ICEAA Board of Director's Meeting 1100 – 1300 | Friday, March 31, 2023

Zoom Virtual Conference AGENDA as of March 29, 2023

1.	11:05 – Secretary's Report	Arlene Minkiewicz
	a. Vote: approve December 2022 minutes	
2	11.10 T	
2.	11:10 – Treasurer's Report	Madeline Teller
	a. Note : Due to proximity to previous report, no Treasurer's Rep meeting.	ort provided this
3.	11:15 – Professional Development Report	
	a. Vice President of Professional Development Report – Jennifer	Kirchhoffer
	i. Certification Update	
	b. CEBoK-S Update – Kevin Cincotta	
	i. SCEC Next Steps	
	ii. SCEC, CEBoK-S Copyrights - Megan Jones	
	c. Updates to CEBoK Module 6 – Dave Brown	
	d. ICEAA/DAU Memorandum of Understanding – Kevin Cincot	ta
4.	<u>11:45 – 2023 Workshop Update</u>	Jennifer Scheel
	a. Inaugural ICEAA Cost Challenge	
	b. Cost of Everything Podcast cross-marketing proposal	
	c. Complimentary memberships for workshop attendees paying non-member rate – Karen Mourikas	g the
5.	12:05 – BOD 2023-2025 Election Update	Megan Jones
	a. Vote : 2023-2025 Region Director Election timeline/process	
6.	12:15 – Software SIG Update	Bob Hunt
7.	12:30 – Plan next meeting and adjourn	Bob Hunt

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Voting Attendees

Tim Anderson (via Pullen proxy), Dave Brown, Rick Collins, Bob Hunt, Brent Johnstone, Jennifer Kirchhoffer, Cheryl Latimer, Alan Mayer, Arlene Minkiewicz, Cari Pullen, Christian Smart, Christina Snyder, Madeleine Teller, Kellie Wutzke

Non-voting Attendees:

Chris Anderson, Kevin Cincotta, Jenny Flanagan, Karen Mourikas, Jennifer Scheel, Sharon Burger, Megan Jones

Welcome, quorum count, introductions:

Christina Snyder

Bob had a conflict that delayed his attendance and has asked Christina to serve as his proxy and run the meeting in his stead. Quorum established at 11:04 am.

Due to another scheduling conflict, 2023 Workshop Committee Chair Jennifer Scheel requested the agenda be adjusted to allow the Workshop discussion to take place first.

2023 Workshop Update

Jennifer Scheel

Jennifer presents slides. Sponsorship sales continue apace, all board members are encouraged to reach out to their companies about sponsoring. Jennifer thanks the 2023 Workshop Committee for all of their hard work as we prepare for the event.

Jennifer explains the new ICEAA Cost Challenge program that will be introduced in San Antonio, where teams of 3-5 junior analysts (and their mentors) can sign up to compete in the Cost Challenge at the Workshop. Teams will be given the materials to prepare a presentation for the judges, but during the opening general session on Tuesday, we will explain the Cost Challenge and then give the teams a change, revision, or other issue to work through before giving their presentations to the judges on Wednesday, and then the winning team will be announced and awarded a \$1,000 cash prize at the closing general session on Thursday.

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Jennifer's team of Challenge Architects have all competed in and won US Government Cost Challenges previously. She hopes to release the invitation to compete by late February and then distribute the challenge to the competitors by mid-April.

Megan also introduces the OEM Forum & Networking Event (then working title was OEM Roundtable) that will take place on Monday, May 15 from 3-5pm. A subgroup of the OEM COG is planning some presentations and discussion topics for the event that all attendees, whether or not they work for/with an OEM are invited to join. Interested individuals need to indicate they want to attend the OEM Forum when they register for the Workshop.

Megan also reminds the board of the March 15 deadline for 2023 ICEAA Association Awards deadline and encourages everyone to nominate someone for an award.

Christina adds how excited she is for the Cost Challenge, saying that showing the value of ICEAA to junior estimators early will hopefully make lifelong advocates out of them. She adds her thanks and congratulations to Jennifer and her team on all their hard work on the Cost Challenge.

Rick asks if the idea for a cost challenge came from Dale Shermon and SCAF, and while challenges like this are somewhat common, SCAF has been a big inspiration. Cheryl adds that the 2023 SCAF Challenge is coming up in March and is SCAF's most popular event of the year.

Secretary Report:	Arlene Minkiewicz
Scoretary report.	

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

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

Treasurer Report: Madeleine Teller

Madeline presents slides. The balance sheet of assets remains constant, and all expectations for 2022 year-end financials were exceeded, with the first year of positive revenue in several years, closing out around \$7,500 in the black. With more COVID relief funds (from the

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federal Employee Retention Credit program) and a favorable workshop, we can expect a positive year in 2023 also.

Rick asks what the \$150K Workshop revenue estimate is based on; Megan explains this is about what our revenue was for the 2018 Workshop, where we had 400 attendees. Since we had around 350 attendees in Pittsburgh 2022, this seemed a reasonable post-pandemic goal compared to the almost 500 attendees we had in Tampa 2019.

Christina asks Megan if she intends to fill the administrative assistant position in 2023; Megan says she's been assessing the need throughout the year and feels confident now that the office will be fine short handed in the near term. While Workshop season is very busy, other periods are less so, and the admin position could potentially be part-time when it's reinstated. For now, between the workload cycle and the time Sharon has gained thanks to the certification exams going online, we're holding up, but are open to rehiring an admin in the future.

Christina then asks if the budget projections for 2023 include revenue from either CEBoK-S sales or upcoming software certification; Megan and Madeleine say with no way to estimate how much could be made on either program in 2023, they were not included in the projections, so any revenue from those programs will be over and above the initial estimate.

Jennifer K. asks if the projection for membership revenue should be adjusted to reflect the increased dues and those who purchased dues early ahead of the increase. Megan explains rather than basing the estimate on inflated pre-increase sales in 2022, the membership revenue estimate was calculated by taking the actual dues revenue from 2021 and then adding 60% to reflect the increased dues.

Rick mentions Mike Lionais, who is running unopposed for Canada Region Director has hopes to restart the ICEAA Canada Workshop this fall.

Vote: Motion is raised to approve the February 2023 treasurer's report. No further discussion is requested. Seconded and passed.

Professional Development Update

Jennifer Kirchhoffer

Jennifer presents slides with certification statistics. Jennifer notes the 65-exam backlog of folks who have signed up for but not yet taken the exams is higher than usual, and asks Sharon if she has heard any anecdotes about the exam, whether individuals are intimidated

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by it or any other reason why they might not have taken the exams they signed up for. Sharon says AFIT usually has 10-15 certification exams after their main event, but this year they only sent one. The Greater Alabama Chapter in Huntsville also usually holds a training event in the spring that draws several exams, and that is being planned for 2023. The online exam also tends to draw fewer large groups of test takers than the previous in-person model. Sharon hears from exam takers that the contracts they work on require CCEA certification from their estimators and suggests if we can find out which of these contracts are requiring certification and how to reach out to more, that would increase our numbers.

Christina asks when the most recent ICEAA Finishing School (Boot Camp) was and when the exam went online; Finishing School was in either 2018 or 2019, and the exam went online in 2020. Christina says in her experience, training for something like the exam works well when done in a group, so what can we do to encourage groups to form if there aren't mass in-person exams anymore.

