

ICEAA Board of Directors Meeting  
May 16, 2022 | Wyndham Grand Pittsburgh Downtown

OFFICIAL MINUTES as of July 21, 2022

Voting Attendees

Tim Anderson, Joe Bauer (virtual), Dave Brown, Rick Collins, Bob Hunt, Brent Johnstone, Jennifer Kirchhoffer, Alan Mayer (virtual) Arlene Minkiewicz, Danny Polidi (virtual), Cari Pullen, Dale Shermon, Christina Snyder, Madeline Teller, Barbara Wilson

Non-voting Attendees:

Kevin Cincotta, Steve Glogoza, Brent Larson, Karen Mourikas, Bob Nehring, Jennifer Scheel, Christian Smart (virtual), Eric van der Vliet, Harold van Heeringen, Stephanie Young (virtual), Megan Jones

Welcome, quorum count, introductions: Bob Hunt

Meeting is called to order, Bob thanks everyone for joining. Quorum established at 9:05 am.

Megan apologizes to the virtual attendees for the poor audio quality. Bob thanks everyone for attending and presents the group with the Purpose of ICEAA list from the website for all to review and think about. Should the board consider updating the statement given the heavy attention it pays to parametrics, a discipline that isn't as widely used as it was 10 years ago? Bob also discusses the responsibilities and role of the board: to focus on the overall strategy and direction of the association and to make decisions about the bigger and broader issues critical to ICEAA success, and less on the details and day-to-day operations.

Secretary Report: Arlene Minkiewicz

No comments or edits were suggested for the February 2022 minutes either in advance of the meeting or during.

**Vote:** Motion is raised to approve the February 2022 minutes. No further discussion is requested. Seconded and passed.

Arlene reminds the board that in compliance with the ICEAA constitution, the annual conflict of interest forms will be distributed after the workshop and each voting board member's signed copy will be due on August 1, 2022. Christina adds that the intention of the conflict-of-interest policy is for each voting member to affirm that when carrying out their

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duties as board members, supporting ICEAA and ICEAA's interests remain their primary goal, not their own, their employer's, or any other organization or association.

Treasurer Report:

Madeline Teller

Madeline presents slides. Investments and CDs holding steady, checking account high due to usual cash flow cycles (workshop revenue has been received; bills will not be paid until the summer). More accurate revenue and expense predictions for the Workshop allowed for an updated end of year profit & loss prediction of ending 2022 with a \$27,000 loss overall. While not ideal, far more positive than some of the earlier predictions. In short, ICEAA's financial situation could have been a lot worse.

Updated Workshop projections reflect 350 attendees, very strong sponsorship participation, decreased audio/video expenses, and approximate bank fees to an estimated \$128,000 in revenue to come from the 2022 Workshop.

**Vote:** Motion is raised to approve the May 2022 treasurer's report. No further discussion is requested. Seconded and passed.

At the February 2022 meeting, Madeline was tasked with forming a 3-5 member financial review committee to conduct an internal review of ICEAA's finances; however, only one of the three former board treasurers approached agreed to participate in the review. Megan prepared a detailed report of all transactions from October 1, 2021-December 31, 2021 for the committee's review.

Bob reminds the board the purpose of the review is to have an independent set of eyes to confirm our finances as part of good business practice. Christina believes this is another way to provide volunteer opportunities to members not on the board who may be interested in getting more involved. Dave asks if recertification points will be provided in exchange for volunteer effort, Megan confirms.

Bob proposes a motion to set a policy to make a similar review, including scrutiny of the October-December transactions for the previous year, an annual occurrence. Jennifer K. asks why only 3 months were covered this time; Madeline replies as a first effort, it seemed only a spot check was necessary, but says the period can be extended to include all of 2021. Bob shares that other organizations he's been involved with begin to prepare and conduct their annual financial reviews around 45 days after the books are closed for a given year, and believes a professional organization like ICEAA can uphold that standard.

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Tim points out that an annual financial review is already required in ICEAA's constitution, so amendments or motions may not be necessary. Bob and Christina say this is not the only place ICEAA has fallen short of the requirements outlined in the bylaws or constitution, but one we can start to comply with. Steve suggests we continue with our original plan of an internal audit for the 2021 books, knowing our financial situation is still not ideal, but to aim to pay for a full external/independent audit when finances improve.

