ICEAA Board of Director's Meeting
1200 – 1600 | May 11, 2026

Marriott Norfolk Waterside, Hampton 2-3
AGENDA
as of May 7, 2026

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1. 12:00 – Introduction & Welcome — Christina Snyder

2. 12:05 – Secretary's Report — Madeleine Teller
    a. **Vote**: approve April 2026 minutes

3. 12:10 – Treasurer's Report — Arlene Minkiewicz
    a. *Financials available at next meeting*
    b. 2024 International Symposium

4. 12:25 – Professional Development Update — Kimberly Roye

5. 12:45 – 2026 Workshop Update — Megan Jones

6. 1:15 – ICEAA Strategic Direction — Christina Snyder, Megan Jones
    a. Marketing consultant for outreach/elevator pitch
    b. Scalability and growth of CEBoK
    c. CEBoK-S/SCEC

7. 2:15 –Break

8. 2:30 –Bylaws and Officers — Christina Snyder, Megan Jones
    a. Board and Chapter Board term limits
    b. International Board Petition Voting

9. 3:15 –2028 Workshop — Megan Jones

10. 3:35 –Action Item Review — Madeleine Teller

11. 3:50 – Plan Next Meeting and Adjourn — Christina Snyder

ICEAA Board of Director's Meeting

11:00 – 13:00 | Friday, April 10, 2026

Zoom Virtual Meeting

DRAFT MINUTES as of 6 May 2026

Voting Attendees

Sanath Rajagopal (via Brian Glauser proxy), Kellie Benefiel (via Dekkers proxy), Cari Pullen, Courtney Gray, Kimberly Roye, Patrick Casey, Tom Bosmans, Carol Dekkers, Madeleine Teller, Brian Glauser, Arlene Minkiewicz, Christina Snyder, Rich Hartley, Irfan Hashmi, Javier Provencio

Non-voting Attendees:

Steve Glogoza, Chris Massey, Sharon Burger, Megan Jones, Sean Wells

Summary: The meeting provided an interim board update focused on logistics for the workshop four weeks away, routine governance items, and operational reports. Attendance and proxies were confirmed, and the Secretary's Report was approved without edits. The Treasurer presented preliminary January–February financials, highlighted a projected workshop revenue estimate, and noted an unexpected bulk CEBoK video order that raised April projections. The group discussed operating expenses tied to the office move and ongoing IT and Wi-Fi costs that are expected to moderate later in the year. The CEBoK bulk-license sale was identified as a repeat-customer renewal using 20 promo codes. The board scheduled a review of SCAF bank records on April 13 to resolve a $18,000 reimbursement question. The professional development lead reported finishing the inflation training module and will circulate the revised module for review before the conference.

The board spent substantial time revising the exam accommodation policy after reviewing recent late requests and comparative policies at peer organizations. Members agreed to require appropriate documentation from a licensed medical professional but removed language tying accommodations only to a "first" exam attempt; retake limits and fees remain unchanged. Data-protection concerns for international applicants were clarified so documentation need not disclose diagnostic details. For workshop planning, Megan reported strong sponsorships, 292 early-bird registrations, a revenue projection near $114,000, and confirmed St. Louis as the in-person workshop site for May 11–13. Megan will publish the call-for-papers before the Norfolk trip, registration for two remaining cost-challenge teams closes Monday, and she will run a head-count poll to finalize lunch and room timing. Outstanding items include deferring the BOE training/module for post-workshop testing, pursuing CPM board correspondence and five years of financial records, and Madeleine offering to present and edit materials live at the workshop. The meeting adjourned after routine closing remarks.

Welcome, quorum count, introductions: Christina Snyder

ICEAA Board of Director's Meeting

11:00 – 13:00 | Friday, April 10, 2026

Zoom Virtual Meeting

DRAFT MINUTES as of 6 May 2026

A quorum is established, and the meeting begins at 11:04 am. Christina kicks it off by informing the group that there isn't much to be voted on today, but she wanted to hold an interim meeting before the workshop, which is now four weeks away, and Megan will provide updates later in the meeting.

