

ICEAA Board of Directors Meeting
January 25, 2020 | Arlington, Virginia

Approved Minutes as of May 15, 2020

Voting Attendees

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

Virtual: Anh Pham Waddell, Christian Smart, Cole Kupec, Dale Shermon, Erin Barkel, Jennifer Rose, John Deem, Kellie Scarbrough, Steve Glogoza

Non-voting Attendees:

Present: Kevin Cincotta, Rennie Arnold, Nicole Robertson, Megan Jones

Welcome, quorum count, introductions: Rick Collins

A quorum is established by 9:05. Rick introduces everyone and welcomes to the meeting.

Secretary Report: Christina Snyder

No comments/corrections were received on the October 2019 minutes in advance of or during the meeting.

Vote: Motion is raised to approve the October 2019 minutes. No further discussion is requested. Seconded and passed.

Edits to the Constitution: Since edits to the Constitution require a vote of the full membership, Christina will be collecting suggestions for board review by the fall meeting of 2020 so that they may be included on the all-membership ballot for the 2021-2023 board.

Dave Stem recommends copying language from the chapters' constitutions into the ICEAA constitution indicating the chapters must adhere to the International board's guidance.

Action: All board members are encouraged to send comments or suggestions for possible constitution edits before September 1.

Edits to the Bylaws: Christina explains her plan to vote on many edits in as few votes as possible. The board will review each edit, removing those that require attention or modification from the vote, voting on all of those that received no comment at once, and then voting on those needing discussion individually.

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VOTE: The following edits were reviewed without amendment or request for discussion, and a motion, second and vote took place to approve:

- All edits on slide 8, *Non-substantive suggested edits to the Bylaws*
- Slide 11, edits to article IX, section A
- Slide 12, edits to article X, sections D and F
- Slide 13, edits to article X, section G
- Slide 14, edits to article VII, sections A, E, G, and H
- Slide 15, edits to article III, sections J and L
- Slide 17, edits to article VI, section A
- Slide 18, edits to article VI, sections B-E

VOTES: Proposed edits that underwent amendment or other discussion before eventual motion, second, and vote to approve:

- Slide 10 proposed the removal of article I, section E, but was voted to remain in the bylaws. The other edits shown on slide 10 to article I, sections E and F were approved.
- The edits to article III, section L, number 7 were amended as indicated in the italicized copy on slide 16.
- The edits to article III, section M, number 1 were amended as indicated in the italicized copy on slide 16.

Christina removed the addition of article II, section E, number 4 (slide 10) from consideration after some debate. Additional edits were presented for consideration and vote at an undefined future board meeting.

After closely reading the bylaws and constitution in preparation for her report, Christina noticed that both reference a conflict of interest policy that ICEAA has not establish. An early draft of a conflict of interest policy for ICEAA board members that will continue to encourage networking and interacting with other members, but to ensure no board member uses their vote or position to influence ICEAA practice or policy for the benefit of themselves or their employer. followed up with everyone who had an action item from the May meeting for an update on their progress prior to this meeting.

Action: All board members are encouraged to send comments or suggestions on the conflict of interest policy to Christina by April 1.

Action: Jen Rose will forward a draft of the conflict of interest policy to government members for their perspective once the board's comments are received and incorporated.

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Treasurer Report:

Megan Jones

A last-minute conflict prevented Britt from attending the meeting; Megan presents the Treasurer's slides in her place.

ICEAA's finances remain straightforward and positive. The reduction in liquid assets from October is due to our paying deposits on the 2020 and 2021 Workshops, as well as expenses we incurred for the 2019 ICEAA Canada Workshop. Revenue from the Canada Workshop will be moved back into our funds, and some variation is expected when accounting on a cash-basis and revenue for the future workshops has yet to come in.

Remmie asks if ICEAA members are restricted from encouraging the government to require CCEA[®] certification as a requirement for their jobs. While there is not a restriction in place, this is a topic we should discuss further after we establish our conflict of interest policy.

Jen suggests exploring an agreement with the DAU as a means to increase the budget. Rick agrees, and has had other discussions that lead him to believe there is a real opportunity there. Rick will continue discussions with the DAU in preparation for and at US Government Day in San Antonio.

Vote: Rick raises a motion to approve the Treasurer's Report. Seconded, no discussion, all are in favor.

