

ICEAA Board of Director's Meeting  
11:00 – 1300 | Friday, January 19, 2024  
Zoom Virtual Meeting  
OFFICIAL MINUTES approved March 8, 2024

Action Item Summary:

- Megan, the Workshop Committee, and Madeleine will review the Workshop revenue projections and strategize how best to achieve them and distribute their findings electronically prior to the next board meeting.
- Jennifer K. and Sharon to compile ideas and suggestions for an official policy on exam fees, cancellations, and exam transfers.
- Megan to review and distribute via email the MOU with DAU via email to see if the agreement requires that we establish a seat for the DAU on the Software SIG board before offering the opportunity to participate.
- Megan to schedule a Zoom for the following week for the Executive Committee to discuss experience-based certification further. All board members will be invited.
- Christina, Mike, and other representatives from Canada will meet to discover the potential market, estimate the true cost, and determine the return on investment of translating CEBoK into French.

Voting Attendees

Tim Anderson (via Pullen proxy), Dave Brown, Carol Dekkers, Bob Hunt, Brent Johnstone, Jennifer Kirchhoffer, Mike Lionais, Arlene Minkiewicz, Cari Pullen, Sanath Rajagopal, Wendy Robello, Christian Smart, Christina Snyder, Madeleine Teller (via Kirchhoffer proxy)

Non-voting Attendees:

Kevin Cincotta, Courtney Jones, Jennifer Scheel, Sharon Burger, Megan Jones

Welcome, quorum count, introductions:

Christina Snyder

Christina reminds the board that her goal as president has been to increase transparency and communication within ICEAA. She has some opportunities and challenges she'd like the board to discuss today that she anticipates debate and disagreement on, but important topics related to the future of the organization. The quorum is established, and the meeting begins at 11:00 am.

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There is a note on the agenda explaining the result of a between-board meeting Executive Committee Call, which Megan had requested in order to clarify the language regarding the CEBoK-S purchase requirements the board had agreed upon. Megan believed the intention of the board was to enact this policy on January 1, 2024 for all SCEC candidates, but did not believe the language the board put forth was clear enough for the public or to feature on the website. The Executive Committee agreed that the intention was for all SCEC candidates to purchase or show proof of purchase of CEBoK-S, and the explanatory language was adapted accordingly.

Secretary Report: Arlene Minkiewicz

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

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

Treasurer Report: Madeleine Teller

In Madeleine's absence, Megan presents the slides. The balance sheet is at its usual winter position, after the post-registration, pre-bill-pay period after the Workshop. Our interest revenue is also higher than usual, due to higher interest rates on our CDs.

The previous estimate that had put us at about break-even for 2023 was contingent on receiving all \$50,000 of the COVID PPP grant we were promised. Unfortunately, the government recently paused all payouts on PPP grants and the remaining \$30,050 was not paid to us. We hope to see it next year if the program resumes.

Revenue from the 2023 Workshop was not as hoped, but Megan is confident that 2024 will result in revenue more similar to previous Workshops. The event we're planning with SCAF for the fall should be a small moneymaker, but its value will be more intangible like outreach and representation overseas. Certification revenue is up from 2022, and signs point to that continuing. SCEC revenue wasn't great for 2023, but that's to be expected given the short time it was available. CEBoK video and CEBoK-S sales are good, Journal/ICEAA World expenses are standard. Megan would like to reengage Amritpal Agar and the Cost of Everything Podcast again for 2024 and explains that the Advertising line item also includes a

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limited amount of revenue that comes in from our career center page. Megan would like to give more money to the chapters in 2024 for events, and all other line items were about as expected.

Christina asks what we need to do in order to hit the \$125K goal for the 2024 Workshop. Megan explains that the \$125 estimate was a conservative average of the 2015-2019 and 2022 Workshop revenues, understanding that due to inflation and other factors, we still may not get to 2019 highs, but with a better understanding of the post-COVID issues we suffered in San Antonio (primarily food costs) we should be able to get back to normal revenue amounts.

Jennifer K. asks if the 2024 Workshop revenue estimate of \$125K includes the ~\$22K we received in 2023, and if so, does that mean our overall target is \$150K?. Megan says that most years we receive some money for the Workshop in the year prior, and that she will look more closely at prior year revenues to confirm.