Secretary Report: Madeleine Teller

No comments or edits were suggested for March 2026 minutes, either in advance of the meeting or during.

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

Treasurer's Report Arlene Minkiewicz

Arlene presents slides. We still have a fair amount of liquidity, which hopefully we don't need to tap into further. March numbers aren't in yet, so this will not be a complete quarter report. As of April 8th, we're projecting 114K for the workshop, but $44k of that was already collected in 2025, so the 2026 report shows $70k. We are hoping to collect a similar amount this year towards the 2027 workshop. Other things of note on here, the CEBoK and videos. There was a $10,000 CEBoK video order, which was unexpected, but is driving up the projected number for April. Everything else is projections based on the past couple years. Arlene reiterates that this is just based on what we know from January and February.

Christin has some questions on the CEBoK video sales and how it came about, and if there is potential for a testimonial that we can highlight on LinkedIn. Sharon explains that several years ago, MDA purchased a site license and wanted to renew that license. Since ICEAA has a different process now, it was not uploaded on their internal website, so they purchased 20 licenses at a slightly discounted price. They have named individuals who are going to be using CEBoK, and those specific individuals will get a promo code so that when they go in, then they will have their individual access to it. We only have 20 of those codes to distribute to them, and this will be a way for us to keep control over the content.

Rich adds that at Boeing, they are trying to do a little bit more with CEBoK. They had a small surge of new hires through some transformation efforts that were brought, and they put a lot of work into training their new people on just the basics of cost estimating, much of which had to do with processes at Boeing, but they discovered that they were not giving enough training opportunities for mid-level people. Rich sees CEBoK as a good opportunity for mid-level people and thinks that it could be a good elevator pitch to anybody who's

running a big cost estimate organization where the mid-level people tend to get forgotten about when it comes to continuous training.

Christina mentions that she will reach out to Rich offline for a testimonial if he is able to provide one. Rich cautions that, due to his position on the board of directors, he wants to be careful about the perception that he is favoring ICEAA, even though he appreciates the product and wants to advocate for ICEAA.

Arlene continues that regarding office operations and IT; our operating costs have gone down and the projection will probably go down a little bit more as we get settled into the new office space. We're still experiencing some costs associated with the move itself and getting the office up to speed. Megan adds that the operating expenses at the new office will probably be cut by about 50%.

Arlene closes out by discussing the balance from the joint SCAF/ICEAA Workshop. David Hedley is going to gather information documenting their loss for the workshop, and there is a meeting scheduled for April 13. She also received some documentation from the Alabama chapter about account closure. They sent her withdrawal slips that showed the withdrawal of money from the two accounts that they had. The scholarship money clearly was withdrawn in its entirety because they also sent a copy of an email from a university in Alabama thanking them for the contribution to their scholarship funds. The value of the other one seems reasonable with what we know. With proof of the withdrawals from the accounts, and proof that the big account has been taken care of, Arlene feels comfortable that they are no longer associated with any bank accounts they may have.

Arlene will confirm that there are no further accounts that we need to worry about being closed out, but this was the biggest concern that we need to take care of.

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

Professional Development Update: Kim Roye

Kim does not have slides today and presents a verbal update. Kim asks for volunteers for slots at the conference to present modules. They are also working to make the final edits to the inflation module in advance of the workshop.

Exam Accommodation Policy: Megan Jones

The board examined how to handle requests for extra exam time, especially when requests come after a failed attempt. They discussed requiring medical documentation, preserving retake fees and limits, and removing wording that limited accommodations to a "first" attempt.

The board agreed to allow accommodation on retakes when valid documentation is provided, regardless of whether the accommodation was requested before the first attempt.

Existing retake fees and retake-count limits will still apply even when accommodation is granted for a retake.

Documentation standards and privacy concerns were raised. Participants clarified acceptable documentation content, agreed that exact diagnoses need not be disclosed, and noted international data-protection differences while confirming that individuals supply their own medical letters. Data-protection rules differ by country; individuals must supply their documentation and privacy must be respected. Documentation should come from a licensed medical professional and need not disclose exact diagnoses, only the accommodation required.

