

ICEAA Board of Directors Meeting

May 15, 2020 | Virtual Meeting

OFFICIAL MINUTES as of September 25, 2020

Voting Attendees

Rick Collins, Bob Hunt, Christina Snyder, Brittany Staley, Jeff Moore, Christian Smart, Paul Marston, Meghan Kennedy, Dave Stem, Arlene Minkiewicz, Steve Glogoza, Kellie Scarbrough, John Deem, Nathan Eskue, Erin Barkel, Dale Shermon

Non-voting Attendees:

Kevin Cincotta, William Lane, Nicole Robertson, Megan Jones

Welcome, quorum count, introductions:

Rick Collins

Rick calls the meeting to order, wishes everyone has been well during the pandemic. Rick is pleased about the board's accomplishments since the last meeting and thanks everyone for their hard work. Several items in the pre-read will not be discussed live; board members are trusted to have read the information provided in the pre-read. If anyone has a question about something in the pre-read, please either ask at the end of the meeting or move offline.

Quorum is established at 11:11.

Secretary Report:

Christina Snyder

No comments/corrections were received on the February 2020 minutes in advance of or during the meeting.

Vote: Motion is raised to approve the February 2020 minutes. No further discussion is requested. Seconded and passed.

Conflict of Interest Policy: After some online research, it has come to light that a written conflict of interest policy is not just outlined in the ICEAA Constitution, but a requirement dictated by the IRS to maintain our nonprofit status. The following has been customized from templates found on nonprofit law websites. To meet the IRS requirements for a Conflict of Interest policy, certain elements and terms must be included, even if it ends up longer than we had hoped/anticipated.

Christina asks all board members to read the draft and send comments or feedback by June 1, 2020. We will be submitting the conflict of interest policy for legal review shortly thereafter.

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Everyone on the board will be required to sign the Conflict of Interest policy once approved by our attorney.

Dave Stem asks if the Canada chapter is subject to this conflict of interest policy since they are incorporated under their own IRS equivalent. Erin says while their tax rules are different, as a sub-organization of ICEAA, the Canada chapter is still beholden to rules outlined by the international organization.

Action: Megan will distribute the draft conflict of interest policy to the board as an individual document.

Action: All board members to send comments or suggestions on the draft conflict of interest policy to Megan/Christina by June 1.

Treasurer Report:

Britt Staley

Britt wants to provide perspective of our financial situation as of May 7, showing the balance sheet at approximately \$515,000. Most of the expectations for the revenue and expense line items remain the same since last reported in February, but having to cancel the 2020 Workshop due to COVID-19, means we will not see the \$165,000 in revenue we had initially expected. Considering the expenses we will incur in 2020, we will not have enough cash in our checking account to pay our bills as early as September. We have CDs maturing in late May and August that we can cash in upon maturity, but we will likely have to cash in one, two, or all three of the CDs scheduled to mature in February 2021 and incur an early withdraw penalty.

The at-worst impact the cancelled workshop will have on our overall assets would bring our total liquidity from \$515,000 in May 2020 to \$180,000 in December of 2020, a loss of \$335,000.

In 2019, the board agreed it was time to invest some of our liquidity in new programs to increase member value, set a spending tolerance limit of around \$300,000, and began planning initiatives that would utilize those funds. As a result of the cancelled workshop, many of the funds we had hoped to invest in new programs will need to be used to remain in business.

Paul: will the \$180K balance at the end of 2020 leave us with enough to prepare for the 2021 Workshop? Megan says yes, since the bills for the Workshop don't start coming in until after significant registration revenue is received.

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Rick: regarding Software CEBoK, is that commitment reflected in the information provided and overall count? Megan: yes, the 2020 SCEBoK expenses shown are offset by anticipated CEBoK sales, with projections being lower than previous years since the CEBoK 2.0 Beta is now available to all members and fewer CEBoK purchases have been being made.

Jeff recommends taking the discussion offline and starting to analyze and discuss our funds more closely and more frequently. Bob suggests we apply for the Payroll Protection Program, and Megan agrees to pursue it. Kellie volunteers to connect Megan with a colleague who has gone through the process.

Action: Megan will apply for funds from the Payroll Protection Program through our CPA.

Paul: does this all mean that we won't have a surplus anymore at the end of 2020? Britt says yes, and suggests we revert to a savings mode, one we're familiar with, and need to temper our expectations of the expenses we had hoped to incur until we have a comfortable nest egg again in the future. Paul suggests since we've already invested in improving CEBoK and Software CEBoK, we are expecting those to generate revenue eventually, and need to figure out how to make those pay off sooner than we hoped, even if those solutions aren't as glamorous as we initially intended.

