

ICEAA Board of Director's Meeting
1:00 – 1700 | Monday, May 15, 2023

Hyatt Regency San Antonio Riverwalk | Chula Vista Room
AGENDA
as of May 10, 2023

1. 1:05 – Secretary's Report Arlene Minkiewicz
 - a. **Vote:** approve March 2023 minutes

2. 1:10 – Treasurer's Report Madeline Teller
 - a. **Vote:** approve Treasurer's Report

3. 1:15 – Professional Development Report
 - a. Vice President of Professional Development Report – Jennifer Kirchhoffer
 - b. CEBOK-S, SCEC Update – Kevin Cincotta
 - c. ICEAA/DAU Memorandum of Understanding – Kevin Cincotta
 - d. Updates to CEBOK Module 6 – Dave Brown
 - e. Certification for highly experienced estimators – Sanath Rajagopal

4. 1:45 – 2023 Workshop Update Jennifer Scheel
 - a. Next ICEAA Workshop in UK/Europe – Sanath Rajagopal

5. 2:15 – Software SIG Update Bob Hunt
 - a. Pricing of CEBOK-S, the Exam, and who can provide training
 - b. Comments on the Software SIG's Strategic Plan
 - c. How to handle Chapter and SIG funds

6. 3:00 – Plan next meeting and adjourn Bob Hunt

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Voting Attendees

Tim Anderson (via Pullen Proxy), Rick Collins, Bob Hunt, Brent Johnstone, Jennifer Kirchhoffer, Cole Kupec, Cheryl Latimer, Alan Mayer, Arlene Minkiewicz, Cari Pullen, Christina Snyder, Madeleine Teller, Barb Wilson, Kellie Wutzke

Non-voting Attendees:

Kevin Cincotta, Brent Larson, Sanath Rajagopal, Jennifer Scheel, Sharon Burger, Megan Jones

Welcome, quorum count, introductions: Bob Hunt

Bob thanks everyone for joining, a quorum is established and the meeting begins at 11:02 am.

Secretary Report: Arlene Minkiewicz

No comments or edits were suggested for the February 2023 minutes either in advance of the meeting or during.

Vote: Motion is raised to approve the February 2023 minutes. No further discussion is requested. Seconded and passed.

Treasurer Report: Madeleine Teller

Due to the proximity to the previous report and that the second quarter financials are not yet available, there is no treasurers report for this meeting.

Professional Development Update Jennifer Kirchhoffer

Jennifer presents slides with certification statistics. There are some discrepancies in the report since the business office changed membership management systems, making the number of certifications seem fewer than there are. Megan and Christina had examined some

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prior years' certification trends and our new certification to renewal ratio is consistent with past years.

Kevin and Sharon report that seven alpha testers have taken the SCEC with three remaining to take it. Bob got a request from a member to be an alpha tester, Sharon will provide the information.

Jennifer K. asks Kevin if he needs anything else from the board to continue with the SCEC project. Kevin says he needs a decision from the board the terms and conditions under which the SCEC will move from alpha to beta testing and then official testing.

Arlene asks what the feedback has been. Kevin says the general feedback on CEBoK-S has been that the materials are too dense, the font and spacing is such that it's not clean, the material could be presented in fewer slides, and there are references to tables or graphs that don't exist. Kevin suggests that CEBoK-S needs a managing editor.

Kellie says she had volunteered earlier in the project to transfer the content of the slides and speaker notes into the Wikimedia format used by CEBoK 2.0, and offers to help with the editing and standardizing of the content for publishing in the new format. Jennifer K. warns that there are over 1,000 slides and 2,000-3,000 pages of speaker notes; Kellie understands it's a big undertaking but someone has to get it started. Jennifer and Kevin thank Kellie for volunteering.

Jennifer suggests the new board president name a CEBoK-S Principal in addition to the CEBoK and Certification Principal positions.

ICEAA Software SIG Update and Draft Strategic Plan

Bob Hunt

Bob asks to change the topic to the ICEAA Software SIG for a moment: someone from the Software SIG will want to be the CEBoK-S Principal.

He gives some background on the ICEAA Software SIG initiative, saying it has gone back several years. He says when reading the Software SIG charter, you'll see that the SIG isn't really as SIG, and it's not really a joint agreement, the whole point is to try to expand ICEAA into the European and Asian markets to increase CEBoK-S sales. With that in mind, one of the SIG representatives would like to be the CEBoK-S Principal, but before we make that decision, he suggests the board read the charter agreement the board approved in October 2022 and the proposed Software SIG strategic plan, and anyone should join the SIG board

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meeting in May at the Workshop. Bob believes the SIG will help expand our membership, increase CEBOK-S sales, and be a worthwhile endeavor for ICEAA. The SIG is requesting resources for their activities, so it won't be an entirely volunteer effort.

Megan clarifies that there are two documents on the SIG in the pre-read: the charter, which the board approved in October 2022, and a draft strategic plan that the SIG created with their ideas on what the SIG should do and how it should be funded. The second document is not final, it has not been approved, and the board should review it carefully as there are suggestions in it that will need work and consideration. Bob concurs, adding that the board will need to decide and agree upon the scope and funding for the SIG at the May board meeting.

Rick advises against allowing the CEBOK-S Principal to come from the SIG, based on our experience in the CEBOK-S development project, and suggests the Principal be from the US and ideally someone who worked on the development. Christina concurs, and says that many of the items the SIG has proposed in their strategic plan are not in line with the parameters defined in the board-approved charter. She suggests Arlene, as Secretary, compare the two documents to ensure ICEAA is not being committed to anything outside of the approved charter. While she supports the idea of the SIG, there are ideas in the draft strategic plan that overstep the boundaries of the approved charter. Arlene agrees with both Rick and Christina, having noticed similar concerns.