Jennifer asks Kevin to confirm the exam pass rate, which she believes is around 47%. Kevin does not have recent metrics on pass rates and asks Sharon to request them from the exam software provider. Megan says she thought the target pass rate was 70%, which it is, but the pass rate is usually lower.

Rick asks Jennifer if she has personally heard from people saying they're intimidated by how difficult the exam is; she says she has, and Megan adds that she and Sharon hear it all the time. Christina recalls being intimidated by the exam when she prepared for it, and that the rumors she had heard were that the exam is very difficult, but believes that in some ways, our exam being perceived as difficult is a good thing, it shows that those who do pass truly know the material and are the experts the certification says they are. Jennifer agrees the exclusivity is good to a point, but not to frighten test takers so much that they don't even sign up.

Rick asks Kevin if the online exam is more difficult than the previous paper exam; Kevin says no, that the online exam is a better test since they removed some of the ambiguous questions from the previous iteration. When he first took the exam in 2003, he was told the pass rate was less than 50% for first-time takers, lower than 1/3 for individuals in the Washington, DC area, and that those most likely to pass were either a part of the study group or repeat takers.

Dave theorizes if more people are taking the exam in smaller groups or independently, they're less likely to pass, which will perpetuate the rumor that the exam is overly difficult. He also adds that his experience taking the exam after studying in a group at the Workshop

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was very beneficial to him, and agrees with Christina that we need to find more ways to encourage candidates to form study groups. Kevin and Rick agree.

Megan says that while she agrees with and understands the board's motivation to keep the exam exclusive with a low pass rate, the certification can't be so exclusive that nobody knows what it is or what it means, and we need to find a balance between academic rigor and the business of running the association.

Kevin reminds the board that most of the questions on the online exam are the same as those that were on the paper exam, and those questions that were changed were only changed subtly from what they have been for 10 years. Candidates now also have access to the Excelbased Scratch Pad for working out the questions, which they never had before, and the exam difficulty was not increased to accommodate the new tools the test takers have.

The plan for the 2023 Workshop has been to focus the training program on CEBoK-S, given that the CEBoK videos from the 2021 Training Summit will be available online soon, but she says she likes the idea of reintroducing the study sessions at the Workshop. Jennifer proposes making the videos available for attendees to view for free during the Workshop, Christina likes the idea and Megan says it can easily be done.

Dave suggests also making practice problems available for attendees to work through while they prepare for the exam during the Workshop also. Megan says she has some practice questions from the Finishing School as well as those on the Excel-based practice exam that's part of CEBoK 2.0. Sharon adds she could make the online calculator available for those studying at the Workshop so they can get even more familiar with it as they prepare.

Sharon suggests holding an exam date at the Workshop, still using the online exam but with a live proctor, that way there would still be a reason to take the test together. The group agrees and supports the idea. Dave says he believes holding an exam at the Workshop will encourage attendance; Christina agrees. Megan says as long as the individuals bring their own laptops, there won't be any cost to ICEAA. Sharon adds that since there will be a live proctor, individuals taking the exam at the Workshop won't need cameras or to use the AI software for proctoring, which has been a challenge for some individuals who are either uncomfortable with being filmed or their employer won't allow the software to run on their computers.

Jennifer thanks everyone for their ideas and is excited to incorporate them into her plans for the Workshop training program.

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Professional Development Update: CEBoK-S Kevin Cincotta

Jennifer expects the CEBoK-S slides will be available for purchase by the end of February, and that the live in-person training will all be CEBoK-S modules, but that she and Kevin still have to finalize some of the details for the upcoming Software Cost Estimating Certification.

Kevin is still waiting for a few more exam questions that were promised to him and suggests the certification be named Certified Software Cost Estimator, or CSCE [Update: after Googling CSCE and finding it is already a trademarked certification credential, Jennifer, Kevin, Sharon, and Megan researched and agreed to Software Cost Estimating Certification, or SCEC, which does not yield any search results on Google]. Kevin believes the prerequisites for the SCEC should be the same as those for the CCEA.

Kevin thinks we should find qualified alpha testers to review the SCEC exam before it is made available to the public, including those who were a part of developing CEBoK-S, and then offer the first exam at the Workshop. Jennifer agrees an alpha test will be beneficial.

Eric van der Vliet is writing an article for the upcoming *ICEAA World* issue that explains CEBoK-S, ICEAA Software, and the exam, and she is writing a supplemental article about CEBoK-S and the SCEC to ensure all the necessary information about the programs is available to the membership. Jennifer adds her thanks and congratulations to Rick, Kevin, and everyone who's been involved in the CEBoK-S project over the past few years.

Professional Development Update: Freestone LMS Jennifer Kirchhoffer

Jennifer explains we have purchased a learning management system (LMS), Freestone, to be able to sell the CEBoK training videos and eventually CEBoK-S, that required an update to our membership portal software to be completed before we can fully adopt the LMS. The membership portal was released in January and we expect the LMS rollout to be finished by the end of February.

The first products that will be offered on the LMS will be the CEBoK training videos and the CEBoK-S PowerPoints (as PDFs). Megan provides a short demo of how the on-demand CEBoK videos will be offered to the membership.

Megan asks all board members to report to her any issues or errors they may come across using either the new ICEAA Portal or the Freestone LMS so that they can be addressed as quickly as possible.

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Jennifer presents the initial proposed pricing for the LMS products. For CEBoK-S, \$75 for members/\$150 for non-members for individual CEBoK-S PowerPoint files, or \$300/\$450 for all 9. For the CEBoK training videos, \$50 for members or \$200 for non-members per module [Update: after discussing pricing and comparing with similar products, Jennifer, Christina, and Megan have adjusted the pricing for the CEBoK-S files to be \$100 each for members and \$175 each for nonmembers, with all 9 selling for \$595/\$745; CEBoK videos to sell for \$75/\$150 each and \$495/\$645 for all 12 videos].

Kevin is concerned about the PDF files, once downloaded, can be used and shared without ICEAA's control. Megan says this is true and there's not much we can do to prevent it, but she will be adding password protection against copying or editing the PDFs sold.

Karen asks if the CEBoK training videos will be replacing CEBoK 2.0 or if CEBoK 2.0 will no longer be available for free to members. Jennifer says the videos are intended to supplement CEBoK 2.0, which will remain a membership benefit.

Professional Development Update: MOA with DAU Kevin Cincotta

The board agreed to update the language in our MOA with the DAU to encourage the DAU to continue the relationship. Kevin sent our proposed language to the DAU and is waiting to hear back as to whether or not they would like to renew the MOA.

Going back to the topic of the exam difficulty, the quality of the previous paper exam was never examined, which is most commonly done by the Cronbach's alpha measurement: a correlation of performance on each question to performance on the overall exam. A "poor" question is one that high-scoring candidates tend to get wrong while low-scoring candidates tend to get right. After analyzing the PCEA and CCEA exams, Kevin found only two of 90 PCEA questions (of which an individual will answer a random 60), and just one of the 75 CCEA questions had a negative Cronbach's alpha score.

Kevin also analyzed the percentage of questions that everyone gets right or wrong; no questions were consistently answered correctly less than 10% of the time on either the PCEA or CCEA. But 24% of PCEA questions and 9% of CCEA questions were answered correctly more than 90% of the time, or "gimmes." Most of the questions on either exam are being answered correctly between 70% and 90% of the time.