Sharon reported that medical letters previously received were sufficiently generic and endorsed additional exam time. The board confirmed consensus on policy direction, agreed no formal vote was required, and acknowledged that the discussion and decisions would be recorded in the minutes.

2026 Workshop Update: Megan Jones

Megan presents the workshop update. Sponsorships have gone up since we last spoke as we got booths in from KBR and Regulus Group. There are still some booths left, but Megan will keep trying. We hit 292 registrations by the early bird cutoff, which historically has been about our 66% attendance, so we're looking to break 400, probably on the lower end of this. We already have more people signed up than we had total in Atlanta, including 38 Government attendees to Atlanta's 12. We have a large Air Force contingent, in addition to representatives from GAO, Marine Corps, NASA, Navy, et cetera. We also have a significant number of representatives from OEMs including BAE, Boeing, Curtis Wright, Huntington Ingalls, Lockheed and Northrop and 19 international representatives. Total revenue from the workshop is anticipated to be about $114K, and we may save some expenses from driving

materials down versus needing to ship, and the food costs are lower than last year. She encourages people to book their hotels, and stresses that unless you are a direct government employee, to not book the government per diem rates. As an organization, we work very hard to get government rates, and the room block rate is significantly impacted by the negotiation of the per diem rates. We want the government folks to attend and by contractors and non-government employees taking the rates, it makes it more difficult for them to attend.

Megan informs the group that the contract is signed for St. Louis next year, and we will be there from May 11th to 13th, and she will get the call for papers out and running for the Norfolk workshop.

Megan reports that there is room for two more cost challenge teams, but she must close registration for it on Monday.

Megan also will send out a survey of who will physically be at the workshop to get a headcount for the board meeting and encourages people to respond. The lunch will start around 1130, and the meeting will go from 12-4 pm.

Action Item Review: Madeleine Teller

Madeleine reviews the action items. Christina discussed with Karen the BOE module. It will wait until after the workshop, but what she is envisioning is trying to generate interest from LinkedIn, from companies that do not typically come to us, and show what we have and then see what interest there is. And if the BOE module is not getting much traction, then she thinks that will be our answer on direction. Christina will also request past financials and program records from CPM (about five years) and is awaiting response. With the longer format meeting at the workshop, Madeleine will do a longer action item review and cleanup.

Plan Next Meeting & Adjourn Christina Snyder

The board agrees to hold their next meeting in person on Friday, May 11 from 12:00-4:00 PM with lunch preceding. A motion to adjourn is raised, seconded, and approved. The meeting adjourns at 12:10 pm EST.

New Actions from April 10, 2025

- Action (April 2026): Christina Snyder will reach out to Rich Hartley offline to request a written testimonial about CEBoK applicability for mid-career training
- Action (April 2026): Arlene will review other accounts and confirm there are no remaining concerns beyond the SCAF matter
- Action (April 2026): Kimberly Roye will finalize the inflation module edits and send the module for Megan's and Christina's review next week
- Action (April 2026): Sharon Burger will continue to accept and process accommodation requests with supporting documentation from licensed medical professionals and apply the reasonableness test described by the board.
- Action (April 2026): Megan Jones will update the exam accommodation policy wording to remove the "first" attempt limitation and clarify that valid documentation permits accommodation while retaining retake fees and limits.
- Action (April 2026): Christina (csnyder) will follow up with the CPM board to ask about sharing their financials and past program records.

Outstanding Actions

- Action (March 2026): Arlene will follow up with Sanath and SCAF regarding the ongoing discussions and updates related to the joint SCAF/ICEAA workshop
    - Discussion: Arlene to meet again with SCAF on April 13 to get further documentation from SCAF
    - Status: In Progress
- Action (March 2026): Christina will reach out to Karen Mourikas/OEM COG about doing a preview of the BOE module to gauge interest.
    - Discussion: Christina will work with Karen and gauge interest on LinkedIn following the workshop
    - Status: In Progress
- Action (January 2026): Christina will forward the email about absorbing CPM to the board, incorporate any feedback, and reach back out to them for further clarification of questions
    - Discussion: Christina will requested past financial statements of past several years to assess risk
    - Status: In Progress
- Action (November 2025): Christina to meet with Kim, Kevin, and Kellie to evaluate the status and direction of the inflation module updates.
    - Discussion: The module is on track for presentation at the workshop
    - Status: In progress
- Action (November 2025): Brian Glauser will reach out to the Federal CIO Council to seek their support and backing for the ICEAA initiatives.
    - Status: Planned