**Action:** Megan, the Workshop Committee, and Madeleine will review the Workshop revenue projections and strategize how best to achieve them and distribute their findings electronically prior to the next board meeting.

Jennifer K. asks if the \$30K of COVID grant money in the 2024 budget is from a new grant, Megan explains that this is the remainder of the 2023 grant that we hope to receive in 2024.

**Vote:** Motion is raised to approve the January 2024 treasurers report. No further discussion is requested. Seconded and passed.

#### Professional Development Update

Jennifer Kirchhoffer

Jennifer presents slides. CCEA achievement is down a bit from 2022, but 2024 is off to a good start. The data revealed that CCEA recertification is strong, and very few people let their certifications lapse. We got up to 17 sitting for the SCEC exam last year. PCEA, however, sees more turnover, which can be explained by their generally being in the beginning of their careers and may take another path as they advance. Advancement from PCEA to CCEA is high.

Jennifer will continue to track the certification stats in these areas and is happy with how 2023 went for professional development. She did not show the breakdown of exam questions, and which were performing well vs others, but plans to show those stats a few

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times a year. We saw an increase in certification in other countries since the last meeting, including 5 in Belgium and 3 in the UK.

We have a number of exams “scheduled” that were paid for but not been taken yet. ICEAA does not currently have an expiration date on exams, and once purchased, can be taken at any time. Of the 70 exams currently paid and scheduled but not taken, only 30 are from 2023, and 40 are more than a year old. Jennifer asks the board if they think we should set an expiration date on taking the exams, or do we really care since they've been paid for?

Christina asks Sharon if most of the untaken exams can be attributed to career change, like the PCEA drop off mentioned above. Sharon would have to look at the information to be sure. Sanath suggests sending a reminder to the individuals with untaken exams to either take or cancel their exam. Sharon says the exam software does have a feature to remind people to take their exams that she could use. Dave suggests polling the individuals as to their intentions when we send the reminder.

Megan asks if ICEAA is prepared to give refunds for those who haven't taken their tests, because if we remind them their years-old exam fee is still valid, we can expect to get a lot of refund requests. Most agree the fee should not be refundable.

Jennifer K. proposes all exam-related fees be non-refundable. Wendy suggests a short grace period and to allow for exceptions (within 24-48 hours), and also likes the idea of gathering more data on member demographics. Dave suggests making the exams transferable to others in lieu of cancellations, Christina agrees, as long as the individual to whom the exam is being transferred qualifies.

Megan reassures the board that the ICEAA office is small enough to be flexible; we don't have mountains of red tape that will prevent us from providing a good customer experience, We will be flexible within reason with all issues regarding cancelling or transferring exam fees. However, she would like the board to make an official statement on exam fees so the policy is easily accessible to members.

Kevin believes the fee we charge for the exam is an application processing fee, so if the exam were to be transferred to someone else, they would have to pay again, saying the fee is for the labor to review the application, and was in place before the online exam so it's not for the actual exam. Sharon says the fee is referred to as an exam fee.

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Mike cautions that if the government paid the fee, returning it to the individual could result in a fraud case if the candidate doesn't repay the government. He also believes the fee should be considered an application fee.

Someone asks since we have a re-take fee for the exam, is the fee an exam fee?

Jennifer K. suggests collecting ideas and suggestions for the exam fee issue prior to the next board meeting so we can discuss fully with more information.

Kevin says since the re-take fee is significantly lower than the original exam fee, it was likely designed to cover both application and exam. Arlene suggests waiting for the cancellation period (24-48 hrs) to pass before processing any applications to ensure effort isn't wasted for a cancelled exam.

Dave asks if someone applies and pays, do they get their money back if they are not qualified? Sharon says they don't pay until they're approved. Carol asks if these policies will apply to PCEA, CCEA, or SCEC? Christina says the policy should be for all exams.

**Action:** Jennifer K. and Sharon to compile ideas and suggestions for an official policy on exam fees, cancellations, and exam transfers.

Jennifer K. says we will hold the CEBoK training courses in Minneapolis and is looking for a deputy training chair, if anyone has recommendations. This is a good way for someone to familiarize themselves with the VP of Professional Development role.