Jennifer adds that another review was done to ensure all questions are thoroughly covered and their answers can be found in CEBoK 2.0.

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Kellie is startled by the 48% pass rate, concerned that it discourages candidates. Kevin says there's two ways to alter the pass rate: add more easy questions or lower the scoring threshold. Kellie wonders if moving online or individuals studying alone is causing low pass rates, or is it just that people aren't studying?

Kevin and Sharon also attest that many exams are submitted incomplete with time remaining. Why would someone not answer all the questions before time was up if they were serious about passing? We also request they fill out a survey at the end of the exam to share their thoughts on the experience and how they prepared, but the survey is voluntary and often overlooked.

Cheryl asks if practice exams are available, that individuals can take before taking the actual exam to determine how much studying they should do. Megan points out that we don't have many spare questions to make a practice exam with, only recently having enough to give a variety per exam. Kevin suggests studying the practice questions that have been added to the end of each module in CEBoK 2.0, and Kellie suggests using the Excel-format practice question tool that can be found on the main page of CEBoK 2.0. Lots of resources are available for practice.

Rick poses the possibility that people, especially since COVID, are just getting lazier, not reading instructions, not utilizing their resources. Megan and Sharon laugh that people have been ignoring their instructions for years, well before COVID.

Kellie wonders if we should conduct another Training Summit like we did in 2021 (or the 2019 Finishing School), Christina agrees.

Jennifer is encouraged by the idea of holding study sessions in advance of an in-person exam at the Workshop will yield good testing results and more feedback on the value of group study. She thanks Kevin for his analytical analysis of the questions and thinks we all can see the test is fair, maybe people aren't studying, maybe they're bad test-takers. Jennifer and Sharon had been discussing putting a waiting period between failing and re-taking the exam since frequently those who re-take right away fail similarly to their previous attempt. Sharon says it can't guarantee the individuals will study the materials more, but at least there will be more time between exams so they're less likely to memorize questions. We also inform people of their failing test score, and advice on which modules they should focus their study on before taking again. Kevin adds since the passing score is around 70% and the pass rate is around 50%, that the scores tend to fall in a bell curve, and most of those who fail the exam do so at a slim margin.

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Cheryl asks if the exam can be taken chronologically, with candidates being scored by module and allowing them feedback after each. Kevin says we could give a report to the individuals saying which modules they scored better or worse on, but they wouldn't be taking separate exams by module and getting scored that way. Dave asks if testers tend to score better on some modules than others; Kevin doesn't have that available but can look at it with the next data download.

Professional Development Update: CEBoK Module 6 Dave Brown

Dave apologizes for not having much of an update on his progress with Module 6. He has everything he needs to finish but after a few months of heavy workload, he feels ready to restart the process.

Christina thanks everyone for taking the time to have this lively and productive conversation, and that she, Jennifer, and Megan will meet offline to finalize some of the details regarding pricing and delivery.

2023-2025 Board Nominating Committee Update

Rick Collins

Rick presents slides, giving an overview of the candidates collected to run for the next board term. He would have liked for more of the elections to be contested, but is happy to have identified a great group of candidates, for which he thanks the nominating committee.

Christina thanks Rick and the nominating committee for their efforts, and asks if he can share some insights or lessons learned for the election process and how to encourage more participation. Rick says he will consider and provide.

Rick shows the slate of candidates and thanks everyone online for running.

ICEAA members can still get on the ballot if they submit a petition signed by 25 active members by March 1. Rick asks if we have received any and if we normally do; Megan says we have not gotten any yet but usually get one or two candidates added to the slate via petition.

Rick questions the wisdom of allowing individuals to circumvent the nominating committee via membership petition, and suggests the board discuss amending the nomination process before the next election.

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Rick asks if we are holding the overall and regional elections at the same time; Megan says she can open the region elections shortly after the general election closes and still be able to release all of the results by May 1. Rick asks if those who don't win their general election race, are candidates allowed to run in the regional election. Megan says we have conducted the election this way before, but will check the bylaws to see if we're forbidden from splitting the election, and if so, the board may need to make a statement to allow for it. The board agrees giving the losing candidates a second chance in the regional election is a good idea for encouraging participation, easing the sting of a loss, and providing opportunities for those who have already demonstrated a willingness to lead.

[Update: Upon reviewing the bylaws, the ICEAA executive committee has found that the dictated election process does not currently allow to separate the voting periods for the general and regional elections. In the interest of encouraging participation, as well as providing additional leadership opportunities to those members who have demonstrated a willingness to volunteer, the ICEAA board makes the following provisions for the 2023-2025 election, with the intent of formally incorporating them into the bylaws at a later date:

- The election in which all members vote on the President, Executive Vice President, Vice President of Professional Development, Treasurer, and Secretary will take place between March 15 and April 15, 2023
- As prescribed in the bylaws, elections for Region Directors are only voted on by members of that region, for example, those members affiliated with chapters in Region 4 will receive a separate ballot with which to vote on the candidate(s) for Region 4. However, the Region Director elections will take place after the results of the general election are determined to allow those candidates who do not win in the general election to choose to run for their region's director.
- Region Director ballots will be distributed on April 18 and voting will close on April 28.
- The results of all elections will be released to the membership on May 1 as defined in the bylaws.] FOR DISCUSSION AT MARCH MEETING

Karen says for the latest Southern California Chapter election, those candidates who did not win their races were contacted and offered volunteer positions to help keep them interested and engaged. Christina likes the idea, having done something similar when populating the Strategic Planning Committee in 2021. Rick also supports the idea.

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New Business, Plan Next Meeting & Adjourn

Christina Snyder

Christina thanks everyone for a productive and thought- provoking meeting. Bob thanks Christina for running the meeting so adeptly in his stead.

The board agrees to hold a virtual meeting March 31, 2023.

With no objections to the board meeting date or other new business, a motion to adjourn is raised, seconded, and approved. The meeting adjourns at 12:50.

ICEAA BoD Report VP for Professional Development

Jennifer Kirchhoffer 31 March 2023



Certification Summary Stats

- Overall certifications as of February 28, 2023
 - CCEA® 714 (including 10 CCEA®-P \ 42* since Dec 31, 2022)
 - PCEA® 70 (including 14 CCEA Eligible ↓13 since Dec 31, 2022)
 - CPP 7 (2 since Dec 31, 2022)
- Re-certifications:
 - 13 certifications renewed in 2023
 - 82 total in 2022, 76 in 2021, 81 in 2020, 86 in 2019, 97 in 2018, 80 in 2017
- Other Countries with Certified Individuals:
 - UK 52
 - Canada 66
 - Australia 5
 - Brussels 5
 - Saudi Arabia & Egypt 2
 - South Korea 1

^{* 34} Did not renew between June-Oct

Certification Program ...