Bob also agrees with the raised concerns and encourages everyone to provide their feedback on the draft strategic plan so that forward progress can be made with the SIG.

Jennifer K. mentions how on the most recent Software SIG call, they indicated one of their primary market targets is India, which she worries may be a concern for our members employed by the US DOD., or that globalizing the material may make it less applicable to our core membership. Bob counters that we are an international organization with members in Saudi Arabia, Korea, Japan, and others, so pursuing customers in India should not be an issue. Christina points out that the draft strategic plan includes a seat on the SIG board for a representative from India, which would be less of a concern if the position were to represent all of Asia, in which there are many US-friendly/ANZUS nations with less potential for political issues. Bob stresses that the SIG's strategic plan is merely a draft, so while these are the kinds of concerns that should be raised, we should approach it with the perspective of the SIG being a boon to ICEAA.

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Rick believes the SIG is critical for leveraging Nesma and the SIG members' contacts overseas, so without the SIG, we will fall short of reaching a truly international audience. He encourages everyone to keep an open mind when reviewing the draft strategic plan so that we don't lose any progress made to date. While Rick has been asking for years for members of the SIG board to provide a market projection for sales, they have not done so, but Rick does believe there is market potential, even if it hasn't been quantified.

Bob thanks everyone for their thoughts and asks that they prepare to discuss the draft strategic plan in detail during our May meeting. Arlene asks how much time we will spend on the draft strategic plan during the May meeting and will representatives from the SIG be present? Bob says the amount of time we spend on it will depend on the comments received on the draft plan and intends to have SIG representatives at the board meeting. Arlene would prefer the SIG not be present while we discuss their draft plan, Rick and Bob are not concerned about having them present.

Megan suggests the board schedule a short interim meeting to discuss the SIG draft strategic plan after the board has had a chance to digest the material, since the SIG board meeting will be taking place before the ICEAA board meeting, it would be valuable for them to be able to discuss our feedback during their meeting, and provide responses to our comments during the ICEAA board meeting, to make both meetings more productive. Bob and Arlene agree.

Arlene asks if the entire ICEAA board is invited to the SIG meeting; Bob says no but anyone can join (if they let Megan know they intend to). Megan also suggests designating a few representatives from the ICEAA board to sit in on the SIG meeting.

Bob adds that there will be a Space SIG meeting in San Antonio also, and asks if anyone wants to join it, to no response. He cautions against allowing past challenges with the SIG to derail the initiative. Christina agrees, having been on a few Software SIG planning calls to date, that the SIG itself is a good idea, but wants ICEAA to make sure we are protecting our own interests. She argues that the Space SIG is not an apt comparison, as the Software SIG is now requesting funding and resources that ICEAA does not even provide itself but utilizes volunteer contributions for. Bob acknowledges the concerns, believes transparency is the best approach, and hopes the board will provide thorough feedback on the draft plan. He adds that during the years the SIG has been in development, various promises and off-the-record agreements were made that are not official, have not been approved by the board, and should not be considered during this review.

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Action: All board members to email their comments on the draft Software SIG strategic plan to Megan by April 17 for compilation and distribution prior to a one-hour single-topic board meeting to be held at noon on April 21.

Jennifer K. says she is unaware of the history behind the SIG, but was jarred by the draft strategic plan that seems to imply that ICEAA will cede control of CEBoK-S to the SIG. She's supportive of the idea of the SIG and encouraged that so many people want to get involved, but is hesitant to hand over the curriculum. Bob believes this is the SIG's intent but agrees ICEAA needs to retain control of CEBoK-S.

Christina says she has been pleased with the SIG members' enthusiasm for making edits and updates to CEBoK-S, and has suggested they channel their energy and get started. Rick supports the SIG being proactive and making contributions, but that ICEAA should retain oversight and control. Christina thanks Rick and Bob for the background information and suggests the board consider it when making their reviews of the draft strategic plan, as well as think specifically about what ICEAA ultimately wants from the SIG and what ICEAA wants the SIG to accomplish.

When the idea for CEBoK-S came up about 8 years ago, he said at that time he said the board needed to decide if this new curriculum would be on Software Cost Estimating or Software Pricing, and that the SIG representatives were more focused on Software Pricing, and while he believed pricing was a smart decision for ICEAA to pursue, he was voted down by the board at the time in favor of focusing on Software Cost Estimating. Nevertheless, the SIG representatives have since tried to steer CEBoK-S towards Software Pricing, and if ICEAA gives the SIG too much control over the content, it will go from being a Software Cost Estimating curriculum to a Software Pricing curriculum.

Professional Development Update: CEBoK-S

Kevin Cincotta

Kevin continues. Feedback received on the SCEC alpha exam has been that it's too easy, too quick, lots of overlap of questions, too many "gimme" questions, too many questions with silly or distracting answers, we need more quantitative questions that require actual calculations or estimates, but those are the difficult questions to write.

Kellie asks if the alpha testers will receive the SCEC certification. Kevin has no argument against granting them the certification, Megan agrees it's a nice gesture of thanks for the testers.

