD) consideration and approval.
- **Proposal:** The ICEAA **Accountability Budget Team** will be established and managed by the sitting BoD Treasurer. This team will:
  - Establish a standard operating procedure for implementing **Accountability Budget** practices across the association
  - Manage the **Accountability Budget** annual reporting cycle nationally, regionally, and locally
  - Manage the ICEAA **Accountability Budget** funding request funnel, and
  - Track and evaluation those projects/innovations approved for funding by the BoD
- **Transitional Consideration:** Allherence to ZBB policies will not be mandated until they have been presented and approved by the ICEAA BoD. Until that time, funding requests may be approved and executed in accordance with the standing "up/down vote" approval policy. Once the ZBB is established, however, a spend plan will be required/submitted for all pre-existing projects tied to approved funding for traceability and tracking.

 International Cost Estimating and Analysis Association

*Journal of Cost Analysis & Parametrics Status:* At the May 2019 meeting, the board agreed to set up a team to determine the financial impact of the Journal and ICEAA's relationship with Taylor & Francis. The result was that our contract will be terminated and T&F will refund ICEAA what ICEAA paid for the unpublished issues minus the royalties and editor's honoraria that T&F paid to ICEAA during the years the Journal was not being published. The net result is a refund from Taylor & Francis of \$2,994 (Update: refund payment received October 24, 2019).

Now that the financial implications of the Journal and our relationship with T&F are settled, we can figure out how to continue producing an academic journal and what that would entail. Bob reiterates that we have not decided to stop producing a journal, but need to determine



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what to do next. Paul is concerned that the project will lose momentum if we do not act quickly. Erin volunteers to lead a committee to determine the future of the journal, some members have already volunteered to contribute to Megan, whom she will connect with Erin.

**Action:** Erin will lead a committee to determine the future of ICEAA’s academic journal. Any volunteers interested in participating in the committee should contact Erin.

Online Training Platform in Canada: The ICEAA Canada Chapter has shown a select few board members a contract they have received but not yet signed to offer online CCEA Exam preparation courses. The ICEAA bylaws and chapter bylaws both indicate that chapters are not permitted to enter contracts without the ICEAA board’s written permission.

Paul and others say that they have signed contracts in their chapter leadership roles before, but only for single instances, such as renting a meeting room for a day. The contract in question is for a multi-year agreement with copyright implications that could also complicate or confuse our current CEBoK discussions and plans.

The ICEAA Canada Chapter did not provide the contract for the board to review prior to this meeting, so discussion is limited. Rick wants Christian as VP of Professional Development, to review and discuss the contract with a team of board members, and then present their conclusions to the board for an electronic vote. Megan recommends Kellie be a part of this team, given her recent experience with the CEBoK edit project and her experience with online training.

**Action:** Christian will form a committee to review the ICEAA Canada Chapter’s online training vendor contract and present their recommendations to the board for an electronic vote prior to the January 2020 board meeting. Kellie will participate on the team.

Appointment of Certification Principal: \_\_\_\_\_ Rick Collins

Rick has appointed Kevin Cincotta as Certification Principal for the 2019-2021 board term. ICEAA bylaws article III/section C indicates the board must approve appointments to the Principal positions.

**Vote:** Motion is raised to approve the appointment of Kevin Cincotta as Certification Principal for the 2019-2021 board term. Seconded, no discussion, all are in favor.



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Priority 1 (CEBoK) and Priority 2 (Software CEBoK) Progress Reports

Christian Smart

CEBoK: Christian presents slides. Board has many business decisions to make before CEBoK can be released in an online format. Kellie raises that there are several modules that need to be re-written before she would recommend we move forward, Paul warns against getting stuck in an editing rut for years without releasing anything, saying that though CEBoK has been flawed for years, it continues to sell, so we should be able to release and then update as we go.

Christian says he needs a Principal for the Body of Knowledge. The board agrees that Kellie would be a great choice, and Kellie is happy to take the job.