Operational Status
 29 Exam Administered in 2023 through February 2023
 (30 Exams were administered in the same time frame in 2022)

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120 in 2022
156 in 2021
148 in 2020
215 in 2019
167 in 2018
164 in 2017
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- Of the 29 Exams:21 Industry8 Government (US Coast Guard, Air Force, DND)
- 58 exams are scheduled

Professional Development Updates

- Online store and LMS are up and running
- CEBoK-S and SCEC Update
 - CEBoK-S be posted in online store in the next few days
 - SCEC exam alpha testing in progress
 - CEBoK-S training sessions scheduled for Workshop
 - Suggestion for new BoD to appoint a CEBoK-S Principal
 - With Kellie Wutzke moving into VP position, should we appoint new CEBoK Principal too?
- CEBoK study group at Workshop
- CCEA/PCEA and SCEC exams will be offered on Friday after the workshop

2023 Workshop Update

Jennifer Scheel, 2023 Workshop Chair



2023 Workshop Committee

Workshop Chair:

Jennifer Scheel

Papers Program Chair:

Cortney Collins

Training Program Chair:

Jennifer Kirchhoffer

Association Awards Chairs:

Christina Snyder Courtney Silies

Best Paper Awards Chair:

David Peeler

Keynotes Chair:

Tom Dauber

Sponsors to date



Gold Sponsors





Silver Sponsors









Sponsors & Exhibitors





















Four booths left!

Two 2022 sponsors have declined for 2023 - know anybody?

Registration projection



	20	16	20	17	20	18	20	19	20	21	20	22	20	23
	# to date	% of final	# to date	Average % of final, 2016- 2019, 2022										
16 wks	2	1%	6	1%	12	3%	9	2%	10	2%	3	1%	9	1%
12 wks	11	3%	25	6%	43	10%	28	6%	28	5%	40	11%	31	7%
8 wks	72	19%	106	26%	112	25%	155	32%	98	17%	97	27%	106	26%
Earlybird					294	66%	305	64%			201	57%		(Apr 4)
4 wks	171	46%	194	48%	344	77%	335	70%	389	68%	249	71%		
Final	375		406		447		478		570		353			

Registration projection as of March 21: 407

Revenue Projection as of March 27



	400 attendees						
Expenses							
Avg. Other Expenses	\$	33,448					
Avg. Audio Video	\$	56,546					
Avg. Food & Service	\$	186,000					
Total estimated expenses	\$	275,994					
Revenue							
2019 weighted avg registration \$963	\$	385,200					
2023 Anticipated Sponsorship	\$	74,000					
Total estimated revenue	\$	459,200					
Net	\$	183,206					

Sponsorship to date, March 27					
Gold x2	\$ 22,000				
Silver x4	\$ 20,000				
Booths x9	\$ 27,000				
Other sponsorships (badges etc)	\$ 5,000				
	\$ 74,000				

ICEAA Cost Challenge

- Objective: engage junior to mid-level cost (<5
 years of experience) in ICEAA by creating
 opportunity for visibility with leaders in the cost
 community
- Architects: Aileen Donohue, Zach Pryor, and Brian Kadish
 - Special thanks to Sanathanan Rajagopal
- Schedule:



Review by Judges

- The results of this case study will be in MS Office (PowerPoint and Excel) format, submitted by COB Sunday, 14 May
 - Judges will independently review submitted documents Monday, 15 May – Tuesday, 16 May to prepare questions
- Wednesday, 17 May: Oral Presentations
 - Each team has 25 minutes to present, with 5 minutes for questions and answers from the Judges.
 - The panel will review each oral presentation, ask questions for clarification, and compile an interesting and informative overview.

OEM Forum & Networking Event Monday 3-5pm

Two hours of panel discussions, presentations, and networking from representatives from various OEM organizations.

The open forum will allow for questions of our panelists and time for individual discussions before the group hits the Riverwalk for social networking.

15 RSVPs as of March 27
Open to registered attendees only

BOOK YOUR HOTEL ROOM

- ICEAA's negotiated block rate is available until April 17 or until it sells out, whichever comes first
- As individual nights sell out, the website may erroneously reject your reservation. Call (210) 222-1234 if you cannot book online
- ICEAA negotiates 30% of our rooms to be available at the government per diem rate at great cost to us. If you are not employed directly by the government, please help ICEAA and do not book in our government block



May 16-18, 2023 [EAA San Antonio, TX

Register by April 4 for special earlybird rates

www.iceaaonline.com/sat2023



The Offer

For a \$3.5k sponsorship of The Cost of Everything Podcast ICEAA will get:







30 SECOND RADIO-STYLE OR HOST-READ SPONSORSHIP SLOT ON EACH SHOW IN 23/24 FINANCIAL YEAR PODCAST SUPPORT AT PROFESSIONAL DEVELOPMENT & TRAINING WORKSHOP 16-18TH MAY 2023

AN ICEAA-FOCUSED
PODCAST EPISODE IN FY 23/24
(TOPIC AND STYLE TBA)

Launched

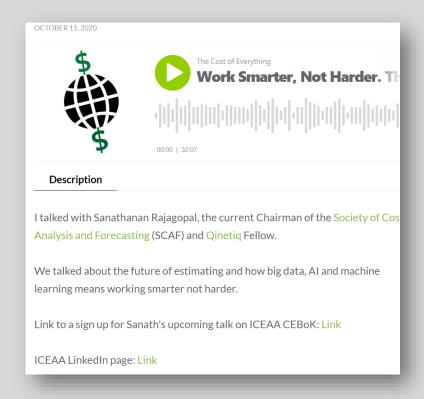
Published

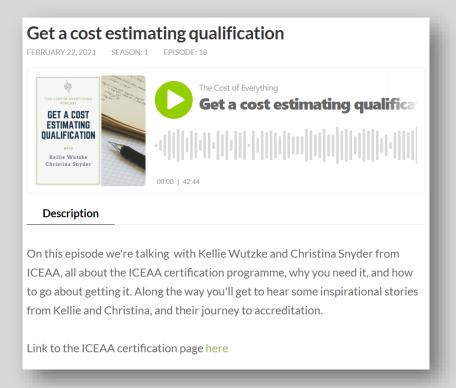
Downloaded*

August 2020

48 Episodes

4,693 Times





*Not including total listens



Target Market

- Estimators and cost professionals from around the world
- Decision-makers using cost information for insights
- Main growth markets in 2023: India, Australia

Sponsorship Steps

Agree sponsorship type in principle

[COMPLETE]

Draw up and sign sponsorship agreement

[04/07/23]

Sponsorship plan for 2023/24 financial year

[04/12/23]

Review agreement [By 01/01/24]

Supplementary Information Podcast Operating Costs (Open-book)

Podcast Cost Item	Cost per month (£)	Annual cost (\$)
Audio Software	24.96	359.42
Podcast Hosting	10.07	145.00
Hardware Upgrade – Laptop		1140.00
File storage	16.58	238.75
Hardware Investment - Lapel Mic		80.00
Flights for the workshop (return flights		
London to San Antonio)		1008.00
		\$2971.17

£1 = \$1.2 (February 2023)