- Action (November 2025): Megan to create a summary for the website and announce Frank's emeritus membership on LinkedIn, with an announcement to follow in May at the workshop.
    - Discussion: Megan is awaiting inputs from Bill Haseltine, who is going to do an article for the magazine and provide a summary for the website and for LinkedIn.
    - Status: In progress
- Action (October 2025): Patrick to research/work on developing an AI Language Model to pull from our repository of documentation
    - Discussion: Patrick has done research and put together a proposed plan. Slides to be presented at a future board meeting.
    - Status: In Progress
- Action (October 2025): Megan to research moving articles behind a paywall
    - Discussion: Putting this on hold as it is a high-effort, potentially high-cost project that won't have quick returns. Any further work with the site developer will be presented at a future board meeting, if relevant
    - Status: On Hold
- Action (May 2025): Christina to meet with the chapter presidents and region directors to ask who plans to stay in office for some time to determine if the chapters can take on more responsibility with providing online resources.
    - Discussion: Christina and Kellie spearheading effort to engage with chapters and regions
    - Status: In Progress
- Action (May 2025): Madeleine & Sanath – Develop a schedule of training events, conferences, along with POCs for each in order to find new places where we can establish a presence/make contacts/etc. (MT). Provide information/contacts for DMSM International Conference in September (SR)
    - Discussion: Madeleine researched workshops, and Megan traded a table at the EVMP conference for a table at the Norfolk Workshop. Sanath provided contacts for Website for DMSM is DPMC 2025. They have stopped responding to international enquiry but open to US federal and US citizens.
    - Status: In Progress

Completed Actions:

- Action (March 2026): Megan Jones will provide a breakdown of monthly expenses for the old and new office spaces in the next meeting.
    - Discussion: Monthly expenses will be about 50% of prior office expenses
    - Status: Closed
- Action (March 2026): Arlene will reach out to the Alabama chapter one last time to try to obtain proof of account closure.
    - Discussion: Arlene received documentation from the chapter that they are no longer holding the scholarship money and have withdrawn funds/closed out other account
    - Status: Closed
- Action (November 2025): Sanath will facilitate communications with David Hedley from SCAF for a response regarding the follow-up discussion initiated by Madeleine and Megan.
    - Discussion: Arlene met with SCAF; another action will cover status
    - Status: Closed
- Action (November 2025): Kimberly Roye will collaborate with Sharon Burger to develop a strategy for communicating best practices for successful test takers to those eligible for certification exams, as well as potential video marketing strategies
    - Discussion: Kim will add context explicitly spelling out benefits of attending the in-person training, in addition to sending a YouTube link to the future test takers of the video that she and Jennifer Scheel made about ICEAA test prep at the workshop. Kim has provided language and videos are available on ICEAA's Youtube
    - Status: Closed
- Action (October 2025): Christina to meet with Kim, Kevin, and Megan to discuss bundling the training videos and exam registration, and what appropriate pricing would be.
    - Discussion: People that purchase the training videos will receive a voucher for exam registration worth $150
    - Status: Closed
- Action (October 2025): Megan to work with Bill Haseltine, the nominator for Frank Flett for the emeritus membership, to obtain a writeup that accurately details Frank Flett's accomplishments. The nomination was amended, voted on, and approved at the 21 November Board Meeting
- Action (October 2025): Kim to look at the make-up of who is taking the ICEAA exam (known people in our field versus unknown people in different fields) and report back
- Action (October 2025): Madeleine will provide her study plan for CCEA testing to Kim and the board.