**Vote:** Motion is raised to appoint and approve the appointment of Kellie Scarbrough as Body of Knowledge Principal for the 2019-2021 board term. Seconded, no discussion, all are in favor.

sCEBoK: After attending several of the sCEBoK presentations at the IWSM-Mensura conference in the Netherlands, Rick believes significant work will need to be done to the modules before they can be widely released. Rick has received a proposal from a subject matter expert to essentially re-write the entire sCEBoK that he has been reviewing with Christian and Kevin and will share more about once they have more time to discuss it.

Moving the CCEA Exam to an online format: Kevin proposes moving the CCEA exam from handwritten hard copies to an online format, suggesting it will be easier to distribute and update questions. He has researched the company QuestionMark, and recommends moving forward with it. Britt says it's within our budget to purchase, but Megan believes the price is high, and given the number of users and tests it allows, is likely intended for larger groups. Britt and Erin ask if there will still be human proctors or if it will be all online, Kevin says there can either still be proctors or QuestionMark has a webcam feature.

**Action:** Kevin to continue researching online testing companies to provide two price comparisons to QuestionMark.

Bob asks if putting the exam online will allow more people to become certified. Consensus is that it certainly won't make fewer people be certified, and should make things easier. John knows of some people who are stationed in Afghanistan that would like to take the exam, so there will be at least some more people certifying because of ease of access.



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**Vote:** Motion is raised to authorize Rick, Christian, Kevin, Megan, and Sharon to work outside of board meetings to: conduct a price analysis of competitors to include at least two additional quotes; present the price analysis to the Board during the electronic meeting and the board to vote to approve the selected vendor; negotiate a contract not-to-exceed \$5,000 one-time and \$9,600 per year; migrate existing CCEA exam materials to online format; allow Kevin to create a Certification Committee, for purpose of adding/editing/deleting/updating questions; allow Certification Committee to begin work on updating exam materials; allow Kevin to submit revised proposed question set for board review at a future board meeting. Seconded, no discussion, all are in favor.

**Draft Proposed Motion**

- To authorize Rick, Christian, Kevin, Megan, and Sharon to work outside of board meetings to:
  - Conduct a price analysis of competitors to include at least two additional quotes.
  - Present the price analysis to the Board during the electronic meeting and the board to vote to approve the selected vendor.
  - Negotiate a contract for QuestionMark, not-to-exceed \$5,000 one-time and \$9,600 per year
  - Migrate existing CCEA exam materials to QuestionMark format
  - Allow Kevin to create a Certification Committee, for purpose of adding/editing/deleting/updating questions
  - Allow Certification Committee to begin work on updating exam materials
  - Allow Kevin to submit revised proposed question set for board review at a future board meeting

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 International Cost Estimating and Analysis Association

Priority 3 (U.S. Government Engagement) Progress Report:

Rick Collins

Rick presents slides. There appears to be some definite interest and commitment to our first Gov day May 11 in San Antonio, even though he has received some comment that DODCAS may be restarting. say they are working towards restarting DODCAS, but still like this in concept.

**Action:** Megan will email the board to remind everyone that the BOD is on Friday and to make their travel plans accordingly.

Will the government-only day be US government only or will government employees from other countries be welcome? Rick prefers this first one be with US gov only, at least this first time.

Paul asks what the general agenda is for USGD: Rick says for the general sessions, they will discuss problems common across organizations/departments/branches, then break out into their individual groups, depending on the number and makeup of the attendees.



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Paul believes including international governments would be a good idea, considering they also face those common problems. Dave notes the success of the Canada chapter is mostly due to Canadian government involvement, so having Canadian government reps could help inform US government reps as to the value of ICEAA, while allowing the US government reps to better express what value they want from ICEAA. Rick appreciates the feedback on allowing international government participation and has more to consider. He has started conversations about getting more government employees certified, and spoken to a US government representative who is interested in getting more US government employees certified.