**Action:** Megan to expand the detailed financial report to include all transactions for FY2021, Madeline to seek out additional volunteers for the internal financial review. Steve has some volunteers in mind to suggest.

ICEAA/Nesma Relationship

Bob Hunt, Eric van der Vliet

Bob explains some background for the group: ICEAA and Nesma have been in discussions for several years on how to establish a formal relationship between the two organizations, especially regarding CEBoK-S and promoting software cost estimating in general and as a profession. Any relationship regarding CEBoK-S will require the board to make firm decisions on how we plan to sell, promote, and distribute the new product. Bob asks if anyone has thought about the CEBoK-S price point or distribution.

Jennifer K. believes CEBoK-S should be priced similarly to CEBoK 1.2, and adds that CEBoK 2.0 should remain a member benefit, but that we should consider a membership dues increase to cover our expenses. The board agrees that CEBoK-S is not as polished or finished a product as it could be, but that the desire and market for it exists and we should release it soon, with plans to update/improve in the future. Eric adds he believes the potential market for CEBoK-S is not as much for the content itself but for the accompanying certification.

Some discussion of CEBoK-S pricing continues, Bob summarizes that without market research, most have agreed the price point should be in the \$300-\$400 range when sold as PowerPoints/PDFs, that when converted to a wiki, it should be included in membership dues, and that dues will need to be raised again at that time.

Eric presents slides, outlining a proposal to form ICEAA Software, a special interest group (SIG) within ICEAA to manage the relationship with Nesma and promote CEBoK-S worldwide, then opens the floor for questions. Bob comments that ICEAA has historically done a poor job of promoting the association and its products outside the US, and asks Eric

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for a sense of the market size increase we could see as a result of the agreement. Eric says it could be significant, especially in India, where certifications are popular and in demand.

Bob asks if CEBoK-S can be sold independently of CEBoK, Megan reminds the group the intention with CEBoK-S was to be a companion product to CEBoK, and was written expecting the audience to have a basic-to-moderate understanding of the cost estimation topics in CEBoK. Eric believes the international market for CEBoK-S will not be interested in core cost estimation training or CEBoK, but if CEBoK and CEBoK-S were offered as a combined product they would still be interested. Dave adds that if we were to bundle the products together, it would make for easier expensing and reimbursing for our members.

Rick asks Jennifer K. and Kevin how much or how frequently CEBoK concepts are assumed in CEBoK-S; Jennifer says there aren't many places since CEBoK-S does not delve as deeply into the mathematics concepts and methods in CEBoK, but there are some. Kevin adds for example the CEBoK-S lesson on risk does not explain how to conduct a full risk analysis, only a few general elements as part of introduction, but points to CEBoK for reference and clarification.

Bob says the board needs to decide whether this relationship will be formed as a SIG, a memorandum of understanding/agreement, or something else. He asks Eric if the agreement with Nesma could be a CEBoK-S reseller agreement, and if so, would Nesma want it to be an exclusive reseller agreement? Eric says ICEAA Software would thoroughly cover markets in Asia and Europe.

Rick thanks Eric for his and Nesma's patience as we've developed CEBoK-S over the years, and while he was ICEAA President. He suggested that we wait until there was a completed CEBoK-S product before we moved forward on plan for ICEAA Software. While he believes CEBoK-S is completed enough now to begin these plans, to Eric's earlier point that the international market's primary interest is in certification, the moment we release CEBoK-S, those potential customers will want to take an exam immediately. Rick suggests ICEAA prioritize creating the CEBoK-S certification and exam, and identify some key volunteers to lead the effort, and suggests Kevin take the lead, since he was so integral in the PowerPoint review.

Kevin asks if any future MOU/MOA between ICEAA and Nesma regarding CEBoK-S would supersede the one signed in 2019, Bob affirms.

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Bob promises to give Eric an answer in 90 days on the cooperation relationship, agreement, and ICEAA's plan for releasing CEBoK-S. Bob believes in the interest of moving forward, ICEAA needs to release CEBoK-S even if it is still imperfect.

2022 Workshop Update

Jennifer Scheel

Jennifer presents slides. Financial projections (as shown earlier in the Treasurers Report) have been updated to reflect the more accurate attendance projections, decreased AV expense, and anticipated bank transaction fees. Jennifer commends the board and the workshop committee for their decision to keep the 2022 Workshop in-person only, both for our financial position and for a better attendee experience.