Paul and others are unsure of spending \$6,000 to support the SCAF/ICEAA Workshop in November, and instead suggests making a motion to fund the SCAF/ICEAA Workshop in November not to exceed \$10,000, while suggesting that the planning committee work to be as frugal as possible, tightly managing expenses for the SCAF/ICEAA Workshop while still upholding ICEAA's core values and mission. Rick agrees.

Erin points out that international travel is likely to be restricted for quite some time, and that we should expect fewer Americans at the Canada Workshop and vice-versa, so there is value in supporting SCAF to hold their local event so that members can be supported in a variety of physical areas without requiring much travel.

Meghan Kennedy believes the chapters are the route through which we should pursue local outreach, and we should provide guidance to the local chapters as to what kinds of funding they can expect to get from the International office. Erin agrees, and suggests that not everything has to be monetary. Kellie suggests having a townhall with the chapters on how to support and expand local efforts, and Megan asks Meghan take part in the call as a former chapter president.

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Vote: Paul withdraws his motion to include the not-to-exceed amount for supporting the SCAF workshop, so the original motion to approve the Treasurer's Report is raised, seconded, voted upon and passes.

Appointing new Board Treasurer: Rick Collins

Prior to the meeting Britt Staley submitted her resignation as Treasurer. In accordance with the Bylaws, Rick has appointed Jeff Moore as her replacement. Jeff ran for Treasurer in the most recent election and has already demonstrated interest in and dedication to the position.

Vote: Christina raises a motion for the board to approve Rick's appointing Jeff Moore to the recently vacated Treasurer position. The motion is seconded and passes unanimously.

Jeff thanks the board for their vote and confidence and looks forward to facing the challenges ahead of us. Britt thanks everyone for the opportunity to serve and very much enjoyed her time as Treasurer.

Quaran-tunities: Rick Collins and Megan Jones

Rick poses what can the association do to stay connected with the membership in lieu of having the in-person opportunities the Workshop normally offers, and asks Megan to discuss what has been planned and what we intend to. Megan says we have several webinars prepared, including one for each of the Best Paper winners' presentations. We will honor the TechShowcase webinars that were included in the Gold and Silver sponsors' packages and begin scheduling them upon request of the sponsors. The New England Chapter had a webinar recently, and the SoCal chapter has had several, and we look forward to talking with the rest of the chapters to help them put on more webinars.

Rick mentions that the executive committee had discussed one-day regional workshops. Megan believes regional workshops may be able to take place in the fall once gathering restrictions are eased or lifted, but believes it would be difficult to keep the audience engaged for an entire day virtually, and suggests hosting multiple 1-2 hour webinars instead of one 6-8 hour event.

Christina suggests we push certification as an outreach method, and thinks this could be a good opportunity to provide CEBoK review training for those preparing for the CCEA exam.

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Megan advises against trying to charge for and make money on webinars, the market seems to be against it. Kellie suggests providing a means for members to make a donation if they attend, and John Deem suggests providing webinars free for members but at a small fee for non-members. Bob points out other organizations that are charging for half-day webinars for a few hundred dollars, and that they are well attended. Christian agrees, since the training dollars still exist but webinars being the only means to spend them, the situation for paid webinars may be changing. Jeff suggests the government employees on the call ask their supervisors if paid webinar training would be something their colleagues would be interested in.

Rick suggests everyone send all of their ideas for webinars or new ways to generate revenue to Megan. Even if the webinars don't end up making money, we should still provide offerings to the membership to keep them engaged, and would like to try doing half-day webinars.

Action: Anyone interested in participating in a webinar/outreach planning committee should connect with or send their ideas to Megan.

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

Christian presents slides. Lots of progress has been made on SCEBoK; the CEBoK2.0 Beta is live for members, thanks to lots of hard work by Kellie and Megan.

The online certification exam is well in progress, Christian served as the test subject for a trial run. Kevin adds that he has been working with Sharon to move the questions from the legacy exam into the online platform, and organized the questions into tags and categories to help determine the correct distribution of topics, and addressed other errors. We should be ready to go live soon, and would like to form a team to provide new additional questions to expand the question database from which the exam can draw.

Dale asks if there will be an opportunity to introduce questions that are tailored to individual countries, based on the international modules he and his team have been creating. Megan answers in short, yes. Organizing the questions into categories will allow us to offer certain categories to takers in other countries while the core of the questions remain universal, and we will have flexibility to add categories as we move forward.

ICEAA has entered a contract with Carol Dekkers to work to edit the existing sCEBoK modules and incorporate the DAU BCF-250 software estimating content into the program.

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Rick adds that he has been working with Megan, Carol, and Christian to form the ICEAA SCEBoK Review Group (ISRG) as a collection of software estimating experts who can contribute to the SCEBoK update effort.