Rick would like to further analyze the data that the IBO collects on ICEAA members. Megan suggests everyone log onto their ICEAA profiles and look at what data they have the ability to provide, and what they would like to see, as we have the ability to collect more data points.

**Action:** All board members are encouraged to request additional visual representations of membership data in the IBO report, or request information from the database for their own analysis.

Priority 4 (International Value-Add) Progress Report:

Rick Collins

ICEAA Publication Policy: Rick presents Dale's slides on his behalf, stressing that he endorses Dale's proposed Publication Policy. The floor is open for discussion of the policy, the board has no additional comments.

International CEBoK: Dale's proposal for making CEBoK more applicable to international audiences involves removing the US-centric information in the main CEBoK modules, and moving the US information as well as information specific to other countries to separate modules. Megan likes the idea, but warns about the size and complexity of the project. Rick stresses that since this is one of the top 5 priorities, it needs to be organized. Some of these priorities will be more difficult than others, some can be done with volunteers, others will take money, but they all need to get done. Christian suggests we start the reorganization of CEBoK into international modules can start by a volunteer effort, then move to paid work if volunteerism isn't working.



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Paul raises two questions: how will it be released, as a major update when the information has been reorganized, or will it go out as it develops? Adding country-specific modules to CEBoK will increase maintenance. How do we plan to maintain the new modules?

Bob says much of the content in CEBoK is irrelevant to a cost estimator, and we should review what is necessary to be known by cost estimators and what it extra information. Megan suggests moving all Related & Advanced topics to their own module and linking where appropriate; Kellie agrees.

International Workshop in 2020: Having been in Haarlem for the IWSM-Mensura conference recently, Haarlem would be a good location and venue for an international workshop in 2020, but we need to act quickly if we want to do something in 2020. While we have a large contingency in the UK that is growing, we have not held a workshop in Europe since 2012 and should do so. If the UK group continues to grow, we could do a UK workshop in 2022. Anh had sent a request in advance for a workshop in Australia, Megan indicates that 2020 would not be possible given the short amount of time and (if we do a workshop in Europe 2020 would not be feasible) suggests we plan to conduct a workshop in Australia in 2021.

**Action:** Megan to coordinate with RoomTrust, our hotel service provider in Europe, for pricing comparisons for Haarlem and additional locations for a workshop in 2020, and will present to the board for feasibility discussion.

NTE Budget for Priorities 1 and 2 (VOTES)

Rick Collins

Rick wants to earmark some money to spend on CEBoK and sCEBoK over a few years. Britt asks how much Rick wants to spend or if he wants a budget range. Bob believes we can spend about \$50,000 this year, and possibly up to \$100,000 if we took money from our reserves.

The items Rick wants a NTE budget for are:

- 1: The proposal mentioned earlier from a subject matter expert to re-write sCEBoK to get it to a level that we can use it.
- 2: Moving the CCEA exam to an online format
- 3: Additional editing work on CEBoK modules. Our contract with Cobec for the editing project has options in it for Cobec to send pricing for additional work on the modules.





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Arlene asks about potential ethics/conflict of interest issues if we do not sent out an RFP for the sCEBoK revision? Rick says we know the person who has given us the proposal, we already trust them, and we are already familiar with their work. Paul agrees: this is potentially a lot of money, should we try to find competitors because the ticket is so high?

Britt wants to make sure that earmarking money for these items doesn't prevent investment in new ideas that may arise. Bob believes the sCEBoK re-write and online exam would drain our entire investment budget for the year.

Rick requests a motion to spend money on Priorities 1 & 2 (CEBoK & sCEBoK). The board does not raise a motion, wanting to know how much money Rick wants to spend before they approve spending it.

Bob suggests we get a price from the individual who sent the proposal and, hold a conference a call for the executive committee to discuss and decide whether to award a non-competitive contract for the project, and prepare a statement explaining why we did not distribute an RFP.

**Action:** Rick to request pricing for the sCEBoK proposal received and report it to the executive committee. The executive committee will hold a conference call to discuss and decide upon the proposal.