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Kevin says the scores to date have ranged from 70%-90%, which has likely been skewed by only choosing experts to participate in the alpha test but does believe we need to make the test more difficult for the beta test. Jennifer K. says she's not a software estimating SME, but she familiarized herself with the material and passed. Arlene agrees that the SMEs probably find the exam easier than the average estimator would, but with proper study, the test is not difficult. Christina suggests having an experienced estimator take the test without studying CEBOK-S; Madeleine says she did just that, not having much time to prepare, but thinks she must have been the 70% (with the caveat that she's good at studying and test taking).

With all the feedback in mind, Rick believes the alpha testers should not receive the SCEC certification unless they provide some of the more difficult to write quantitative questions that they have indicated the exam lacks. Kellie, Kevin, and Bob like the idea. Jennifer K. adds that the alpha and beta testers at the Workshop could work together to create a case study on which we can write those quantitative questions. All support this idea too.

The alpha testers were asked in a followup survey what they think the proper passing score should be: two gave a percentage higher than their own score (and both said the exam was too easy). Most of the alpha testers finished their exam in less than an hour, so the two hours provided is more than necessary. Kevin proposes the SCEC beta exam at the Workshop be 60 questions over 90 minutes with a 70% passing score.

Several board members mention how some of the images on the exam were difficult to see and couldn't be zoomed in on. Megan and Sharon will discuss with the exam provider any options available for resizing images.

Vote: A motion is raised and seconded to set the SCEC exam at 60 questions over 90 minutes with a 70% pass rate. All are in favor, and with no objections or discussion, the motion is approved.

Jennifer K. says the CEBOK-S training for the Workshop is set and ready, and thanks all the volunteers.

Jennifer asks how the board Principals are determined, whether they're elected or appointed. Megan says historically the President has informally solicited suggestions and recommendations for the Principals, but per the bylaws they are ultimately appointed by the president. Jennifer believes we should have a CEBOK-S Principal, and Bob suggests keeping that in mind while reviewing the Software SIG draft strategic plan for our April 21 meeting.

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Professional Development Update: Updating CEBoK Modules

Jennifer Kirchhoffer

Jennifer asks Kellie if there have been any developments on CEBoK module updates. Kellie says that the Module 6 update group had some momentum going for a while but they've stalled. She has volunteered to help make the updates, and will reach out to Dave Brown on the Module 6 progress. She says there have been minor edits suggested by users that we've been making as they arise.

Kellie reminds the board that we had agreed to re-write the software module of CEBoK (Module 12) to reflect the teachings in CEBoK-S. She suggests Module 12 be the next in line to get updated, or maybe replace Module 12 of CEBoK be taken from the CEBoK-S overview lesson, featuring high-level software information that would be appropriate for the PCEA or CCEA exams. Christina suggests reviewing the PCEA/CCEA exam questions after Module 12 is revised so that the exam reflects the CEBoK materials provided. Kellie agrees.

Jennifer says she's planning for the CEBoK study group sessions at the Workshop, hoping for a few experts per day make themselves available to individuals preparing for the exam. Kevin, Sanath, and Christina volunteer, Rick has some Techomics folks to recommend. The study group will be provided a room where they can view the CEBoK training videos for free and access CEBoK 2.0.

Rick thanks Jennifer, Kevin, and everyone on the call who has been an alpha tester, written questions, or has otherwise contributed to the CEBoK-S/SCEC efforts over the past few months.

Megan reports that she contacted our attorney about securing copyrights for CEBoK-S and the SCEC. The attorney said our copyright on CEBoK will be sufficient to cover CEBoK-S, and that while SCEC is already copyrighted by the Southern California Earthquake Commission, the attorney does not believe we will be prevented from copyrighting the same acronym as the meanings are drastically different and unlikely to be confused. The total cost for copyrighting SCEC will be about \$500. Unless the board has any objections, Megan will pursue the SCEC copyright. The board does not object.

Professional Development Update: MOA with DAU

Kevin Cincotta

Kevin reports that he sent the CEBoK-S materials to the DAU lead for their review, received an acknowledging email, and then no further response.

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2023 Workshop Update: General and Cost Challenge

Jennifer Scheel

Jennifer S. presents slides. Megan says there are 4 booths left in the exhibit hall, and she has a lead for one, but is always looking for new contacts to approach about sponsorships.

Registration for 2023 is trending to exceed 400 attendees, revenue is projected to exceed \$180,000, equal to Tampa 2019, better than Pittsburgh 2022.

Progress on the first ever ICEAA Cost Challenge continues apace. Jennifer's team of "Challenge Architects" are individuals who have been on the winning teams of similar government-sponsored challenges, but the group was having trouble finding a real-life dataset for the challenge that wouldn't provide an unfair advantage to any given team, so they settled upon a theoretical, more abstract idea that SCAF used for a challenge previously. The challenge will be released in early April, written presentation files will be sent to ICEAA on the Sunday before the Workshop, the teams will present live to the judges on Wednesday and then the winning team announced on Thursday.

Rick asks how the membership will be notified. Megan says she plans to make the call for teams shortly, with about a 2-week deadline for teams to volunteer. Once the challenge is released after the team entry deadline, no new teams will be admitted. All team members will need to be registered for the Workshop by May 1 (any teams who haven't registered their team members by May 1 will be disqualified).

Christina thanks and congratulates Jennifer and the team for getting this initiative off the ground and encourages all board members to consider sending a team.

Sanath and Cheryl add that the SCAF Challenge is their most popular event and is thoroughly enjoyed by all who participate. They say it's a great way for the young estimators to meet role models and for the juniors to get to know their peers in the industry.

The OEM Forum & Networking Event will be on Monday May 15 from 3-5 at the Workshop; all workshop registrants are welcome to attend.