- Action (May 2025): Sanath to connect Kellie with his colleague at Cranfield University in the UK to collaborate on developing a course for a master's certificate in cost estimating. Sanath, Kellie, Tim, and Dave to prepare a whitepaper on what the program would look like, what it means for our IP, and what other effort would be required from ICEAA for the board to present at the next meeting. Cranfield University dropped this proposal as they no longer have funding due to a government cap.
- Action (August 2025): Megan Jones will start working towards moving the organization into a co-working space come January. Megan has signed a lease on a spaceand we are on track to move in January.
- Action (August 2025): Megan Jones will investigate the possibility of adding a phone number recovery option for account logins to improve user experience.
- Action (May 2025): Megan to investigate our options for meeting insurance to protect our investments based on commitments for a Workshop.
    - Discussion: Megan sent an email to our insurance agent asking if they have access to meeting insurance and outlining our needs. The agent will get back to us. Meeting insurance covers things like weather, law-restricted travel, and other things that are already included in our contracts. Meeting insurance does not cover low attendance or lack of attendance due to attendees' employers' unwillingness to pay for it, and will not be worthwhile. Closing action.
- Action (August 2025): Christina Snyder/Megan Jones/Courtney Gray to spread the word about falsified certifications; Christina will bring up at the all-member meeting and reach out to leadership of member companies; Megan will add to the newsletter and run anything by the lawyer as needed. Courtney to reach out the Chris Massey to communicate on the Government side.
- Action (August 2025): Megan Jones will open registration for the Norfolk Workshop after Labor Day and ensure that all links are available by October 1.
- Action (August 2025): Madeleine Teller will follow up with everyone prior to the next board meeting to check in on the status of action items.
- Action (May 2025): All/Madeleine – Provide Megan with more pointed answers about what ICEAA means to us. More specific and quantifiable benefits are needed versus feel-good language. This applies to all board members, outgoing and incoming but Madeleine to take the lead on wrangling people
    - Discussion: Megan has sent the question to the board members with a suspense date of 9/15. Will check the status the week of 22 September. Closing action, answers were provided
- Action (May 2025): Christina and Courtney (or the 2027 Workshop Chair) to investigate the costs of adding a hybrid option to a 250-person event in the Washington DC area.
    - Discussion: Courtney has done some research on hybrid options, but it is difficult to obtain much data without setting up a meeting with a coordinator or a mock contract. Megan also reassigns this action to herself. We will revisit this after

obtaining more information over the summer. Closing action, a DC workshop does not seem feasible currently

- Action (July 2025): Javier to spearhead the effort of figuring out the business model for the BOE training.
    - Discussion: Javier will start this effort. Christina to take over and find a project manager for this effort. Closing this action
- Action (May 2025): Sanath to create a working group to determine paths forward for the Software SIG and CEBoK-S and present options for the board to vote upon.
    - Discussion: Discussed earlier in July 11 meeting; this is still outstanding. Sanath presented at the October board meeting and a vote on his plan was held, and his planned restructure and rebranding was approved
- Action (May 2025): Courtney to set up a meeting this summer with current and past ICEAA sponsors for a discussion on valuable benefits for their Workshop sponsorship, and how to encourage additional sponsoring.
    - Discussion: The meeting has not yet been set up; Megan reassigns the action to herself. Megan has met with the sponsors for feedback and the sponsorship packages have been released.
- Action (July 2025): Christina to plan a side meeting prior to the next ICEAA meeting for the path forward on pay walling our models with Megan and anyone on the board interested in the discussion.
    - Discussion: Patrick and Megan to work on the backend and prepare a small sample of paywalled articles to see and understand what tools are readily available to us, Christina to set up a group of volunteers to help determine path forward, the group will also look into other sites that have implemented paywalls for papers and report back on their architecture and implementation. Closing this action to separate into two separate activities, paywalled articles and AI learning model.
- Action (April 2025): Madeleine to send a letter to all chapters notifying them that if they have a bank account, it must be closed by September 1, 2025 with instructions on how to return funds to ICEAA. The chapters will be informed of the process to request funds directly from ICEAA.
    - Discussion: Four or five bank accounts remain, several chapters closed out already. One of the remaining chapters has a scholarship fund from a donation that needs to be resolved. Megan will potentially need backup from the board to close out the final accounts, regional directors to reach out to the respective chapters in their region that have not closed out their accounts. Christina will work to close out the last holdout; closing this action and opening a new one.
- Action: Sharon Burger to provide data on the current schedule of people planning to sit for a certification exam for the next six months.

