

ICEAA Board of Director's Meeting

11:00 – 1300 | Friday, September 8, 2023

Zoom Virtual Meeting

OFFICIAL MINUTES approved November 3, 2023

Action Item Summary:

- Christina and Mike to schedule a meeting to discuss the possibility of ICEAA translating CEBoK into French.
- Megan and Madeleine will be looking into the bank fees increase and will adjust financial projections accordingly.
- Bob to present criteria and nominees for the Boehm Award for Excellence in Software and Systems Cost Analysis that were developed by the ICEAA Software SIG at the next board meeting.

Voting Attendees

Tim Anderson, Dave Brown, Carol Dekkers, Rich Hartley, Brent Johnstone, Jennifer Kirchhoffer, Mike Lionais, Arlene Minkiewicz, Cari Pullen, Sanathanan Rajagopal, Wendy Robello, Jennifer Scheel, Christian Smart, Christina Snyder, Madeleine Teller, Kellie Wutzke (via Snyder proxy)

Non-voting Attendees:

Kevin Cincotta, Jessica Tucker, Sharon Burger, Megan Jones

Welcome, quorum count, introductions:

Christina Snyder

Christina thanks everyone for joining the meeting, and with a long agenda ahead, wants to start the meeting. She looks forward to a lively and respectful discussion on some important items. The quorum is established, and the meeting begins at 11:00 am.

The ICEAA bylaws grant the executive committee the power to make decisions between board meetings on time-sensitive items. Since the last meeting, the executive committee met twice to discuss and make decisions on:

1. The fees and conditions for Nesma's use of the CEBoK-S training materials during their October 2023 training event.

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2. Granted permission to the Executive Director to grant discounts of up to 20% without board approval for larger purchases, especially by new companies or potential members to encourage participation in ICEAA.

Mike Lionais wants to encourage more participation in ICEAA's training and certification, however, he would need to secure a waiver from the Government of Canada to use the material since it is available only in English (Canadian law requires official training materials to be available in both English and French). While the ICEAA Canada chapter has made some advancements on getting more Canadians certified, there is concern that this is providing an unfair disadvantage to Canadian Anglophones over Francophones, and Mike's efforts are being limited by CEBoK not being available in French. Christina acknowledges the issue and that it's been lingering for several years. ICEAA does not currently have a plan to move forward with translating CEBoK.

Action: Christina and Mike to schedule a meeting to discuss the possibility of ICEAA translating CEBoK into French.

Secretary Report:

Arlene Minkiewicz

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

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

Treasurer Report:

Madeleine Teller

Madeleine presents slides and apologizes for missing the previous meeting. The usual dip in reserves after the Workshop has arrived; the July report reflected registration revenue received but the Workshop bills had not yet been paid. After paying the bills for the 2023 Workshop, our balance sheet is down a little versus 2022 but not by much.

Projections estimate a loss of about \$50,000 for FY2023, primarily from the increased costs associated with the Workshop, but also a decline in membership sales, which can be attributed to many members purchasing multiple-year memberships when we increased dues in 2022.

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Office Operations costs are up. Our banking fees are higher than last year with our new credit card processing system, and Megan and Madeleine will be looking into the increase and adjusting projections and 2024 budgets accordingly.

Action: Megan and Madeleine will be looking into the bank fees increase and will adjust financial projections accordingly.

Megan adds we received \$19,000 of the expected \$50,000 in COVID relief funds in the days between when the report was generated and the meeting. Christina asks if we still expect all \$50,000 and Megan explains that ICEAA's payroll provider has said they are waiting to get the money from the government before they can pass it on to us and they don't have much information on when that will be.

Vote: Motion is raised to approve the September 2023 treasurers report. No further discussion is requested. Seconded and passed.

Professional Development Update

Jennifer Kirchhoffer

Jennifer presents slides with new certification statistics, including change over time in CCEA certification status. She and Sharon have been exploring the reporting capabilities of our new database system and are excited to present new and interesting data.

The board asks many questions about the new reports and Jennifer admits some of the graphs are not as clear or explained as well as she had hoped, and will be addressing the board's comments and suggestions for future reports.