The Workshop will be far more successful than we feared back in November/December 2021, having avoided all hotel sleeping room night attrition penalties and achieving 350 in attendance.

The Workshop Committee is excited to debut several new changes to the Workshop schedule that had been originally planned for 2020 that can finally take place: providing two free drink tickets to all attendees, eliminating the unpopular Friday morning sessions, and holding a closing general panel session on Thursday to officially end the Workshop.

Bob suggests the board and the 2023 Workshop Committee plan to execute a government-only day to take place either immediately before or after next year's Workshop. Tim says in his experience having attended other government-days, that those days are usually before the start of the main event to give a feeling of importance to the day. Rick agrees, explaining the plan that was intended for the 2020 government day would be to hold a morning of general sessions and then breakout sessions in the afternoon.

Karen suggests also including an OEM-only day to happen at the same time as the 2023 government day, whether a full day or half day. Bob likes the idea, others agree.

VP of Professional Development Update

Jennifer Kirchhoffer

Jennifer presents slides. She, Kevin, Kellie, and Dave met to discuss adding a Data Analytics module to CEBoK, but decided they will add information on more modern data analysis techniques as an update to Module 6.

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As mentioned in previous meetings, Jennifer and Megan have been interviewing and receiving demos from Learning Management System (LMS) providers to find the right platform for ICEAA to sell its video content, and soon, CEBoK-S. The system they chose will cost \$14,000 for the first year to cover setup and implementation, and Jennifer suggests we review our finances after the Workshop to see if this is an expense we can incur this year.

Kevin would like to invest in a software that could also administer our exam that would provide more automated and pre-generated question analytics than the Excel files we receive from Mettl (current exam software). Jennifer explains that Freestone, the chosen LMS, is run by the same company that our membership management/event registration system works on and will integrate well with it. Freestone is also far less expensive than any of the other platforms reviewed, but also less robust: most LMS systems focus on a much wider set of features than our current needs.

**Vote:** Motion is raised to approve investing approx. \$14,000 on the Freestone Learning Management System for the purposes of selling our training videos and eventually CEBoK-S. No further discussion is requested. Seconded and passed.

Jennifer says that after some discussions with Kellie, we only have one more area that we need to update on the current CEBoK wiki beta before it can officially become CEBoK2.0. Bob asks the board if there is any objection to updating the beta to the official 2.0 when it's ready, no objections.

**Action:** Jennifer and Kellie will finalize updates to the current CEBoK wiki beta and once ready, will work with Megan to complete and promote the release of CEBoK2.0.

Since the beta version has been available to the membership for free for over a year, and we intend to continue offering CEBoK2.0 in the wiki/browser version it is in, Jennifer proposes the board consider raising membership dues to reflect the added value, and shows some dues rate comparisons for similar organizations.

Kevin asks if the Professional Development Package, a product where ICEAA members can purchase access to one of our webinars for \$100 and receive a complimentary year of membership along with it, Megan confirms the package is still available, as is the complimentary year of membership that is provided to all Workshop attendees who pay the non-member rate for their registration.

The board discusses the viability of raising the dues, particularly for those individuals whose employers do not cover their membership dues expenses.

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Megan and Bob had a conversation on the topic of raising the dues prior to the meeting, and Megan did a quick cost analysis: when dividing all of ICEAA's annual expenses (minus those related to the Workshop) by the current number of members, ICEAA spends over \$200 per year per member, while dues are only \$95. Megan recommends the board conduct some analysis before deciding on a new dues rate. The last dues change was in 2015, when rates were increased from \$55 to \$95 per year.

Jennifer K. is concerned if we raise dues too much at once it will upset the membership, and as CEBoK-S and other products come available, we will have opportunities to raise the dues again. Others agree, adding concerns that making the dues more expensive may be cost prohibitive for junior members.

Tim suggests setting creating two dues rates: one for junior analysts (less than 5 or 10 years of experience) and one for everyone else. Christina suggests if we were to create two tiers of membership, to make the less expensive rate available for a new member's first year only as a means to entice them into certification and attending the Workshop.

Bob asks if we should consider offering the CEBoK-S slides free for all members to download. Jennifer K. believes they should be a separate product available for purchase, and also that we should continue to make the CEBoK1.2 slides available for those who want to purchase it, even though the CEBoK2.0 wiki will be free for all members. Jennifer also suggests we allow members an amount of time to renew their memberships at the old rate before the new rates take effect, the way we did in 2015.