CHARTER AGREEMENT

SOFTWARE SPECIAL INTEREST GROUP

of the ICEAA and Nesma





1. Software SIG Establishment

- A. This Software SIG is a part of the International Cost Estimating and Analysis Association and shall operate and conduct all of its activities in accordance with the Constitution, bylaws, rules, regulations and direction of the International Cost Estimating and Analysis Association. ICEAA reserves the sole and exclusive rights on behalf of and representing the International Cost Estimating and Analysis Association; certifying cost professionals; accrediting and/or recognizing training programs and providers; and conducting other ICEAA-identified and ICEAA-prepared organization-wide activities, as determined by the ICEAA Board of Directors ("ICEAA Board") and the Executive Director.
- B. The Software SIG operates as a branch under ICEAA's established Tax ID, and as such, is required to abide by ICEAA's Constitution and Bylaws. SIGs are not separate organizations from ICEAA.
- C. The Software SIG shall not develop, engage in, endorse or sponsor programs, services, products or other activities that may be confused with, detract from or damage the common and standardized products, programs, services and other activities that ICEAA may develop.
- D. The Software SIG may suggest relationships with other organizations, corporations, associations, and similar entities, to establish a basis for mutual activities and exchanges of information related to the field and practice of software cost estimating and analysis for consideration by the ICEAA board of directors.
- E. The Software SIG shall not enter into any contractual obligation, or other agreement, which directly or indirectly purports or seeks to bind ICEAA, financially or otherwise, unless executed by the ICEAA Executive Director. The Software SIG shall not act on behalf of ICEAA beyond the limits of this Charter Agreement.
- F. Prior to its discussion of a cooperative agreement or other formal relationship with a non-ICEAA entity, the Software SIG shall engage in a full and open exchange and communication with the ICEAA Board concerning the details of the cooperative agreement and expected outcomes.
- G. ICEAA shall not obligate or bind the Software SIG, beyond the terms and conditions of this Charter Agreement, unless agreed by a duly authorized Software SIG officer in writing prior to the execution of the contract or entry into the agreement.





H. Notwithstanding the preceding provisions, in all cases, ICEAA reserves all legal rights, options and processes available under applicable jurisdictional law and regulation.

2. General

- A. This agreement will be valid for two years after joint signature (except as noted in 18 of this agreement).
- B. The objective of this agreement is to institutionalize and disseminate professional Software and Information Technology (IT) cost estimating and analysis best practices through training, certification and continuing education opportunities.
- C. The Software Special Interest Group (Software SIG) will be utilized to accomplish this objective.

3. Mission and Purpose of ICEAA and Nesma

A. Purpose of the ICEAA

- 1. Advancing, encouraging, promoting and enhancing the profession of cost estimating and analysis through the use of parametrics and other data-driven techniques by:
- 2. Fostering the professional growth of its members within the allied fields of estimating and analysis.
- 3. Enhancing the understanding and appreciation of using data-driven estimating and analysis techniques throughout allied fields and the general population.
- 4. Providing educational opportunities to practitioners in cost and parametric estimating and analysis, as well as with allied fields.
- 5. Establishing standards in terminology, conduct, and application of estimating and analysis techniques.
- 6. Developing the means to achieve and measure established standards.
- 7. Recognizing achievement through an appropriate program of recognition and certification.





- 8. Providing forums and media through which experiences with all of the principles and techniques associated with data-driven cost estimating and analysis may be reported, discussed, and published in furtherance of the public interest.
- 9. Fostering, promoting, and conducting research in all estimating and analysis techniques.
- 10. Developing and maintaining standards of proficiency and ethics.
- 11. Cooperating with other national and international organizations and individuals, having common or related proposes, in furtherance of the public interest.

B. Mission of Nesma

- 1. Spread knowledge about software measurement and software metrics;
- 2. Act as a Body of Knowledge for the industry regarding the use of software metrics in all business areas;
- 3. Remain independent, objective and not-for-profit;
- 4. Research the applicability of software metrics in all business areas;
- 5. Connect relevant organizations in the industry that Nesma feels are expert in one of the areas where software measurement and metrics are important;
- 6. Produce relevant guidelines, reports and other information products that are useful for the software industry;
- 7. Produce a platform where people can discuss issues they experience with software measurement and metrics or where they can exchange ideas and/or knowledge.

4. Mission and Purpose of the Software SIG

- A. The mission and purpose of the Software SIG is:
 - 1. To promote the training and certification for software estimation based upon the Cost Estimating Body of Knowledge Software (CEBoK-S)
 - 2. Provide on-going review and updates to CEBoK-S





3. Identify and develop additional software/IT estimation related products to advance the profession.

5. Organization

- A. The Software SIG is a Special Interest Group (SIG) of ICEAA which will be open to all ICEAA and Nesma members.
- B. The Software SIG will have its own set of officers elected by members of the Software SIG.
- C. The Software SIG Officers will be comprised of:
 - 1. President Nesma representative, alternating to an ICEAA representative after two years
 - 2. Vice President ICEAA representative, alternating to a Nesma representative after two years
 - 3. Treasurer any ICEAA or Nesma member
 - 4. Secretary any ICEAA or Nesma member
 - 5. Three additional at-large members. The Software SIG and membership can be adjusted by a majority vote of the Software SIG membership.
 - 6. The Software SIG will have a non-voting representative on both the ICEAA Board and Nesma Board.
 - 7. The Software SIG can start working groups where ICEAA and Nesma members can participate.

6. Legal

A. Creation of a Software SIG in no way obligates ICEAA nor Nesma.

7. Membership

- A. Members of both ICEAA and Nesma are eligible to participate in the SIG; the Software SIG will not have its own membership but rather participants from both organizations
- B. Nesma members will be eligible for discounts on purchases from the ICEAA webshop





- C. ICEAA members will be eligible for discounts on purchases from the Nesma webshop
- D. A person shall not be a member of the Software SIG unless he or she is a member in good standing of the International Cost Estimating and Analysis Association and/or Nesma. Membership in the Software SIG shall terminate when:
 - 1. An ICEAA or Nesma member resigns membership from either organization or the Software SIG
 - 2. The member fails to pay ICEAA and/or Nesma dues
 - 3. The individual is removed from membership by the ICEAA/Nesma or the Software SIG Officers for just cause
 - 4. Or whenever membership is otherwise ended.

8. Financials

- A. ICEAA will provide the necessary funding for the Software SIG based on availability of funds and competing ICEAA priorities. The Software SIG should become self-sufficient /self-funded over time by the revenue generated by the activities of the SIG as follows:
 - Fees from worldwide ICEAA and Nesma training/certification of CEBoK-S (Cost Estimating Body of Knowledge – Software)
 - a) ICEAA will primarily conduct such training and certification activities in North America; whereas Nesma will primarily conduct such training and certification activities in Europe and Asia
 - 2. Sales of any other Software Cost Estimation products that further the institutionalization of professional Software and Information Technology (IT) cost estimating and analysis best practices
 - 3. Fees from accredited trainers / training institutes that are authorized by ICEAA and Nesma to conduct CEBoK-S training
 - 4. 80% of CEBoK-S related revenue will be assigned to ICEAA





- 5. 20% of CEBoK-S related revenue will be assigned to the Software SIG for sustainment and development of additional Software/IT estimation related products (SIG budget). At its discretion, the ICEAA Board may wish to provide additional funds to support the efforts of the SIG
- 6. Costs for events organized by the Software SIG will be paid from the Software SIG budget

9. Cooperation

- A. Nesma will take the lead in the initial set-up of the Software SIG with support of the ICEAA Executive Director and the ICEAA Board
- B. Both ICEAA and Nesma will be actively involved in the organization of the Software SIG
- C. Nesma will use its network and outreach to promote the Software SIG in Europe and Asia
- D. ICEAA will use its network and outreach to promote the SIG in North America

10. Responsibilities

- A. ICEAA staff will provide marketing support for the Software SIG, CEBoK-S and any future developed Software Cost Estimation related products in Europe / Asia as well as North America
- B. The Software SIG and NESMA will provide support in the accreditation of trainers / training institutes in Europe / Asia
- C. The Software SIG and ICEAA will provide support in the accreditation of trainers / training institutes in North America
- D. The SIG will provide routine communication to both the ICEAA and Nesma Boards about Software SIG initiatives in North America, Europe and Asia with a specific emphasis on metrics that characterize success institutionalizing professional Software and Information Technology (IT) cost estimating and analysis best practices, including but not limited to numbers of CEBoK-S licenses sold, CEBoK-S students trained, CEBoK-S trainers accredited, certification exams taken and passed, etc.