Mike says that there's no benefit to maintaining one's certification in Canada because it is not a requirement for employment in a cost estimating field, so they tend to get certified as financial professionals or accountants. Jennifer K. asks how we can improve that, Mike says the answer is translating CEBoK into French. Rich asks how translating CEBoK changes the issue of job requirement, Mike says if the training were in French, more Canadians could use it. Carol adds that the Canadian Government will not endorse any training or certification that is not available in both French and English.

Jennifer K. asks if Mike knows of any bilingual members who could volunteer to verify a translation were we able to purchase one. Mike says he has one CCEA in mind, and some additional members who are not certified but could contribute.

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Carol asks if the translation requirement is just for CEBoK and the CCEA, but for PCEA and CEBoK-S/SCEC also. Mike says eventually all things should be translated, but CEBoK would be a good start.

Jennifer is also pleased to announce that the Executive Committee met and agreed to grant the SCEC certification to Kevin Cincotta in thanks and recognition for all of his hard work on developing and rolling out the SCEC Exam.

CEBoK-S, SCEC Update

Kevin Cincotta

Kevin says additional questions continue to roll in for the SCEC exam (~112) and all things SCEC and CEBoK-S are in good shape. He has received some exam reports and has been analyzing question performance and pass rates, especially since most of the early/alpha exam takers were chosen for being SMEs in the field, thus a higher pass rate. He also decided to grant certification to those alpha exam candidates who did submit exam questions in good faith, but the questions were rejected for reasons beyond their control.

Kevin raises an issue that has come up recently: an individual has taken the PCEA/CCEA exam five times in the past 14 months and failed with less than 50% correct each time, no discernable change among the scores, and never has used all available time to complete it. Kevin asks if the board would like to establish a limit to the number of times an individual can take or re-take the same exam, such as twice in a six-month period and three times in a calendar year, currently there is no restriction. He is concerned that with the limited number of questions in the exam question bank, even with randomization, an individual could be seeing all available questions in two exam sittings.

Jennifer K. did some analysis of the data we have available on exam re-takes and found that in all other cases where the exam was re-taken, it was usually only one or two times. Kevin concludes that were we to initiate a rule like this, even retroactively, it would only have impacted a few people, which demonstrates that such a rule would not be overly restrictive.

Note: A motion is raised to set the following limits on the number of exam attempts, to be effective immediately: “For any given exam type, (PCEA, CCEA, and SCEC), a candidate may not exceed a total of two attempts per exam type in a 6-month period or three attempts in a 12-month period.” No further discussion is requested. Seconded and passed.

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Updates to CEBoK Module 6

Dave Brown

The team updating Module 6 continues their efforts, but will always welcome additional volunteers, especially those short on recertification points.

External For-Profit Training Using CEBoK-S

Christina Snyder

Christina acknowledges this will be an intensive discussion. Though we successfully rolled out CEBoK-S and the SCEC exam, we have not spent enough time and thought on the pricing or other logistical elements to the program. Now that the public is becoming more interested in it, we need to ensure the products' foundations are solid.

Christina presents slides, which explain the various types of CEBoK-S that could take place, and clarifies which will be discussed today and which will not. Today's discussion will not cover ICEAA-sponsored training events, chapter training, online training videos, or internal small study groups, we will only be discussing what will be referred to as External For-Profit Training, where Organization A hires Organization B to sell training based on CEBoK-S.

A group met to discuss CEBoK-S training as well as requirements for the SCEC, including a requirement that all individuals who wish to take the SCEC exam must have purchased a copy of CEBoK-S. The two products would be available as a bundle on the ICEAA website (if someone purchased or received CEBoK-S in another way, they can prove they already own it and can take the SCEC). Another proposal is to remove the job experience requirement for the SCEC to encourage those interested in getting into the software estimating field.

Kevin is against removing the job experience requirement but is open to generalizing the experience requirement to IT-related/software-related or something else more permissive. Cari, Mike, and Tim agree. Jennifer K. says part of the thinking behind the recommendation of removing experience was to avoid the challenge of the Business Office having to scrutinize each application to determine if the experience is applicable. We have also heard from the Software SIG that there is an enormous market of individuals who are not cost estimators but software professionals who would be interested in the SCEC, and we want to be able to capture that market. Christina wants to expand our reach, but not at the expense of our integrity.