Priority 5 (OEM Engagement) progress report:

Bob Hunt

Bob reports that the perception of the senior managers of OEMs he has been speaking with is that ICEAA is just a bunch of consultants focused on federal contracts. The advocates at some of the larger companies have either retired or are no longer in the positions they were, so we need to find new advocates in senior positions, as well as increase interest and awareness at the junior level.

Bob suggests ICEAA reach out more actively to the OEM community, try to speak at meetings like the one held by DCMA. Many of the topics ICEAA presents on are important and overlooked by the OEMs and vice-versa. Bob will continue holding OEM calls to move forward ideas on CEBoK and certification. Dave Stem suggests creating and distributing a survey to OEM members to determine their wants and needs.

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Bob will work on trying to get some of the key OEM people at the DC workshop. Christina will send Bob the OEM attendance at the 2019 Workshop. Steve Glogoza requested that Megan send some ICEAA SWAG (not sure if this was for a particular event or in general)

Priority 4 (International Value-Add) progress report: Dale Shermon

Dale presents slides. Progress is being made towards the international CEBoK modules, and Dale welcomes all participation and involvement. Rick asks Kellie, as Body of Knowledge Principal, how the new international modules are being coordinated along with the overall CEBoK updates. Kellie will consider how the international modules will coordinate with the rest of CEBoK as she moves forward.

Canada Chapter e-learning program contract Peter Weltman

Peter included in the pre-read package a contract the ICEAA Canada Chapter would like to enter into with a learning management solution provider, CentralKnowledge, to develop courses to prepare potential candidates for the PCEA and CCEA exams. Additional points for discussion and review were also included in the pre-read package.

While the president of CentralKnowledge was appointed to Canada Chapter board several years ago with awarding this project to his company mind, Peter indicates that any conflict of interest has been avoided since CentralKnowledge has prepared the course material without advance payment. CentralKnowledge created the program using their own funds with the hope of recouping over time via a revenue share with ICEAA.

Paul questions the established rules in the chapters' constitutions and bylaws that says the chapters can't enter contracts without International Board approval, since chapters regularly enter contracts with restaurants or other vendors for events. However, single-term, limited contracts are a very different case than a long-term, open-ended contract like the one presented here.

Peter W. believes ICEAA Canada is its own entity because it pays taxes and is accountable to the Canada government, and therefore they should be able to enter into contracts. Christina asks if the chapter were to go dormant or dissolve, would the contract default to ICEAA? Peter says no. CentralKnowledge would be held harmless if the chapter folded, and ICEAA Canada would reimburse CentralKnowledge's upfront investment from the chapter's funds.

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Peter explains there is a demand for online training in Canada that they need to meet, and ICEAA's pace on updating CEBoK has been too slow. They have set up an agreement with the Canada treasury board to require ICEAA certification on programs, so now they can't wait for us to provide online training for Canadians. Many of Canada's potential certificants are not yet at the knowledge level to study CEBoK, so the first program in the agreement will be a precursor to CEBoK modules.

Paul is concerned that this new program would be a rival product to CEBoK, but would be less concerned if ICEAA had made the content and were supporting it. Peter reiterates that he wanted to use CEBoK but ICEAA took too long to update the content and move it online, so they were forced to look elsewhere and take the initiative on themselves.

Paul suggests a team work to bring this back into the ICEAA fold, so that it's not a stand-alone product using ICEAA branding but outside of ICEAA's control and to ensure the CentralKnowledge product and CEBoK remain aligned. Perhaps an agreement between ICEAA and the ICEAA Canada Chapter to determine ownership.

Nathan applauds the effort Canada has put forth, wants to incorporate with the program ICEAA, but at the same time help them along. Kellie also agrees with the concept, but has and has heard reservations on how it came about, so it will be up to the ICEAA the board to determine whether it the path that got the chapter to CentralKnowledge has ethical questions that need to be discussed. Additional board members add their agreement that online learning is the direction in which we should be headed, but have reservations and want to make sure this contract is the right one and was executed the right way.

Christina asks Peter to confirm that the president of CentralKnowledge was brought onto the ICEAA Canada Board while they were debating whether to engage in an agreement with a learning management system company, and was on the board when the Canada Chapter President made the agreement to award the revenue-sharing project to CentralKnowledge without considering any other vendors. Peter confirms this is correct.