**Vote:** Rick raises a motion to accept the ICEAA publications policy as presented in the pre-read package by Dale Shermon. Seconded, no discussion, all are in favor.

Priority 5 (OEM Engagement) Progress Report:

Bob Hunt

Bob presents slides. OEM members used to be more involved but have dropped off. Why? They have felt left out, that ICEAA's focus is too much on government members and not their needs. Bob, along with his OEM team is launching some plans to find out more from the OEMs about what they want, how we can get them to be more supportive of ICEAA, and possibly start paying for their employees' memberships.

**Action:** All board members to send any OEM senior leadership contacts to Bob Hunt.



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## Chapter Reports

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Megan compliments the chapters on the high number of reports received in advance of the meeting. Britt adds that Central Virginia has recently elected a new board and she is excited for the new team.

### International Business Office Report

Megan Jones

Megan presents slides. Chapter Affiliation has been made a required field for new members completing their profiles, and we are also asking in what year members began their careers. Suggestions for additional fields welcome and encouraged.

Another field is to opt **in** to receiving the two hard copies of *ICEAA World* every year. Will promote the new option to the membership and starting with the first issue of 2020 will start removing members from the mailing list if they have not opted in.

**Action:** All board members and chapter presidents, update your online profiles and encourage the members you interact with to do the same.

### 2019 Workshop Review

Christina Snyder

The 2019 Workshop in Tampa was a big success, with the most attendees since 2012 and the most sponsorships ever. Christina says Megan puts a lot of time into the details that positively impact the workshop and actively uses the attendee feedback to make decisions the following year.

While we didn't make as much money as we did in Phoenix 2018, we still made over \$150,000 and need to keep that in perspective. The Workshop is ICEAA's biggest source of revenue and only continues to improve.

Rick asks about the feedback received on the quality of the papers in the papers tracks? As with most years, the feedback varied, with many saying the papers ranged from bad to great. Rick asks what can be done to better screen the papers, Britt adds there is a more rigorous process in place for 2020.

**Action:** Christina to share with Rick the 2019 workshop feedback, especially that related to paper quality.



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2020 Workshop Update:

Britt Staley

Preparation for the 2020 Workshop is in full swing. The board meeting that is usually on the Monday before the Workshop has been moved to that Friday (May 15) so government day can be all day Monday. Attendance at government day is included with Workshop registration; only government employees registered for the Workshop may attend government day.

Demand for sponsorship booths is up, and with all space available in San Antonio dedicated to booths, we may not have enough for everyone, so we will be increasing the individual booth price from \$2,500 to \$3,000. Gold and silver sponsorships will remain the same price.

The Workshop will officially close on Thursday afternoon with a closing general session. There will be no training sessions on Friday. A team is working to revamp and refresh the training sessions for 2020.

Abstract summaries are due November 5!

New Business

Christina says that in her preparation for her role as Secretary, she has carefully read the ICEAA bylaws, and has found there are several areas that could be clarified. Christina asks to work with Megan to present the board with some amendments to the bylaws to improve the document, no objections.

**Action:** Christina and Megan to present some amendments to the bylaws for the board to review at the January 2020 meeting.

Plan Next Meeting & Adjourn

Rick Collins

Rick thanks Nathan, Arlene and Paul for making the trip to attend in person, and suggests anyone online who can try to arrange travel to DC to coordinate with the board meeting to please do so.



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The next meeting of the ICEAA board will be January 25, 2020 at the Technomics office in Arlington, VA. The executive committee will hold their conference call on [edited 10/28] October 31 at 9:00am.

With no further comments, a motion to adjourn is raised, seconded, and approved with no nays. Meeting adjourns at 2:03pm.



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May 13, 2019 Action Item Review

Paul requests a committee be formed to decide on the path forward for the Journal, and for the committee to report back in 45 days (July 1). Bill B. volunteers to lead the committee, Bob agrees to participate and will recruit Ricardo.

**DONE**

All board members are encouraged to request additional visual representations of membership data in the IBO report, or request information from the database for their own analysis.