Megan encourages the board to make their hotel room reservations for San Antonio well before the cutoff date of April 17, and implores everyone who is not a government employee to resist the temptation of booking one of the few government per diem rate rooms we have been able to secure for our government attendees. The earlybird registration rates close on April 4, everyone should register before the rates go up by \$100.

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2023 Workshop Update: Complimentary Memberships

Megan Jones

Karen Mourikas emailed a question (she was unable to attend) regarding the complimentary memberships that are offered to those Workshop registrants who pay a non-member registration rate. The standard practice is to send coupon codes to those individuals to use to redeem their free year after the Workshop, but Karen is concerned this is too onerous of a task. Megan suggests using this year as a test: to send the coupon codes as usual, but then grant the membership after the coupon code deadline to those who did not use it and then look at the data of how many people used their code vs. didn't to see if it is in fact a barrier. There are no objections to the plan.

2023 Workshop Update: Cost of Everything Podcast Collaboration

Christina Snyder

Christina presents slides. Amritpal Agar, one of our keynote speakers from the 2021 Online Workshop and host of the Cost of Everything Podcast approached Megan, Christina, and Jennifer S. with a crossover marketing plan. The podcast does not have any sponsors to date, and it could be a great opportunity for ICEAA to capitalize on his listenership. For around \$3,500 he's offering: short 30-second spots on every podcast, attend the ICEAA Workshop to conduct onsite interviews with our attendees and presenters for a special episode, and then an additional ICEAA-focused episode every year. The podcast has many subscribers in Europe and Australia, and can be a valuable way for ICEAA to gain more exposure in those areas.

Megan and Christina believe this is a very reasonable amount that will be a great value to ICEAA (Megan clarifies the \$3,500 estimate is higher than the slides to account for Amritpal's hotel room in San Antonio). Christina adds that this is a non-exclusive agreement, so if we were to find another podcast to sponsor, or Amritpal were to find another sponsor, both are free to do so.

Sanath has been a guest on Amritpal's podcast, that it is very popular in the UK, that Amritpal has done a similar episode of Workshop interviews for ACostE, and that he has approached SCAF with the same, so if we don't take advantage of this opportunity, another organization will.

Christina and Megan say that these sound bytes will be useful in future marketing efforts, and we can team up Amritpal and our photographer to take film some of the interviews for new marketing videos.

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Vote: A motion is raised and seconded to approve funding the Cost of Everything Podcast sponsorship agreement at \$3,500. All are in favor, and with no objections or discussion, the motion is approved.

2023-2025 Board Election Committee Update

Megan Jones

The 2023-2025 Board of Directors election is underway. During the February meeting, Megan was tasked with reviewing the bylaws and constitution to see whether our idea to allow non-winning candidates from the executive election (Executive Committee and At-Large Directors) to enter the Regional Director elections in their area. Neither the bylaws nor the constitution allow for this, but Megan believes if the board wants to pursue the idea, they can make a decision to do so now on the condition that they will amend the bylaws to officially allow for it in the future.

At the previous meeting, many seemed supportive of allowing non-winning candidates from the executive election to join the regional ballots, others were concerned this was unfair to those who chose to run in the usually less-competitive regional elections that would now face a new challenger.

Megan asks the board to decide to either make a statement allowing for losing candidates in the executive election to join in the regional races later and update the bylaws to reflect this, or to run the election as dictated in the bylaws.

Kellie is concerned about the idea and asks for the pros and cons of either. Megan explains the reasoning behind allowing losing executive candidates to run in the regional elections was to give another opportunity for a volunteer to serve who has expressed the desire to do so; but the con is that it could be unfair to those who chose to run in the regional election.

Bob asks when a decision needs to be made. Megan says she has sent the executive ballots but has held off on sending the regional ballots until the board makes a decision. She could send the regional ballots as early as Monday.

Christina feels we should not change the rules of the election in the middle of the cycle, if we decide to make the change, it should be for the 2025-2027 election. Bob, Rick and Kellie agree. The board agrees to make the election process a topic of discussion for the May board meeting and Megan will distribute the regional ballots on Monday.

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New Business, Plan Next Meeting & Adjourn

Bob Hunt

Bob thanks everyone for a productive and thought- provoking meeting. The board will meet for one hour on April 21 to discuss the ICEAA Software SIG draft strategic plan, and then on May 15 at the Professional Development & Training Workshop

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 12:47.