Dave says there seems to be an issue of whether the Canada Chapter is a chapter or its own organization, and if they are their own organization, are they beholden to ICEAA or can they make their own decisions? The Canada Chapter's constitution and bylaws, as well as their Articles of Incorporation with the government of Canada indicate they are "a part of the International Cost Estimating and Analysis Association and shall operate and conduct all of its activities in accordance with the Constitution, By Laws, rules, regulations and direction of the International Cost Estimating and Analysis Association."

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Peter believes there is lots of opportunity in this project and would rather work with us than pursue it on their own.

Rick agrees with Paul's suggestion to have another discussion about the product and how to manage it, and that if there is a conflict of interest, we should discuss that too. But the two issues should be discussed separately: ownership, branding, and alignment with CEBoK; and the possible conflict of interest.

Bob makes a motion to ask the board to authorize the executive committee to meet and to act on behalf of the board to resolve the conflict and other chapter and organizational issues surrounding it, within the next two weeks, and with Rick as lead.

Action: Peter will distribute link to the CentralKnowledge demo, and provide comments/edits to the MOU to Rick by January 30 for distribution to the executive committee.

Action: the executive committee will meet to discuss the product and the conflict of interest shortly after the comments from the Canada Chapter are received.

CEBoK Platform Definition Team Update

Bob Hunt

Bob reports that a team has been formed to discuss and determine a short-term solution to moving CEBoK to an online platform. Though efforts to set requirements, find a vendor, and determine the best delivery method for an updated platform have been made for several years, tough questions that still have not been answered have roadblocked any effort.

Bob and the team propose offering the CEBoK wiki as it is now for free to active ICEAA members for six months to allow ICEAA to finally determine the technical and business requirements of an end-goal solution, as well as gain lessons learned from broad member use and scrutiny. Is CEBoK a training product, an education product, both, or neither? Should ICEAA be making money on the content, or focus on revenue from the resulting products?

Bob suggests after the six-month free period to increase dues by a small amount to account for the free CEBoK access.

Kevin asks if the recommendations and changes that were put forth by the 2016-2018 team lead by Neil Albert will be included in the updated version. The group agrees those recommendations will be considered, but the board has not seen them.

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Action: Paul will follow up with Neil Albert to get the results of the critical evaluations of his team's 2016-2018 discussions.

Erin recommends sending out a survey halfway through the 6 month trial period to ask whether members have used their free access to CEBoK, and what they'd want to pay for it, etc.

Bob says he isn't looking for the board to determine the price today, but to agree to offer CEBoK to active ICEAA members for a six-month period. Rick asks how quickly CEBoK could be available to members. Megan says we've done something similar with another website, but while it's possible, she doesn't know how it can be done, nor does she know how to do it. We will need to hire a vendor or consultant to set up the link between the current CEBoK wiki and the ICEAA member login that prevents non-members and the public from seeing the wiki.

Priority 1 (CEBoK) and Priority 2 (sCEBoK) progress report Christian Smart

Christian presents slides. The slides he provided for the pre-read packet were made when he thought his recommendation would be QuestionMark, but after some discussion of value vs. features, the group has agreed to recommend we choose Mettl-Mercer as our provider. The AI proctoring feature was what impressed the group the most, and will allow us to distribute the exam in entirely new ways and places.

Vote: Christian moves that the board select Mercer-Mettl as the vendor and provider for an online PCEA and CCEA exam. The motion is seconded and all are in favor.

Software CEBoK: the discussion left off at the last board meeting to offer a sum of money to an individual to write sCEBoK. Interim discussions resulted in this not being the route to take. Christian has been working with Kevin and the DAU to integrate their BCF 250 course into our sCEBoK.

The proposed MOU with DAU that was provided in the pre-read says DAU gives ICEAA access to their BCF 250 course, and a voice in its updating and maintenance. In exchange, ICEAA will give free access to sCEBoK for a year and a sitting of the sCEBoK exam (once ready) to those who take the BCF 250 course. These candidates will have to be members, so ICEAA will also offer the \$45 student rate if they purchase their membership within the year they finish BCF 250.

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Rick says while we changed our mind about who the right provider for sCEBoK will be, we have not changed our mind that the 16 modules that are currently sCEBok, are insufficient for our needs, despite all of the hard work that was put into them. There will be some work to be done to generalize some of the BCF 250 content to satisfy the needs that sCEBoK was intended to fill, as well as incorporation of some additional content.

Rick has tasked a Technomics software SME to compare the BCF material with our current sCEBoK to see what could be taken from sCEBoK that could be added to BCF250 and vice versa. The SME has provided a draft of his findings, but will submit a full recommendation of requirements and actions that we should take to adapt BCF250 to sCEBoK.