Carol asks if ICEAA's mission is to support and enhance cost estimating, is trying to make the SCEC appealing to the overall software development community in line with our

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mission? Christina believes the spirit of the mission is to make estimators better estimators and provide valuable resources, if someone doesn't have the title Cost Estimator, we still have interest in making them a better estimator.

Sanath suggests since we're in the early stages of the product's lifespan: we should keep price and entry restrictions low until we attract a large enough market to be more exclusive.

Rich disagrees, believing the certification should be an indicator to decision makers that an individual can be relied upon to provide quality estimates. He believes the ICEAA certifications have significant meaning and brand identity to managers, particularly those in the government, and opposes weakening the requirements, as it would diminish the certification.

Christina thanks everyone for their comments. The group also proposed removing the option to purchase CEBoK-S modules individually in light of requiring individuals to purchase CEBoK-S before taking the SCEC.

These changes were proposed as a result of the group's discussions on External For-Profit Training and what rules and criteria would be involved. The group proposes requiring all CEBoK-S trainers be certified starting January 1, 2024, that all trainers must be ICEAA members, and that we will develop an "approved trainer" status/program in the coming months.

Christina shows the board the proposed fees the trainers would owe to ICEAA for using CEBoK-S in a paid training scenario: trainers would pay \$595 per attendee for their CEBoK-S license, and \$300 per attendee for use of ICEAA's intellectual property.

Kevin believes the cost is too high, especially compared to the \$20/person/day we require for CEBoK training. Christina asks if the IP fee were only \$100, would he be more comfortable with it, and he says yes.

Tim is torn; he's concerned about excessive fees but does understand that ICEAA needs to be compensated for our work and products. Rich is conflicted but agrees and believes we should charge a nominal fee.

Christina thanks everyone for their comments and agrees it is a complicated issue. Companies want to use ICEAA's material to train their employees and others and are willing to pay for it. If ICEAA only gets paid for the CEBoK-S licenses and certifications from the trained individuals, what benefit is ICEAA getting for allowing companies to use our product, and should we benefit from that or consider these trainings to be free-to-ICEAA

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promotion for our products? ICEAA spent a lot of money on generating CEBoK-S and will be responsible for updating and maintaining it. While we are a non-profit, we still do need revenue to conduct business.

Carol suggests that these External For-Profit training agreements cover an entire training year rather than one training instance. Jennifer K. says she recalls ICEAA trying something like that with CEBoK; Megan says yes, in an effort to ease the complexity of the \$20/student/day training plan, we tried \$3,000 per year, but only one company took advantage of it, others complained it was too expensive.

Carol asks if the training agreement would also cover free lunch-and-learn type training; Christina reiterates we are only discussing External For-Profit Training today.

Megan says another motivation for the External For-Profit Training agreement is an attempt to curtail pirating and unapproved use of our material, which is a challenge since we chose to release CEBoK-S on PDF/PowerPoint rather than online like CEBoK2.0. When CEBoK was on PDF/PowerPoint, companies simply used it to make money and didn't report it to us. Requiring proof of CEBoK-S purchase for SCEC candidates will help weed out those individuals who "borrowed" someone else's copy of CEBoK-S, and the rosters from these training agreements will allow us to cross check trainees' CEBoK-S purchase. We need rules to make it easy for trainers to use it but also for us to control our IP.

Kevin asks if a company is providing CEBoK-S training as part of a deliverable on a government contract, would this count as External For-Profit Training? Jennifer K. says yes, Christina agrees. Kevin says that would be a challenge for them to figure out the specific revenue for each person, Jennifer agrees, which was why the group suggested a static charge rather than a percentage of revenue.

Kevin thinks the External For-Profit Training agreement will help discourage pirating of CEBoK-S but does not believe any company would agree to pay ICEAA for use of their product, and that the fees suggested are cost prohibitive. Jennifer K. says it is the responsibility of the trainer to incorporate the costs for use of CEBoK-S into their training course pricing models.