We have appointed three principals to support Professional Development: Sanath Rajagopal for CEBoK-S, Kellie Benefiel for CEBoK, and Kevin Cincotta for Certification. Sanath, Jennifer K. and Megan had a call earlier in the week to discuss ideas on how to improve CEBoK-S. Sanath is meeting with the Software SIG CEBoK-S Content Management Working Group to prepare a list of recommendations for Jennifer. Kellie and Dave have been working on the Module 6 updates, and Dave reports progress has been made since last meeting and is encouraged by their progress.

Carol asks if we have ever considered having Vice Principal positions to support the Principals, and if so could she volunteer? Jennifer says we have not discussed that previously but could in the future.

Jennifer would like to form a committee and ideally meet during the Workshop in Minneapolis to begin discussions on updating Module 5: Inflation/Escalation and find a lead for the effort.

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Kevin reminds the board of our MOU with the DAU that indicates we will collaborate on future CEBoK-S development and would like to invite a representative from the DAU to participate on the Software SIG CEBoK-S Content Management Working Group or the overall SIG Board, and if the ICEAA Board has an opinion on what kind of role that should be. Christina thinks it's a good question and good idea. She asks Jennifer if we know which agencies the 23 government employees who took the exam are from, and Jennifer says she can add that information to the next report.

On a related topic, Christina was on a call with the Collaborate Cost Research Group, run by Dan Strickland of the MDA. She has considered reaching out to Dan to present to his group on ICEAA and our offerings, and believes showing them which agencies are certified could encourage more participation. She also thinks offering opportunities for groups like the DAU and the CCRG to address ICEAA could lead to us to be invited to address their constituents and more formal relationships.

Jennifer agrees that collecting and preparing data on certification will be a great tool for us, and believes someone from the board could do the same for membership data to encourage membership and look at what we are doing and what we should do to increase membership.

Jennifer thinks it's a good idea to invite DAU, but clarifies that Kevin's question was whether we should establish a standing seat for a DAU representative or offer them the opportunity to volunteer. Kevin adds that we need to determine whether the MOU with DAU requires that we offer them a seat. Jennifer agrees we should review the MOU to determine our response.

**Action:** Megan to review and distribute via email the MOU with DAU via email to see if the agreement requires we establish a seat for the DAU on the Software SIG board before offering the opportunity to participate.

Christina agrees it will be a good idea to analyze our membership data, and a great opportunity for a member to get more involved with volunteering. She calls for volunteers or suggestions. Dave volunteers to participate on the team and help out the eventual lead. Megan remembers that Dan Germony had started some work on analyzing membership data for the Washington Capital Area chapter and may have something we can start with. Megan will connect Dan and Dave via email.

Wendy asks if the monthly membership lists distributed to the chapter presidents and region directors is all of the data we have on our membership. Megan confirms that while a few

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irrelevant or confusing fields are removed from those lists, the data on that list is what we have for our members.

First Barry Boehm Software Excellence Award

Bob Hunt

Megan was tasked last meeting with compiling and distributing the Software SIG's recommendations for the Barry Boehm Software Excellence Award criteria and their nominee for the first award. Both can be found in the pre-read material.

Bob presents slides, including a history of software estimating and Dr. Boehm's accomplishments. The Software SIG came up with the idea for an award, and secured approval from Dr. Boehm's family to use his name before moving forward. The SIG then developed a list of more than 20 names to consider for the first awardee, and chose to limit the initial award to people closely tied with Dr. Boehm and his work.

Bob would like the board's final approval on the award criteria and the SIG's nominee for the inaugural Boehm Award for Excellence in Software and Systems Cost Analysis, and to establish a process for future awards.

Christina asks if going forward this award should be handled differently than other ICEAA Awards, with more involvement from the Software SIG and/or the Boehm Center. Bob says there are a few differences in the Boehm Award criteria vs. other awards, specifically that he removed the requirement for Boehm Award recipients to be ICEAA members, but that could be something the board reviews or changes in the future, or widen to ICEAA, Nesma, and SCAF members.