Kevin says there is precedent with DAU to enter into agreements like this, and there is a possibility they may push back on some terms within the MOU. Kevin suggests making a motion to approve a sub-group to negotiate particulars in the event the final MOU doesn't match what's on the slides right now. Dave Stem recommends also tasking the subgroup with determining the requirements.

Vote: A motion is raised to establish a team to negotiate the MOU with DAU and give permission for that group to determine final terms and execute the MOU on behalf of the board. Motion seconded and approved with all in favor. The group will be Christian, Kevin, Kellie, and Rick. Christina recommends adding Britt as Treasurer to the group.

Action: Arlene volunteers to collect and lead a team to review and determine the requirements for transforming BCF250 into sCEBoK.

Christian presents remainder of slides regarding updates to workshop training program and offerings. There is a question on the pass rate of the exam: why is it 70%? Previous Certification Principals decided that 70% was a good number. Kevin is looking forward to the analytics that will be provided by the Mercer-Mettl software that will allow us to understand more about what questions are working.

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

Rick presents slides. He has been asking for specific commitments from senior USG executives relative to the USG day, and thanks Britt and Jennie Leotta for their efforts and assistance.

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Chapter Reports

Rick gives kudos to Central VA for their outreach efforts to Pax River; to Detroit for their certification training; New England for their workshops; and to Steve G. for his work reinvigorating the Gateway chapter reinvigorated and getting the new Boeing cost lead engaged with the upcoming DC Workshop. Kellie adds that she's getting some help with getting Region 5 together and revived. Megan reminds chapters to utilize her and the office as a resource for marketing materials, advice, and anything else they may need.

International Business Office Report

Megan Jones

Megan presents slides. The new demographics that were added in late 2019 are showing results, but that data will only be captured for those who are new members or who update their profiles.

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

Regarding a possible European workshop in 2020, based on information from our hotel negotiation vendor and some rough calculations, Megan does not recommend that we conduct a Workshop in Europe in 2020. ICEAA has very few contacts in continental Europe, and the costs would require over 100 attendees at very high registration prices.

Several board members are disappointed by the recommendation, believing that holding a workshop in Europe is crucial to increasing our international exposure. Megan says that her recommendation is based entirely on finances, and if that exposure is worth losing money, we could do it knowing it will negatively impact the budget. Dave suggests that the money we had been talking about investing in CEBoK or other initiatives could be used to cover lost revenue from a Europe workshop.

Megan says that while she doesn't recommend a Europe workshop in 2020, with enough time and preparation, we could hold a successful workshop in 2021 or 2022, but with less than nine months and no commitment, there is not enough time to do the research, planning, and coordinating necessary for success. The board agrees we should try for an event for about 60 attendees in the January – March 2021 timeframe.

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2020 Workshop Update: Megan Jones

Megan presents Britt's slides in her absence. Progress is well underway for the 2020 Workshop and all team leads within the Workshop Committee have been moving in the right direction.

Megan warns that there is limited space in the 2020 exhibit hall, and that more companies exhibited in 2019 than there are booths left. Any company who wants to have a booth in the exhibit hall should act as soon as possible.

New Business

No new business is raised.

Plan Next Meeting & Adjourn Rick Collins

The next meeting of the ICEAA board will be Friday, May 15 at the Hyatt Regency San Antonio, immediately following the 2020 Professional Development & Training Workshop.

With no further comments, a motion to adjourn is raised, seconded, and approved with no nays. Meeting adjourns at 2:14pm.

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October 19, 2019 Action Item Review

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

DONE. The team did download Trello but found they didn't use it and don't recommend using it for the board.

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.

ONGOING A Committee has not yet been established. Moving to January 2020 actions.

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.

DONE.

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

DONE.

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

DONE.

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.

DONE.

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.

DONE. Overcome by other events.

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

ONGOING.

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

DONE.

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

DONE.

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

ONGOING.

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January 25, 2020 Action Item Summary

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Jen Rose will forward a draft of the conflict of interest policy to government members for their perspective once the board's comments are received and incorporated.

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Paul will follow up with Neil Albert to get the results of the critical evaluations of his team's 2016-2018 discussions.

Arlene volunteers to collect and lead a team to review and determine the requirements for transforming BCF250 into sCEBoK.

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. (Carried from October 2019)

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

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.

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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.