ICEAA also recently launched a discount for membership and certification for active military members. Rick thanks Meghan Kennedy for proposing the idea to us, and getting a senior Air Force representative to support the idea. Active military members can now apply for membership and take the certification exams at a 50% discount.

Journal of Cost Analysis and Parametrics Path Forward

Erin Barkel

Erin presents slides, proposing three options: a professional journal that is less formal, does not undergo peer review, and published quarterly; conducting peer reviews of our Workshop proceedings and publishing annually; and a formal academic journal with peer reviews and annual publishing.

Christian agrees that formal journals are becoming less and less important due to the wealth of content available online, but that a proceedings publication would be valuable. Rick, Christian, and others agree that having the papers and presentations online in the searchable database is valuable, but that doesn't have to prevent more formally publishing the proceedings. Erin agrees, and also uses the website, but also thinks a professionally curated proceedings publication could be used to entice new members.

John Deem suggests that offering the presentation files for free to the public on our website is a missed revenue opportunity, and Erin agrees that published proceedings could serve that purpose. Christina suggests taking the conversation offline, plan to hold a call to discuss the journal in the coming week, and can propose a motion for our official path forward at the next meeting.

Action: Christina and Erin will schedule a call to discuss the path forward for the ICEAA Journal in the coming week. Anyone interested should contact either.

Megan has been getting inquiries from publishers/libraries about when the journal will be re-published and for how much, and requests a motion and a vote on the board's position so that she can fully respond.

Vote: Bob raises a motion that the board agrees not to continue the *Journal of Cost Analysis and Parametrics* as it has been, but will explore options for continuing an annual publication of relevant content in another format.

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Board approval of annual Association Award Winners

Erin Barkel

Erin presents the winners of the 2020 ICEAA Association Awards as selected by the Association Awards Committee for board ratification and approval. She explains the committee's scoring methodology and process. An Association Service Award will not be given this year having received no nominations. Erin is preparing a presentation for the next board meeting to explain the board nomination process, the challenges faced by the review committee, and how to expand interest and participation in the program.

Kellie would like to help review the nomination criteria, as the current wording intimidated her against nominating a colleague. Erin would also like volunteers to help craft the nomination criteria so that it generates higher quality nominations (as far as the style and content of the nomination entry).

Rick would like to see the number of entries doubled next year, which means the board members will need to promote the awards program and encourage nominations from their own networks. Erin adds only a select few people and organizations that regularly send in most to all of the nominations, so that outreach needs to expand beyond our own companies. Erin thanks Megan and Chelsea for the increased marketing and promotion visibility.

Vote: Motion to accept the results of the 2020 Association Awards program is raised, seconded and voted with all in favor.

Nomination of Emeritus Members

John Deem

John Deem's nomination of two members for emeritus status was included in the pre-read and asks the board if they have questions or comments. John is honored to nominate these members and knows they will be humbled and grateful to be considered. They have been mentors and role models for the Lone Star Chapter for decades, and John volunteers to write an article for an upcoming *ICEAA World* to showcase their commitment and accomplishments.

Vote: John Deem raises a motion to nominate Ralph E. Smith and Michael L. Fuller to ICEAA emeritus member status. The motion is seconded and passed, with all voting in favor.

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New Business

Rick asks if anyone would like to serve as the point person on the webinars and other “quaran-tunities” rather than just sending their thoughts to Megan. Megan reminds that she can coordinate the webinars but needs help finding willing presenters and topics. Kellie suggests looking outside of the board, possibly at a younger member, to be this representative, and suggests offering CCEA recertification points to that person for their service. All agree that a person should be named as the focal point for our virtual outreach initiatives.

Megan asks the board for their thoughts or opposition to publishing only one more *ICEAA World* issue in 2020 as opposed to two. The normal schedule releases an issue over the summer, mostly filled with Workshop recaps, then an online-only issue around Thanksgiving. Since there’s no Workshop to cover, she would like to publish a hard copy issue in late September/early October that will take the place of both. The board has no objection to the plan.

Plan Next Meeting & Adjourn

Rick Collins

With no additional new business, Rick thanks everyone for their time and for everyone’s effort to keep us on track for two hours, even if we were a little over. The meeting adjourns at 1:15.

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January 25, 2020 Action Item Review

To uphold the two-hour time limit for the May 15, 2020 board of directors meeting, the January 25 action items list was not reviewed.

May 15, 2020 Action Item Summary

Megan will distribute the draft conflict of interest policy to the board as an individual document.

All board members to send comments or suggestions on the draft conflict of interest policy to Megan/Christina by June 1.

Megan will apply for funds from the Payroll Protection Program through our CPA.

Anyone interested in participating in a webinar/outreach planning committee should connect with or send their ideas to Megan.

Christina and **Erin** will schedule a call to discuss the path forward for the ICEAA Journal in the coming week. Anyone interested should contact either.

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

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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.