Treasurer Report

Madeline Teller



Balance Sheet as of May 8

Investments	Balance (Jan 2021)	Balance (Jan 2022)	Balance (Apr 2022)	Balance (July 2022)	Balance (Sep 2022)	Balance (Feb 2023)	Balance (May 2023)	Mature	APY Rate
PFCU 4339703-56-5	\$ 33,883	\$ 34,194	\$ 34,232	\$ 34,258	\$ 34,312	\$ 34,586	\$ 34,789	Dec-23	2.40%
PFCU 4507023-56-4	\$ -	\$ -							-
PFCU 4566018-56-2	\$ 87,760	\$ 88,367	\$ 88,487	\$ 88,569	\$ 88,691	\$ 88,885	\$ 89,600	Feb-25	4.45%
PFCU 4717075-56-0	\$ -	\$ -							-
PFCU 4717076-56-8	\$ 38,141	\$ 38,369	\$ 38,411	\$ 38,464	\$ 38,623	\$ 38,836	\$ 38,993	Aug-23	1.65%
PFCU 4717077-56-6	\$ 38,662	\$ 38,893	\$ 38,936	\$ 38,990	\$ 39,151	\$ 39,366	\$ 39,526	Aug-23	1.65%
PFCU 7047946-56-6	\$ 45,770	\$ 46,433	\$ 46,501	\$ 46,548	\$ 46,619	\$ 46,712	\$ 46,781	Jul-23	0.60%
PFCU 7664998-56-9	\$ 52,737	\$ 53,053	\$ 53,121	\$ 53,201	\$ 53,322	\$ 53,482	\$ 53,670	Mar-24	0.90%
Money Market & Cash	\$ 514	\$ 515	\$ 515	\$ 515	\$ 515	\$ 515	\$ 510	n/a	
Subtotal	\$ 297,467	\$ 299,824	\$ 300,203	\$ 300,545	\$ 301,233	\$ 302,382	\$ 303,869		
	Balance (Jan 2021)	Balance (Jan 24, 2022)	Balance (Apr 26, 2022)	Balance (July 11, 2022)	Balance (Sep 19, 2022)	Balance (Feb 7, 2023)	Balance (May 8, 2023)		
Eagle Checking Balance	\$ 126,047	\$ 96,434	\$ 273,546	\$ 185,502	\$ 145,514	\$ 158,611	\$ 514,627		
	Balance (Jan 2021)	Balance (Jan 2022)	Balance (Apr 26, 2022)	Balance (July 11, 2022)	Balance (Sep 19, 2022)	Balance (Feb 7, 2023)	Balance (May 8, 2023)		
Total Liquidity	\$ 423,514	\$ 396,258	\$ 573,749	\$ 486,047	\$ 446,747	\$ 460,994	\$ 818,496		

2022 Actuals and 2023 Estimate

Activity	2021 EOY Actual	2022 EOY Actual	2023 Actual as of May 8 2023	2023 Estimate as of May 8 2023
2022 Workshop	\$ (21,755)	\$ 185,398	\$ -	\$ -
2023 Workshop		\$ 22,095	\$ 382,953	\$ 250,000
Nesma Workshop	\$ -	\$ (3,667)	\$ -	\$ (3,500)
Canada Workshop	\$ -	\$ (4,155)	\$ -	\$ -
QED (paid) Webinars	\$ 25	\$ 175	\$ 50	\$ 200
Certification Program	\$ 25,295	\$ 31,013	\$ 10,590	\$ 32,550
Online Exam (Mettl)	\$ -	\$ (1,020)		\$ (1,020)
CEBoK Sales & Training	\$ 20,429	\$ 4,620	\$ 3,156	\$ 2,500
SCEBoK Contract	\$ (45,375)	\$ -	\$ -	\$ -
CEBoK-S Sales			\$ 595	\$ 11,900
ICEAA World & Journal	\$ (7,820)	\$ (8,465)	\$ (4,475)	\$ (8,925)
Advertising	\$ 2,990	\$ 364	\$ (1,712)	\$ (6,000)
Membership: Mgt & Support	\$ 88,150	\$ 133,138	\$ 35,147	\$ 140,000
Chap Support & Outreach	\$ (559)	\$ (6,491)	\$ (184)	\$ (6,500)
Interest & Other Income	\$ 4,284	\$ 2,371	\$ 1,806	\$ 2,500
Staffing & Contractors	\$ (256,937)	\$ (230,316)	\$ (70,264)	\$ (241,832)
Office Operations + IT	\$ (48,658)	\$ (68,457)	\$ (23,410)	\$ (71,984)
Other (COVID Grant)	\$ 45,880	\$ -	\$ 52,483	\$ 50,000
TOTALS	\$ (22,709)	\$ 57,499	\$ 386,735	\$ 149,889

Overall Summary Statistics

- Overall certifications as of April 30, 2023
 - CCEA® 692 (including 10 CCEA®-P - ↓ 22 since Feb 28, 2023)
 - PCEA® 69 (including 15 CCEA Eligible - ↓ 1 since Feb 28, 2023)
 - CPP 7 (↓ 0 since Feb 28, 2023)
- Re-certifications:
 - 39 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 - 43
 - Canada – 54
 - Australia – 5
 - Brussels – 5
 - Saudi Arabia & Egypt – 1
 - South Korea - 1

Certification Program since last time...

- Operational Status
 - 40 Exam Administered in 2023 through April 30, 2023
 - 120 in 2022
 - 156 in 2021
 - 148 in 2020
 - 215 in 2019
 - 167 in 2018
 - 164 in 2017
- Of the 40 Exams:
 - 31 Industry
 - 9 Government (US Coast Guard, Air Force, DND, NICA)
- 61 exams are scheduled

2023 Workshop Update

Jennifer Scheel, 2023 Workshop Chair



2023 Workshop Committee



Workshop Chair:

Jennifer Scheel

Training Program Chair:

Jennifer Kirchhoffer

Papers Program Chair:

Cortney Collins

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



Registration projection



	2016		2017		2018		2019		2021		2022		2023	
	# to date	% of final	# to date	% of final	# to date	% of final	# to date	% of final	# to date	% of final	# 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%	321	
4 wks	171	46%	194	48%	344	77%	335	70%	389	68%	249	71%	380	
Final	375		406		447		478		570		353			

Registration projection as of March 21: 407

Attendees as of May 8: 463

Revenue Projection as of May 8



	465 attendees
Expenses	
Avg. Other Expenses	\$ 33,448
Est. Audio Video	\$ 59,000
Est. Food & Service	\$ 250,000
Total estimated expenses	\$ 342,448
Revenue	
2023 registration as of 5/8	\$ 513,050
2023 Anticipated Sponsorship	\$ 90,900
Total estimated revenue	\$ 603,950
Net	\$ 261,502

Sponsorship to date, May 8	
Gold x2	\$ 22,000
Silver x4	\$ 20,000
Booths x12	\$ 36,000
Other sponsorships (badges, packages etc)	\$ 12,900
	\$ 90,900

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.