11. Events

- A. The Software SIG will be involved in the IT Cost Management Summit organized annually by Nesma, with the option to offer additional conferences/workshops as demand arises
- B. Software Cost Estimation (CEBoK-S) will be part of the Annual Training Workshop including those conducted in Europe, in whole or in part

12. Certification

A. The ICEAA online certification process will be utilized for the CEBoK-S certification

13. Benefits for ICEAA

- A. Access to International networks (Europe and Asia)
- B. Marketing and promotion through Nesma channels and related organizations
- C. Promotion of ICEAA and CEBoK in addition to CEBoK-S
- D. Increased ICEAA membership in Europe / Asia
- E. Involvement in the IT Cost Management Summit organized annually by Nesma, with the option to offer additional conferences/workshops as demand arises
- F. Promotion of CEBoK-S at the annual IT Cost Management summit in Europe
- 14. Support for the institutionalization of professional Software and Information Technology (IT) cost estimating and analysis best practices and associated advancement of the Software Cost Estimating profession. Benefits for Nesma
 - A. Discounts for Nesma members on ICEAA products and certification
 - B. Promotion of functional sizing as part of CEBoK-S
 - C. Support for the advancement of the Software Cost Estimating profession

15. ICEAA's Responsibilities to the Software SIG

A. ICEAA, as the parent organization of all ICEAA Chartered SIG Organizations, agrees to perform the following functions:





- 1. Provide mutually agreed upon assistance to the SIG including but not limited to: marketing assistance, information distribution, counsel, and support of the SIG activities to the same extent that ICEAA supports its Chapters.
- 2. Inform the Software SIG of all new and revised ICEAA governing policies, procedures, rules and directives which affect the SIG.
- 3. Any information pertaining to membership, including, but not limited to, databases, lists, mailing labels and reports, which is provided by ICEAA to the Software SIG may be used only in connection with the authorized, lawful business of the International Cost Estimating & Analysis Association. Such information is considered confidential and shall not be shared with individuals or business entities outside of ICEAA without the express, written permission of the ICEAA Executive Director.
- 4. ICEAA shall maintain the confidentiality of any and all of the Software SIG's confidential, sensitive or proprietary information or data which is specifically marked as confidential, and agrees that such confidential information shall at all times remain the property of ICEAA and the Software SIG. Each party may use the confidential, sensitive or proprietary information or data furnished by the other for legitimate, nonprofit ICEAA and Software SIG purposes.

B. Software SIG Responsibilities to ICEAA

- This Software SIG is 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. The provisions of this Constitution shall, at all times, be in harmony with and controlled by the Constitution of the International Cost Estimating and Analysis Association.
- 2. Notwithstanding any other provisions of this Charter, this Software SIG shall not conduct any activities not permitted:
 - a) to an organization exempt from Federal income tax under Section 501(c)(6) of the Internal Revenue Code of 1954 (or corresponding provisions of any future United States Internal Revenue Law), or





- b) to an organization to which contributions are deductible under Section 170(c)(2) of the Internal Revenue Code of 1954 (or corresponding provisions of any future United States Internal Revenue Law).
- c) No substantial part of the activities of this Software SIG shall be spent on influencing legislation or developing, preparing, or disseminating propaganda, or participating in or intervening in (including the publication or distribution of statements or literature) any political campaign on behalf of any candidate for public office.
- 3. This Software SIG shall not commit ICEAA, nor publicly comment on its behalf, unless specifically authorized in writing by the ICEAA Board of Directors or Executive Director.
- 4. Authorized Software SIG representatives shall disclose any interest or affiliation they may have with any entity or individual with which ICEAA, on behalf of the Software SIG, has entered, or may enter, into contracts, agreements or any other business transaction, and shall excuse themselves from any discussion, and refrain from voting on, or influencing the consideration of, such matters.
- 5. The Software SIG shall abide by all other policies and guidelines established by ICEAA related to the use and protection of ICEAA membership data.
- 6. Any information pertaining to membership, including, but not limited to, databases, lists, mailing labels and reports, which is provided by ICEAA to the Software SIG may be used only in connection with the authorized, lawful business of the International Cost Estimating & Analysis Association. Such information is considered confidential and shall not be shared with individuals or business entities outside of ICEAA without the express, written permission of the ICEAA Executive Director.
- 7. Any publication, document, audio/video recording, or other publication created by the Software SIG will be available for use by all ICEAA members and will be considered the property of ICEAA for the purposes of reproduction and distribution.





- C. The Software SIG shall maintain the confidentiality of any and all of ICEAA's confidential information. Information or data deemed confidential shall include membership lists, financial information and any other material specifically marked as confidential. Such confidential information shall at all times remain the property of ICEAA and shall be deemed to be furnished to the Software SIG in confidence and solely in connection with the Software SIG's obligation under this Charter Agreement.
- D. Article 15 C applies the same to confidential information from Nesma that is used by the Software SIG.
- E. The Software SIG will nominate or elect a representative who will serve as the SIG's point of contact to the ICEAA Board of Directors. The Software SIG representative will be included in ICEAA Board information updates but will not be a voting member of the ICEAA Board. The Software SIG representative will report activities to the ICEAA Board.

16. Financial Agreements and Policies

- A. No assets or funds of this Software SIG shall inure to the benefit of, or be distributed to its members, officers, directors, or other private persons, except that the Software SIG is authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of ICEAA's purposes and mission statement.
- B. A complete accounting shall be kept of all monies received and expended by the Software SIG. These financial records shall be annually compiled into financial statements in the format proscribed by ICEAA. These financial statements shall be reported to Nesma and to the International Cost Estimating and Analysis Association as soon as practicable, no later than 1 March of the succeeding year.
- C. ICEAA will review annual Software SIG financial statements and provide funding for Software SIG activities in the same method and using the same policies and processes as ICEAA provides funding to its Chapters.
- D. In the event that this Software SIG should be dissolved for any reason, its assets physical and monetary shall be disposed of as follows:
 - 1. All just debts and claims shall be paid from cash on hand, said assets shall be sold if said cash is insufficient to pay all just debts and claims.





a) Any remaining assets for which there are not just debts or claims, shall be sold and the funds derived therefrom shall be turned over, without any restrictions whatsoever, to the International Cost Estimating and Analysis Association.

17. Software SIG Governing Documents

- A. This Charter Agreement may not be modified, changed, or amended except by a written document signed by a duly authorized representative of each of the parties hereto.
- B. This Charter Agreement shall renew and remain in force and effect each year following receipt and acceptance by ICEAA Headquarters of required documentation, demonstrating that the Software SIG has satisfied the minimum standard Software SIG performance criteria established by ICEAA. Such standard performance criteria and documentation, which may be amended by ICEAA from time to time, will be published annually by ICEAA Headquarters and communicated to the Software SIG.
- C. Renewals of this Charter Agreement are subject to satisfactory review and subsequent acceptance by ICEAA Headquarters of SIG governing documents to ensure that those documents do not conflict with ICEAA's bylaws, policies, practices, procedures, rules, and directives.
- D. If any portion of this agreement is declared invalid or unenforceable for any reason by a court of law or by action of a government body, all remaining provisions of the Charter Agreement shall remain in full force and effect and shall not be affected thereby.