Christina asks for an informal show of hands for those who think ICEAA should receive some amount of money from companies using our IP, or no money from trainers beyond reimbursement for the trainees' CEBoK-S licenses. Seven voting board members believe trainers should pay something for the use of ICEAA's IP; five voting members think we should not charge for use of ICEAA's IP, at least for the first year (In either case ICEAA

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would receive the \$595 for CEBoK-S license for each student). Tim and Dave say that while they think there should be some fee for ICEAA's IP, but \$300/person is too much. Carol agrees. Cari agrees, adding that these trainings could be attracting CEBoK-S purchases and SCEC certification candidates that we normally would not reach.

Christina notes the time and that though the board seems far from consensus, the Business Office has some active requests for External For-Profit Training agreements and would like to be able to address them soon. Jennifer K. suggests whatever we propose have a time limit on it so that we can test and see what the market demands. Tim thinks we should try not charging for IP at first and then reassess when we know the demand. Megan cautions against not charging anything, that an increase from \$20 to \$100 will be easier to adopt than going from \$0 to \$20.


Christina suggests a motion to change the suggestion of the IP fees from \$300 per attendee to \$100, with a trial period through EOY 2024:

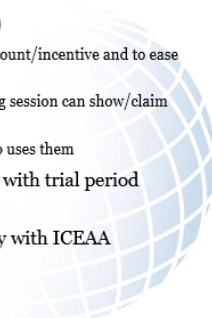
External For-Profit Training Proposal

Proposed fees to ICEAA

- \$595 for the CEBoK-S license per attendee (and until Dec 31, 2023 one copy per trainer)
 - CEBoK-S sold to trainers at member price as a discount/incentive and to ease recordkeeping for ICEAA
 - Trainees who receive CEBoK-S through the training session can show/claim they received their copy through the training
 - ICEAA can cross check vs. roster, keep track of who uses them
- ~~\$300~~ **100** per registrant for use of ICEAA IP, with trial period through EOY 2024

*exam application separately processed directly with ICEAA
**Does not include membership

 International Cost Estimating and Analysis Association



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Note: A motion is raised to set the above fees to ICEAA for the External For-Profit Training agreement: \$595 for the CEBoK-S license per attendee (and until Dec 31, 2023 one copy per trainer) and \$100 per registrant for use of ICEAA IP, with trial period through EOY 2024. No further discussion is requested. Seconded and passed.

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ICEAA Software SIG Update

Bob Hunt

Bob was unavailable for the meeting. He had promised to send criteria and nominees for the Boehm Award for Excellence in Software and Systems Cost Analysis that were developed by the ICEAA Software SIG, but they were not received. Topic is tabled until the next meeting.

Action: Bob to present criteria and nominees for the Boehm Award for Excellence in Software and Systems Cost Analysis that were developed by the ICEAA Software SIG at the next board meeting.

New Business, Plan Next Meeting & Adjourn

Christina Snyder

Jennifer K. asks if we need to discuss any preparations for the following week's All-Member Meeting. Christina says she has received topics for discussion from the Executive Committee and asks others on the board if they have anything they'd like covered or would like to contribute. Carol suggests introducing and explaining the Software SIG during the meeting.

Jennifer K. asks if given the 20-attendee cap on the Nesma CEBoK-S Training event in October, is sending Megan to support it a good use of funds? Megan says the SIG is likely expecting her to attend, but we should consider the cost/value of her expenses to go. We set a cutoff of October 3 for those attendees wanting to take the exam onsite in Delft (attendees can register after October 3 but would not qualify to take the exam onsite). By October 3 we should have a good indication of attendance and can decide then.

The board tentatively agrees to hold our next meeting on November 3, pending a decision on whether Megan will be attending the Nesma CEBoK-S conference in Delft.

Christina offers anyone to stay on the line after the official end of the board meeting to further discuss the All-Member Meeting and the Nesma CEBoK-S conference.

With no other new business, a motion to adjourn is raised, seconded, and approved. The meeting adjourns at 1:04.