Jennifer K. asks if the Boehm Award will be like the Freiman Award in that it's for lifetime achievement, should there be a rule restricting an individual from winning both? Bob thinks that's a good thought to explore but hadn't expected the Boehm Award as a lifetime award. Bob's goal with the award was to expand ICEAA's presence in the software estimating field by awarding individuals actively contributing to the field. Jennifer suggests adding time parameters to the Boehm Award criteria to clarify.

Arlene suggests we consider what Dr. Boehm would want. Bob thinks he would encourage us to award active software estimators (last 3 or 5 years for example). Bob thinks the award should have weight but not necessarily be a lifetime achievement award.

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Jennifer K. asks if the SIG-recommended Boehm Award winner would be a viable keynote presenter for the Workshop, several board members chime in to agree.

Christina calls for comments on the Boehm Award criteria as presented in the pre-read, particularly to specify whether it's a lifetime or current award. Megan suggests spending more time on the criteria, since the board has essentially agreed that the winner of the first Boehm Award has been chosen, the criteria isn't particularly relevant until we prepare for the 2025 awards when nomination is open. Since 2024 is essentially predetermined and a special case, we can focus on polishing the criteria for 2025. Since we will be introducing the Boehm Award at the 2024 Workshop the Board should be sure to polish the criteria by the Workshop in 2024

Cari believes that ICEAA membership should be a requirement for the Boehm Award. It's ICEAA's award, it should go to ICEAA members. Several board members agree. Fortunately, the individual that has been nominated is an ICEAA member, so it won't be an issue for 2024.

Christian is concerned that since the first award is being given for an individual's body of work, it sets a precedent against future awards being for more current accomplishments. Arlene concedes that while the individual has had a long and accomplished career, he would still qualify as an active participant in the software estimating field.

Carol supports the SIG's nominee for the award, and suggests ICEAA collaborate with the Boehm Center to choose future winners, and foster a relationship between the two groups. Arlene supports the idea of collaborating with the Boehm Center, but would prefer open nominations in the future.

Christina calls for a board vote to approve the SIG's nomination for the inaugural Boehm Award for Excellence in Software and Systems Cost Analysis, that the winner will be invited to receive their award at the Workshop. During the Workshop, we will explain the motivation for the award, why we chose the inaugural winner, and that the award will be available for members to nominate for in 2025. Then the board will review and update the award criteria to clarify the timeframe, membership, and other requirements. Bob agrees.

**Vote:** Motion to approve the SIG's nominee for the inaugural Boehm Award for Excellence in Software and Systems Cost Analysis. No further discussion is requested. Seconded and passed.



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Bob will notify the Software SIG that the board will be reviewing and updating the Boehm Award criteria. Megan will update 2024 Awards Chair Courtney Gray on the award, discussion, and process, and will contact the winner regarding attending the Workshop.

Bob suggests that we invite Dr Boehm's daughter to attend and maybe present the award to DR Clark. The Board agrees this is a great idea and we will follow up after Dr Clark has been notified.

2024 Workshop Update

Jennifer Scheel

Jennifer presents slides. Progress on the 2024 Workshop is moving at a steady and satisfactory pace, with several milestones met, strong registration and sponsorship (2 gold, 2 silver and 9 booths) trends to date. Registration for the 2024 Cost Challenge will be opening soon to allow companies more time to plan and coordinate sending their teams, but the challenge exercise timeline will remain at 2 weeks like it was in 2023. The OEM COG is busy planning Monday's OEM Forum, and has come up with a great idea to form a panel for the main workshop of senior leaders from government and OEM groups. The OEM COG has identified several qualified panelists for the OEM perspective, but any suggestions or connections for the government participants for this panel or other keynotes/panels are welcome. The Workshop Committee is also developing a plan to hold a First Timers/Junior Estimators meetup for Monday evening to ease introductions. The challenge architects are creating this year's challenge which will focus more on data analysis and data visualization than last year's.