18. Dissolution of the Software SIG

- A. The ICEAA Board and/or the Nesma Board shall have the authority to suspend or terminate this agreement upon the determination that the Software SIG is no longer a viable entity; that the Software SIG is unable or unwilling to comply with the charter renewal process; or that such an action is in the best interests of ICEAA and in accordance with applicable policies.
- B. The Nesma board shall have the authority to suspend or terminate this agreement upon the determination that the Software SIG has no longer an added value for the intended audience. The decision with respect to the continuity of the Software SIG remains the responsibility of ICEAA





- 19. The Software SIG shall have the authority to terminate this Charter Agreement by communicating its decision to do so in writing to the ICEAA Executive Director.
- 20. Upon termination of this agreement for any reason, the Software SIG shall immediately deliver to ICEAA all written or electronically stored documentation, including copies, of or concerning confidential information, shall make no further use of such confidential information and shall make reasonable efforts to ensure that no further use is made by the Software SIG or its representatives of such confidential information. ICEAA shall act in like manner with regard to SIG confidential information. Each party's confidentiality obligations shall survive the expiration or termination of this agreement.

For approval	The state of the s
d.d	d.d. November 1, 2022
ICEAA President	Nesma President





Strategic plan ICEAA - SW

Introduction

This first strategic plan for ICEAA – SW describes the Purpose, Mission and Strategy of ICEAA – SW as well as the approach for Marketing, Communication and the Organization of the SIG. Because this SIG is new and in a niche area in the IT market, a good exposure of the SIG is important to increase awareness and to attract new members.

Purpose

- Advancing, encouraging, promoting and enhancing the profession of cost estimating and analysis through the use of parametric analysis and other data-driven techniques by:
 - Fostering the professional growth of its members within the allied fields of estimating and analysis.
 - Enhancing the understanding and appreciation of using data-driven estimating and analysis techniques throughout allied fields and the general population.
 - Providing educational opportunities to practitioners in cost and parametric estimating and analysis, as well as with allied fields.
 - Establishing standards in terminology, conduct, and application of estimating and analysis techniques.
 - Developing the means to achieve and measure established standards.
 - o Recognizing achievement through an appropriate program of recognition and certification.
 - Providing forums and media through which experiences with all of the principles and techniques associated with data-driven cost estimating and analysis may be reported, discussed, and published in furtherance of the public interest.
 - o Fostering, promoting, and conducting research in all estimating and analysis techniques.
 - Developing and maintaining standards of proficiency and ethics.
 - Cooperating with other national and international organizations and individuals, having common or related proposes, in furtherance of the public interest.

Mission

• Providing the industry the means, knowledge, skills, data and models to accurately estimate software related projects and maintenance.

Strategy

- The ICEAA SW SIG is a cooperation of ICEAA and Nesma organized under the umbrella of ICEAA to have a strong cost estimation exposure
- The exposure of the ICEAA SW SIG is on the IT market with a main focus on software development, integration, deployment and maintenance

Main activities

- Promote the training and certification for software estimation based upon the Cost Estimating Body of Knowledge Software (CEBoK-S).
- Provide on-going review and updates to CEBoK-S.
- Identify and develop additional software/IT estimation related products to advance the profession
- Accrediting trusted training organizations that are allowed to train the contents of the CEBoK-S.
- Maintain a register with certified Software Cost Estimators (certified in CEBoK-S).
- Organize events, including the CEBoK-S training track at the annual ICEAA workshops and IT Cost Management Summit.





Marketing

Marketing of the ICEAA SW SIG is important to attract besides the current members of ICEAA and Nesma, new members especially in Europe and Asia (China, India). This requires a strong marketing campaign with an ICEAA SW Logo and a link to a website (subsite of ICEAA?) to promote ICEAA – SW.

ICEAA – SW will be presented as an ICEAA initiative in cooperation with Nesma. ICEAA – SW will be internally managed as a SIG but not explicitly presented as a SIG to not to lose the strength of this organization part.

Regular communications are required to support the marketing of ICEAA – SW as well as support of other networks that will support Software Cost Estimation like PM communities (e.g. PMI, IPMA), Software Sizing (e.g. IFPUG, COSMIC) and Architecture communities.

Slogans

For the marketing of ICEAA – SW and CEBOK-S, is it important to define clear marketing slogans in line with the purpose and the mission of these initiatives and makes clear to the IT market what to expect from these initiatives. An Example of a slogan could be:

- How do you keep control on the costs of your IT and software development while the demand for agility is increasing? ICEAA SW can help you with the right knowledge, tools and training, see ...
- Increase your (agile) software project success with 100% using professional cost estimators (example)

Stakeholders / Target audience

• The ICEAA-SW SIG will target an audience involved and responsible for the Cost Estimation and Cost Analysis not limited to Cost Estimators but include managers and solution architects.

Communication

For communication modern communication tools shall be used in combination with regular and relevant communication to get attention for ICEAA – SW and the objectives. Proposed communication means are:

- Blogs
 - Quarterly relevant Blogs on the ICEAA SW site by experts (location t.b.d.)
 - o Identify topics and presenters for a first year
- Webinars
 - Quarterly webinars with relevant topics related to Software Cost Estimation. During each webinar the agenda for the next 2-3 webinars shall be presented
 - o Webinars will be maximum one hour with time for questions
- Podcast
 - A monthly Podcast with a relevant name (e.g. IT Cost Management Podcast) recorded on a monthly basis with internal ICEAA – SW experts or external experts
 - Work with experience podcasters to determine how to make this effective and how to get the podcast published on the regular podcast channels
 - Make the podcasts interesting for a broad audience
- Youtube
 - o Webinars or Podcasts will be recorded with video and posted on a ICEAA-SW Youtube channel
 - Actions: create ICEAA SW YouTube channel
- News items on social media
 - o News updates and links to Blogs and Webinars on: Linked-in, Twitter and Instagram
 - Actions: Group ICEAA-SW on Linked-in, Twitter and Instagram
- Content new content regularly on the ICEAA SW site with links on social media
- Conferences to promote ICEAA SW
 - ICEAA Workshop 2023
 - o IT Cost Management Summit 2023
 - o UK SCAF
 - o ISMA 2023 (?)
 - O IWSM 2023





Organization

The ICEAA – SW organization consist of:

- President Nesma representative, alternating to an ICEAA representative after two years
 - Proposal: Eric van der Vliet (Nesma)
- Vice President ICEAA representative, alternating to a Nesma representative after two years
 - o Proposal: Paul Marston (?) (ICEAA)
- Treasurer any ICEAA or Nesma member
 - o Proposal: Harold van Heeringen
- Secretary any ICEAA or Nesma member
 - o Proposal: ICEAA member; linking pin to ICEAA
- Three additional at-large members. The Software SIG and membership can be adjusted by a majority vote of the Software SIG membership
 - Proposal: One member of Nesma (EU); one member of ICEAA (US); one member (India)

The Software SIG will have a non-voting representative on both the ICEAA Board and Nesma Board.