65 RSVPs as of May 8

Open to registered attendees only

Tuesday Highlights



- 2023 Cost Challenge Overview
- 2023 Best Paper Awards Presentation
- Keynote Speaker: **Jim Manchisi**
- CCEA/PCEA Exam Overview and Training Program Introduction: 9:45am
- Headshot booth in exhibit hall: noon-7:00pm
- Welcome Reception: 4:45-7:00pm

Wednesday Highlights



- 2023 Association Awards Presentation
- Panel Discussion: ***Navigating Staffing Challenges in Today's Environment***
- Cost Challenge presentations: Frio Room
- Headshot booth in exhibit hall: noon-7:00pm
- Welcome Reception: 5:15-7:00pm

Thursday Highlights



- Keynote Speaker: 8:00am
- Best Paper Overall Presentation: 11:15am
- Closing General Session with Panel Discussion ***Career Perspectives for Every Age***: 3:15 pm
- Winning Cost Challenge Team awarded!

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.
 - 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.
 - 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~~purposes, in furtherance of the public interest.

Mission

- Providing the ~~industry~~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, it is 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 M=~~Modern communication tools shall be used ~~in combination with at~~ regular and relevant ~~communication occurrences~~ to get attention for ICEAA – SW and ~~the its~~ objectives. Proposed communication means are:

- ~~Blogs created by volunteers from within the ICEAA-SW or as recruited by members of the ICEAA-SW published on the ICEAA-SW page of the ICEAA website (?)~~
 - Quarterly relevant Blogs on the ICEAA – SW site by experts (location t.b.d.)
 - Identify topics and presenters for a first year
- ~~Webinars created by volunteers from within the ICEAA-SW or as recruited by members of the ICEAA-SW supported by ???~~
 - Quarterly webinars with relevant topics related to Software Cost Estimation. ~~During each webinar the agenda for the next 2-3 webinars shall be presented~~
 - Webinars will be maximum one hour with time for questions
- ~~Podcast – as Podcast experience and funding permit~~
 - 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
 - Webinars or Podcasts will be recorded with video and posted on an ICEAA-SW Youtube channel
 - **Actions: create ICEAA – SW YouTube channel**
- News items on social media
 - 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 ~~to be managed by an appointed member of the ICEAA-SW group~~
- Conferences - to promote ICEAA – SW
 - ICEAA Workshop – 2023



- IT Cost Management Summit – 2023
- UK – SCAF
- ISMA 2023 (?)
- IWSM 2023





Organization

The ICEAA – SW organization consists of ICEAA and NESMA members who have received the SCEC certification.
The board members should include:

- 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
 - Proposal: ~~Paul Marston~~ Bob Hunt (?) (ICEAA)
- Treasurer – any ICEAA or Nesma member
 - Proposal: Harold van Heeringen
- Secretary - any ICEAA or Nesma member
 - 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 if appropriate.

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. Release will be subject to review and approval of ICEAA VP Professional Development or his/her designee. Small changes can be implemented intermediate.

The working group has a working group lead who is part of the ICEAA SW board appointed by 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 VP 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 in addition to the accreditation this includes the cost structure for providing the training. Accreditation and cost structure will be subject to review and approval of ICEAA VP Professional Development or his/her designee. 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 who is appointed by the ICEAA SW board. The working group lead reports to the ICEAA SW board but also informs the VP 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 needs 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~~ quarterly during a longer strategy meeting and ~~monthly as needed for during a~~ shorter status meetings. 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~~ working group lead.

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 Software SIG-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 needs 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 is a long term goal and should only start when the SCEBOK – S is stable enough to prevent too high maintenance ~~effort / costs~~ effort/costs and has achieved significant revenue in the target countries to justify the expense of translation.



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, ~~med~~mid-level~~er~~ 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 in addition to monitoring the market trends ~~itself~~, ICEAA – SW needs s-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	Jan 16
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

<i>ID</i>	<i>Description</i>	<i>Owner</i>	<i>Due date</i>
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			