**Always! Moving to ongoing actions**

All board members with software development experience should email Megan with rate estimate for 8-16 hours of consultation and definition of top-level requirements for a subscription-based information platform.

**No recommendations received. Determined to no longer be a relevant action.**

Megan will set up a conference call for the first small chapter discussion meeting in mid-June and promote to the chapter/region folks in the June monthly membership email.

**The first small chapter townhall was a success; looking forward to holding another before the end of 2019.**

All members with software experience willing to volunteer, the Software Working Group needs assistance writing questions for the Software Certification Exam.

**Action rendered obsolete by the sCEBoK re-write proposal received.**

Megan to edit the proposed amendment to bylaws Article III, Section K provided in the slides, finalize and get approval from Rick and John D., then distribute to the board for an electronic vote.

**Incomplete. Megan will complete by November 15**

All new board members, please review the strategic plan and send any comments or suggestions to Rick by June 1.

**June 1 passed, no comments received. Action completed.**

Megan and Sanath to create an MOA between ICEAA and SCAF for conducting a CCEA Finishing School in the UK (Update, May 2019: Megan and Sanath have had discussions about ICEAA/SCAF collaboration, providing CEBoK training in the UK, among other topics, but not created an MOA. Will continue to work on it and keep on actions list.)

**Megan and Sanath have been actively working to enhance the relationship between SCAF and ICEAA, sharing marketing, supporting each other's missions. The relationship is strong enough not to need an MOA; action completed.**



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Greg will organize an OEM Outreach Committee to re-engage supplier and manufacturer members, and will report on his progress (carried from February 2019).

**Action overcome by Priority 5; Bob will continue OEM outreach efforts.**

Tomoka will form a small task force to discuss questions for and a plan to distribute a membership survey. Update, May 2019: A team has been formed but work on a membership survey is ongoing.

**No additional work has been done on the survey since presented in May 2019.**

**Megan assumes the action and will continue the effort.**

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).

**While this particular piece has not been created, several new CCEA-related marketing pieces have been made, and marketing overall is increasing and improving.**

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. The CCEA calculator question is asked frequently and the answer we have is unclear. Anyone willing to help clarify and solidify the exam calculator issue please contact Megan or Peter A. (Carried since June 2018).

**Action rendered obsolete by proposed electronic exam format discussion.**

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).

**Update October 2019: latest attempt was successful, but caused unforeseen problems with the rest of the website. Should be ready for chapter use by end of 2019.**

Marketing 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).

**The current marketing committee has dissolved from burnout. A new committee is forming; please forward any volunteers for the marketing committee to Megan**



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October 19, 2019 Action Item Summary

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Erin will lead a committee to determine the future of ICEAA's academic journal. Any volunteers interested in participating in the committee should contact Erin.

Christian will form a committee to review the ICEAA Canada Chapter's online training vendor contract and present their recommendations to the board for an electronic vote prior to the January 2020 board meeting. Kellie will participate on the team.

Kevin to continue researching online testing companies to provide two price comparisons to QuestionMark.

Megan will email the board to remind everyone that the BOD is on Friday and to make their travel plans accordingly.

Megan to coordinate with RoomTrust, our hotel service provider in Europe for pricing comparisons for Haarlem and additional locations for a workshop in 2020, and will present to the board for feasibility discussion.

Rick to request pricing for the sCEBoK proposal received and report it to the executive committee. The executive committee will hold a conference call to discuss and decide upon the proposal.

All board members to send any OEM senior leadership contacts to Bob Hunt.

Christina to share with Rick the 2019 workshop feedback, especially that related to paper quality.

Christina and Megan to present some amendments to the bylaws for the board to review at the January 2020 meeting.

All board members to send any volunteers for the new Marketing Committee to Megan.



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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 Marketing 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.

**All board members** are encouraged to request additional visual representations of membership data in the IBO report, suggest additional demographics to collect, or request information reported from the database for their own analysis.