Responsibilities

Responsibilities of board members must be assigned for:

- Marketing / Communication
- Webinars / Podcasts
- External contacts (third party organizations)

The support of ICEAA Office must be defined for:

- Maintaining the website
- Newsletters
- Marketing support

Working groups

ICEAA - SW can start working groups where ICEAA and Nesma members can participate. Participation of experts that are not a member of ICEAA or Nesma need to be defined.

Working groups preferably work according to an Agile / Scrum approach. Suggestions from members are added to a backlog and the ICEAA – SW board defines the priorities.

Every three months there is a planning of the activities to be completed in the next 3 months based on the amount of capacity and the complexity of the work.

During the three months period the working groups work in sprints of 4 weeks and deliver a next version of their results during each sprint. The working group will be coordinated by a scrum master.

The working group will use tools that will give the ICEAA - SW board insight in the progress made. Every working group will have a representative / contact in the board. Any issues shall be communicated to this representative.

Working groups can be global with members from across the globe.





Working group structure

Based on the currently identified needs the following working groups will be required:

CEBOK-S DevOps

The CEBOK-S DevOps team is responsible for the further development and maintenance of the CEBOK-S. This will be based on trends in the market, feedback of an expert community as well as feedback from trainees. Development will be done in releases with a maximum of 1-2 releases a year. Small changes can be implemented intermediate.

The working group has a working group lead who is part of the ICEAA SW board or has a contact person in the ICEAA SW board. The working group lead reports to the ICEAA-SW board but also informs the professional development responsible in the ICEAA board.

Training accreditation

The accreditation working group is responsible for determining the criteria for accreditation of an organization to provide CEBOK-S training. Except the accreditation this includes the cost structure for providing the training. The organization for CEBOK-S shall be aligned with the current rules for CEBOK.

The working group has a working group lead who is part of the ICEAA-SW board or has a contact person in the ICEAA SW board. The working group lead reports to the ICEAA SW board but also informs the professional development responsible in the ICEAA board.

Marketing

The marketing team is responsible to determine the exposure for ICEAA SW to members and in the targeted market. The marketing team creates content in cooperation with other groups within ICEAA, Nesma and ICEAA SW. The content shall be created for publication in ICEAA World, ICEAA, Nesma or ICEAA SW website as well as for online marketing by means of Linked-in or other channels.

Content can consist of written content but also video's or podcasts that support the message of ICEAA SW

The marketing team has a lead who is responsible for marketing as well as for communication. The team lead has a contact person in the ICEAA SW board.

Communication

Communication is a task linked to the marketing team. The communication lead determines the communication strategy including communication channels to be used. The communication lead will work with the marketing team to align the creation of content with the communication plan.

Communication will be done by ICEAA SW but supported by the communication capacity of ICEAA and Nesma. Any communication related to ICEAA SW need to be aligned with the communication responsible of ICEAA.

Barry Boehm Award

The Award team has the responsibility to set-up the Barry Boehm Award including the criteria, voting etc. The set-up of the award will be aligned with other awards in ICEAA. The objective is to be able to provide the Award in 2024, communication will start in 2023. If the Award has been created, this team will convert into an award commission.





Meetings

Board meetings

The ICEAA – SW Board will meet monthly during a longer strategy meeting and monthly during a shorter status meeting. At the start of the ICEAA – SW SIG a workshop will be planned with the board members (t.b.d.)

- The strategy meeting is meant to monitor the purpose, mission and strategy and has a longer-term focus.
- The status meeting is meant to monitor the status of the working groups and to determine if any actions are required by the board.

Working group meetings

Working groups determine their own meeting frequency in cooperation with the scrum master.

The working group reports back the status to the ICEAA – SW Board at last 3 working days before a next ICEAA – SW status meeting.

A working group governance document will be created by the ICEAA – SW board to provide guidelines to the working groups

CEBOK - S

One of the key purposes of ICEAA – SW is the promotion of the CEBOK – S in the IT market. To support this the CEBOK-S must be available for sale and there must be certification and training available for who is interested in these materials.

Training / Certification

If the training materials are available, promotion materials for Training institutes need to be developed as well as an agreement how institutes can gather the rights to become a trainer. The following materials need to be created:

- Requirements for training institutes
- Evaluation criteria of the training institutes
- Evaluation frequency

Training institutes shall be published as official CEBOK – S trainer on the ICEAA – SW site.

When the training opportunities get provided, in addition the certification for CEBOK – S need to be available as well as the conditions for certification. Promotion materials need to be created that describe the conditions and can be used for marketing and communication by ICEAA – SW as well as the training organizations.

To promote the CEBOK – S training, there should not only be training for Cost Estimators but also for the responsible management on different levels to explain the need for Software Cost Estimation in their organization.

Translations

To achieve a wider audience, training materials and underlying materials shall be translated into main languages French and Spanish to support the promotion in France, Quebec, Morocco but also Spain and South America.

For translations ICEAA – SW should cooperate with other voluntary organizations with native speakers in the proposed languages to reduce the maintenance costs.

Translation should only start when the SCEBOK – S is stable to prevent too high maintenance effort / costs.

Role description

To support the promotion of SW Cost Estimator / Analyst within the IT market, it's important to have a by ICEAA – SW defined profile of this role for both junior, medior and senior. This will support IT organizations to define this role in their own organization.





The role description shall be included in HR job title frameworks like ECF.

Missing parts

- Governance voting procedure and (re) election of board members; use of ICEAA voting process?
- Interaction between ICEAA SW SIG and Nesma and the ICEAA SW SIG and ICEAA; each
 organization has a representative in the ICEAA SW board; what is the influence of ICEAA and
 Nesma?
- Financial model. Which money streams are expected (cost and revenue)? How to implement this within the ICEAA financial systems and budget of 2023?





Market trends

Important for ICEAA – SW is to monitor market trends and react on market trends and provide relevant materials based on CEBOK-S materials.

The initial focus shall be on Software Development, Software Integration as well as Software Maintenance.

The increasing trend of Agile can't be denied and supporting the Agile way of working in the materials and communication / marketing of ICEAA – SW is essential.

Cooperation's

To support the monitoring and decision making based on market trends, except monitoring the market trends itself, ICEAA – SW need to cooperate with other organizations like

- IT Organizations
- Benchmark organizations
- Consultancy organizations
- Tool providers

To make this cooperation's successful it's important to achieve a mutual benefit in line with the purposes of ICEAA – SW.

Actions

ID	Description	Owner	Due date
1	Set-up ICEAA-SW page (ICEAA site / Nesma site)	ICEAA / Nesma	Jan 16
2	Communication plan ICEAA-SW	Eric / Harold / Megan	<mark>Jan 16</mark>
3	ICEAA-SW board organized	Eric / Harold / Megan / Bob	Jan 16
4	Start communication ICEAA-SW	ICEAA-SW	Jan 18
5	Financial arrangements ICEAA-SW	ICEAA-SW	Jan 27
6	Start working groups	ICEAA-SW	May '23
7			





Communication plan

ID	Description	Owner	Due date
1	Set-up ICEAA-SW page (ICEAA site / Nesma site)	ICEAA / Nesma	April 28
2	Rename SCEBOK group on LinkedIn into ICEAA SW	EV	April 14
3	Communication ICEAA SW Article on social media	ICEAA / Nesma	April 28
4	Request for working group members	ICEAA SW	April / May
5	Communication CEBOK-S exam	ICEAA SW	t.b.d.
6			
7			
8			
9			
10			
11			