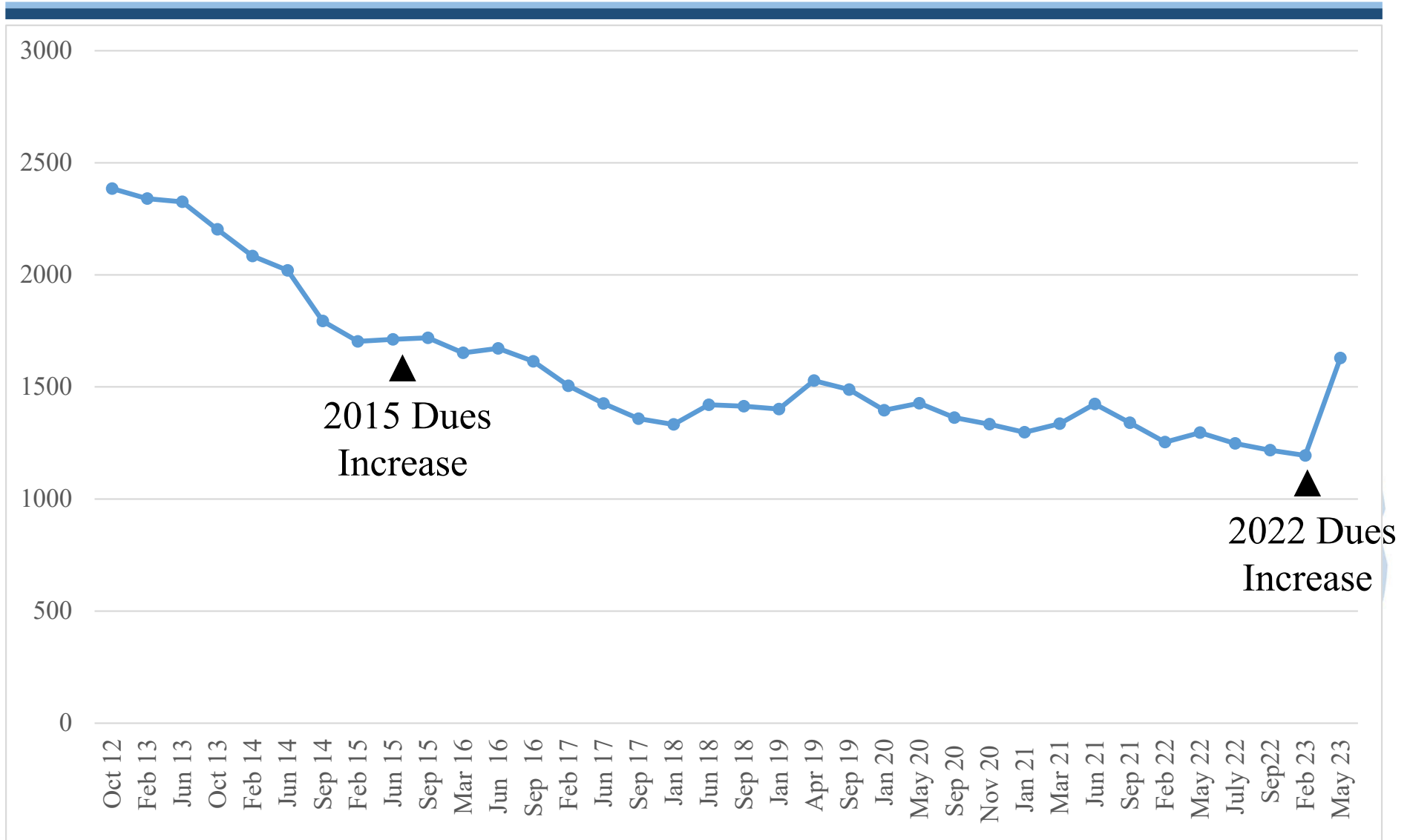
ICEAA Membership 2019-2023

	Jan 19	April 19	Sep 19	Jan 20	May 20	Sep 20	Nov 20	Jan 21	Mar 21	Jun 21	Sep 21	Feb 22	May 22	July 22	Sep 22	Feb 23	May 23
TOTAL MEMBERSHIP	1401	1528	1488	1398	1427	1363	1334	1298	1336	1424	1340	1254	1296	1248	1218	1194	1629
Atlanta	4	5	4	5	7	7	9	8	10	10	8	6	7	5	5	5	10
Australia	60	60	51	45	49	45	35	35	34	40	39	41	44	44	42	43	58
Baltimore	17	20	13	13	12	15	14	15	15	16	15	16	17	18	19	16	22
Canada	57	63	80	85	87	83	95	91	86	88	82	56	71	70	70	72	107
Central Florida	15	16	21	21	22	20	16	16	18	18	18	19	21	19	21	20	29
Central VA	28	30	32	32	34	32	32	31	32	34	31	30	27	25	25	24	32
Dayton OH	51	55	44	41	50	42	41	45	47	50	48	46	47	43	43	48	59
DC Metro	367	451	476	461	480	479	468	461	470	490	442	437	443	421	406	390	536
Detroit	18	18	18	19	20	14	15	14	15	20	18	18	17	18	21	24	26
Greater Alabama	53	48	41	40	40	36	34	32	33	41	40	40	39	37	35	37	48
Hampton Roads VA	14	15	14	14	16	14	16	14	14	13	12	11	11	11	12	12	16
Houston	10	10	10	12	12	12	11	11	12	12	10	9	9	9	8	7	10
Lone Star TX	15	15	12	10	10	11	11	9	11	12	12	13	13	13	12	10	15
Mid-Atlantic	14	16	13	14	12	12	10	9	10	12	11	11	13	12	14	14	22
New England	92	95	91	85	81	84	80	74	72	73	69	49	58	56	53	51	68
Northwest	28	27	18	17	17	12	9	7	6	7	5	7	7	7	6	10	12
Northwest Florida	18	18	21	13	11	12	10	8	7	8	12	10	10	12	12	9	15
Pike's Peak	17	23	22	21	20	16	19	19	18	19	22	20	20	19	18	15	18
Rocky Mountan / Denver	8	9	7	9	8	9	12	15	20	20	23	19	20	18	17	13	22
San Antonio TX	3	4	4	4	5	5	5	6	6	7	6	6	5	3	2	4	6
San Diego	39	40	37	35	35	37	39	39	37	44	44	36	35	31	27	24	41
So Cal	111	117	102	88	93	95	94	94	108	117	115	101	107	101	98	86	118
St. Louis Gateway	22	22	14	14	14	13	14	13	12	12	12	10	9	8	11	10	12
Twin Cities	7	6	6	6	6	6	5	6	6	7	6	6	6	6	5	5	6
No Chapter/Other Int'l	332	345	336	293	286	251	239	225	236	252	238	235	238	240	235	244	320