Bob asks for a motion to raise the dues to \$150 starting July 1, 2022. Megan suggests waiting until September in order to give sufficient notice to members and to coincide with the release of CEBoK2.0. Tim suggests extending the timeframe to allow even more time, raising the dues on October 1.

**Vote:** Motion is raised to raise annual ICEAA dues from \$95 per year to \$150 per year effective October 1, 2022. No further discussion is requested. Seconded and passed.

Regarding CEBoK-S: Bob believes the Word documents/speaker notes are not as far along as we would like, but are close enough to start to sell as PowerPoint files (with the speaker notes as-is), and then follow a similar plan to converting the PowerPoints into narrative text like we did for CEBoK. The wiki project had begun independently by Technomics, and when ICEAA took it over, we hired Cobec to finalize for about \$60,000 (an amount likely underpriced) and took about a year to complete. Bob guesses the cost to convert CEBoK-S into a similar wiki style as CEBoK would take about \$100,000, and asks when we could have

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that much money to invest in the project. Megan believes if the 2023 Workshop generates about as much as the 2019 one did, we might have that much safely in reserve to invest \$100,000.

Christina reminds the board that Eric had requested to conduct CEBoK-S training at the Nesma software conference in October, and asks if the slides would be ready in time. Jennifer K. and Kevin say they can make the final few edits they plan to make in this round of updates in time for the slides to be presented in October.

Eric had also indicated that most of the overseas interest in CEBoK-S would be in the certification; would the CEBoK-S exam be ready for October also? Kevin explains we would need a minimum of 100 questions to have enough in the question bank to make unique exams, so if each of the 20 board members were to supply 5 questions each (and all were viable questions), the exam could be ready within a month of his receiving all 100 questions.

Bob asks the board if CEBoK-S should also be published as a physical paper textbook. After some discussion, the board concurs that we should not publish CEBoK-S as a physical book.

**Action:** Kevin will send the CEBoK-S question criteria to Megan; Megan will distribute the criteria to the board and chapter presidents to begin the question writing process.

The Southern California chapter is preparing a 1-hour Design to Cost training course. Karen Mourikas asks if some board members can volunteer to review the material prior to making the course available to the chapters and membership. Jennifer K. offers to extend the invitation to the entire membership also. Karen also put out a notice on Whova for any Workshop attendees who would like to review or contribute.

Discuss ICEAA/Nesma Relationship Proposal

Bob Hunt

The earlier presentation by Eric van der Vliet was based on a draft relationship proposal Nesma had sent to Bob, Rick, and Megan earlier in the year. Bob offers to draft a revised proposal based on the comments and questions from Eric's presentation and distribute to the board.

Christina asks that given some animosity between Nesma and some other organizations closely related to ICEAA, would establishing a formal relationship with Nesma alienate the other groups? Bob says it could be a concern, but we'd be happy to make similar arrangements with other organizations if they would also like to be involved.



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Process Improvements

Christina Snyder

During the past year, Christina and Bob have been noticing several areas where ICEAA does not have documented policies and procedures in place for common business practices such as financial reviews, staff management, association award selection, and others. Christina suggests creating a Policies & Procedures manual for items such as those which should not require a board vote to amend or ratify like the bylaws, but where all of this information can be kept and easily available to all members, and to ease board succession.

Dale suggests also creating a short, 1-2 page “executive summary” of ICEAA’s benefits, the content and value of CEBoK, and other benefits for helping introduce ICEAA to potential new stakeholders. Christina likes the idea, and says it may be useful to create another version that’s focused on attracting junior members. Bob supports the idea.

Dale describes the SCAF Challenge, an event geared towards junior employees that SCAF conducts in April: the participants are given a cost-related problem to solve (for example, “What’s the cost of removing plastic from the ocean?”), and give a presentation of their solution to a panel of judges. The board likes the idea. Jennifer S. and Christina agree to work with the 2023 Workshop committee on the possibility of conducting a similar challenge/competition at the 2023 Workshop in San Antonio.

New Business, Plan Next Meeting & Adjourn

Bob Hunt

The board agrees to hold the next meeting virtually on Friday, July 22, and to hold the following meeting in-person in the fall.

Having completed the stated agenda, Bob opens the floor for any old or new business the board would like to discuss. Hearing none, a motion to adjourn is raised, seconded, and approved. The meeting adjourns at 12:57.