Megan provides an update on future workshops, reminding the board that the 2025 Workshop will be in Atlanta, and that the 2026 Workshop has been recently booked for Norfolk, VA. She cites several challenges she has noticed in the two years since Covid that she has searched for hotels: room rates are high, and all hotel-related expenses are up. Megan sent proposals to more than ten cities to find a venue for 2026. Room rates were upwards of \$330 per night for some cities, more than \$260 for most. Given the government per diem rate for 2024 does not reflect recent increases in hotel prices and inflation, per diem rates remain so low they are not competitive, and hotels are even less willing to contract per diem rates than before Covid. As long as per diem rates remain low, the cities that will be willing to host us will not be especially glamorous. Carol suggests all board members attend the first-timers meetup on the Monday of the Workshop to introduce themselves and offer to be a mentor or buddy to one of our less-involved members. Christina and Arlene agree this

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is a great idea. Megan offers to invite Carol to the next Workshop planning committee meeting to flesh out the buddy/mentor idea with the team.

There will also be another meetup of the Women in Cost Estimating group during the Workshop in Minneapolis. Another idea in the works is to set up areas at a lunch or reception to encourage meetups.

Identifying Near-Term Opportunities/Challenges

Christina Snyder

Christina has seen several topics arise recently that she believes the board should discuss and take a position on. Christina, Sanath and a few others recently met with a company in the UK who had an arrangement with a UK cost-related association to approve their in-house training and certification program as the equivalent to the association's training and certification program, which would grant certification from that association to those employees of the company that completed their certification and training program. The association has since discontinued their certification program, and the company would like to establish a similar relationship with ICEAA. The association also offers experience-based certification, which ICEAA has discussed before, but not finalized. Christina would like the board to share their thoughts on either credentialing another organization's training program or offering experience-based certification. Sanath confirms this is the request, and believes we could increase membership in the UK significantly, beyond the company in question but to many members of the association in question.

Mike says the government of Canada had approached an association in Canada that was certifying CPAs to accept the government's training program, along with an experienced executive program, and it increased CPA certification in the Canadian government from 3% to 20%. The government's training program was not equivalent to the association's, it granted a certificate not a certification, but it was very successful for increasing government participation. However, the program was terminated, the number of certificate holders and members reduced, and now the Canadian government is seeking a similar arrangement from a group in the UK. He strongly supports the idea, and suggests if we did pursue it, to create a different designation for the experience-based certificates.

Christina calls for dissenting opinions so we can explore pros and cons. Wendy likes the idea but would want a program like this to extend to universities, which have been contacting her for something similar.

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Sanath agrees with Wendy's point, and adds agreement to Mike's point that the experience-based credential should be different from PCEA, CCEA, or SCEC. He does not see any down sides to the idea, other than that we can miss the opportunity if we don't act quickly.

Dave says that since so many universities offer short online programs for certification or certificates, have we considered partnering with a university to offer CEBoK and the exam? Christina says both Kellie and Christian have worked with universities to try to offer CEBoK, and agrees the market exists, but would like to keep the topic to experience-based certification.

Cari is hesitant, saying experience does not always mean expertise, and if someone is an expert, why can't they take the exam?

**Action:** Megan to schedule a Zoom for the following week for the Executive Committee to discuss experience-based certification further. All board members will be invited.

Another issue Christina discussed is the possibility of translating CEBoK into French and would like to work with Mike and others from Canada to establish the market case for ICEAA making such a large investment. We have to discover the potential market, estimate the true cost, and determine the return on investment.

**Action:** Christina, Mike, and other representatives from Canada will meet to discover the potential market, estimate the true cost, and determine the return on investment of translating CEBoK into French.

Enhancing marketing for CEBoK-S, CEBoK, and ICEAA in general: when we're looking at the materials we put out, we tend to come from the perspective of active ICEAA members who already know what our products are and how they work, but we don't have much that explains ICEAA to someone new. Christina would like us to work more closely with other organizations, but also believes it is important for anyone, especially board members, to be able to explain ICEAA to someone who knows nothing about it quickly and effectively.

Mike believes we could get a lot of exposure if we work with CPA or other accounting groups.

Christina encourages everyone to email her or Megan with their marketing ideas.

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New Business, Plan Next Meeting & Adjourn

Christina Snyder

With no other new business, a motion to adjourn is raised, seconded, and approved. The board agrees to hold their next meeting Friday, March 8 at 11am EST. The meeting adjourns at 1:02.