ICEAA Membership 2019-2023

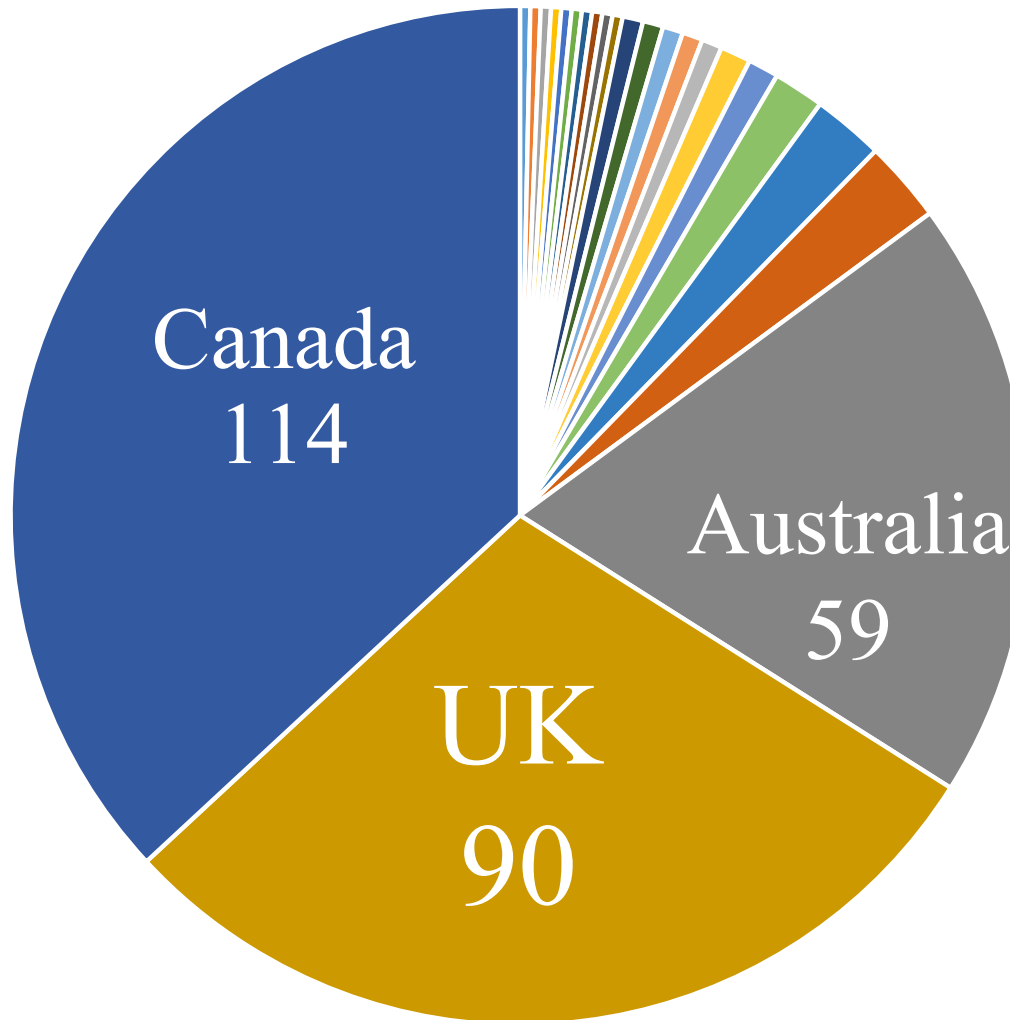
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State of the Association: Membership Trends 2012-2023



State of the Association: International Membership

114	Canada
90	UK
59	Australia
8	Netherlands
7	Germany
5	Japan
3	Korea
3	Malaysia
2	Belgium
2	China
2	France



2	Mexico
2	Pakistan
1	Congo
1	India
1	Indonesia
1	Iran
1	Kenya
1	Luxembourg
1	Oman
1	Saudi Arabia
1	Turkey

Government Employees (*estimated*)

	Nov 2020	Jan 2021	Mar 2021	Jun 2021	Sep 2021	Dec 2021	Feb 2022	May 2022	July 2022	Sep 2022	Feb 2023	May 2023
DoD et al	15	16	22	18	21	23	20	24	16	16	11	24
Air Force	80	76	78	89	87	82	81	80	71	70	69	99
Navy	21	19	20	22	21	22	21	21	19	19	20	27
Army	13	11	10	10	10	9	10	10	12	11	12	14
Coast Guard	1	1	1	2	1	2	3	4	4	4	3	3
NASA	18	18	20	22	21	19	19	22	20	16	18	22
MDA	6	5	6	9	10	8	8	8	9	9	7	10
State/Local	1	1	1	1	1	1	1	1	1		1	1
DHS	13	13	19	21	20	17	17	17	17	17	18	17
DOE									13	15	15	17
FAA										8	8	8
Misc Civil	13	14	14	11	13	12	12	17	18	11	10	10

Total
US Government
Employees (est.) 252

Total Membership
as of 5/5 1629

Percentage of
Membership: 15.4%

Jan18	25%	Mar21	14.4%
May18	23%	Jun21	14.5%
Sep18	25%	Sep21	15.4%
Feb19	24%	Dec21	14.9%
Apr19	15%	Feb22	15.4%
Sep19	15%	May22	15.8%
Jan20	16%	July22	16.1%
May20	16%	Sep22	16.3%
Sep20	15%	Feb23	15.9%
Nov20	14.5%	May23	15.4%
Jan21	13.6%		

Membership Composition