    - Discussion: Sharon has completed this and it was briefed in the Professional Development Update
- Action (July 2025): Christina to reach out to Chris Massey and Cari Pullen about what government participation might look like in 2027.
    - Discussion: Christina will follow up with Cari and Courtney to better investigate. Closing action and creating a new one.
- Action (July 2025): Megan to look into overdraft insurance among other current coverages, and compare to Carol's information about IFPUG's coverage
    - Discussion: Megan has cashed in a CD and we have sufficient cash on hand; potential overdrafts did not become an issue
- Action (May 2025): Kellie, Kevin, and Kimberly to prepare a list for the board by July 31 of the updates necessary to the Inflation module and the edits to other modules that will be required as a result of those edits.
    - Discussion: Plan was sent out by July 31 and approved by the Executive committee
- Action (May 2025): Megan to create a list of questions for ICEAA board members to answer on their experience with ICEAA and what they most value for the purpose of generating marketing material.
    - Discussion: Megan has created the questions and sent to the board

ICEAA/SCAF Workshop

Chronology

- Workshop Sept 2024
- Attendance was disappointing and venue was expensive
- Because of SCAF's limited coffers – ICEAA put up more money up front
- Madeline reached out January, February, July to meet with SCAF to reconcile
- At SCAF request Madeline provided spread sheet with exchange rates (average and daily)
- Arlene Reached out several times
- Last meeting April 13th – SCAF proposal for 3 payments over time

Original Analysis daily exchange rates

	Date		Description	Currency	Org	Paid In	Paid Out		Paid In	Paid Out
0.7984	5/10/2024		BILL PAYMENT VIA FASTER PAYMENT TO THE QUEEN ELIZAB REFERENCE INV. 21196 , MANDATE NO 139	£	SCAF		£ 10,854.72		£ -	£ 10,854.72
0.7544	8/28/2024		TRANSFER FROM INTL COST ESTIMATING . ANALYSIS ASS4115 ANNANDALE. REF: 0015 6527 696 059010	£	SCAF	£ 40,729.71			£ 40,729.71	£ -
0.758	8/29/2024		BILL PAYMENT VIA FASTER PAYMENT TO THE QUEEN ELIZAB REFERENCE INV. 21196 , MANDATE NO 0139	£	SCAF		£ 43,418.88		£ -	£ 43,418.88
0.761	9/3/2024		Event Insurance Services Ltd.	£	SCAF		£ 146.00		£ -	£ 146.00
0.767	9/12/2024		BILL PAYMENT VIA FASTER PAYMENT TO COMPASS SERVICES REFERENCE QEIITASTE-ICEAA , MANDATE NO	£	SCAF		£ 20,493.00		£ -	£ 20,493.00
0.767	9/12/2024		TRANSFER FROM INTL COST ESTIMATING . ANALYSIS ASS4115 ANNANDALE. REF: 0015 6527 696 059152	£	SCAF	£ 21,052.43			£ 21,052.43	£ -
0.7709	10/25/2024		BILL PAYMENT VIA FASTER PAYMENT TO THE QUEEN ELIZAB REFERENCE INV. 21657 , MANDATE NO 0146	£	SCAF		£ 2,163.54		£ -	£ 2,163.54
	TBD		Invoice re 3 off Attendees from AtkinsRealis	£	SCAF	£ 1,497.00			£ 1,497.00	£ -
	TBD		Invoice re 3 off Attendees from AtkinsRealis	£	SCAF		£ 1,497.00		£ -	£ 1,497.00
0.7657	9/11/2024		Advance to SCAF, Sep 11	$	ICEAA		$ 28,000.00		£ -	£ 22,120.00
0.7581	8/27/2024		Advance to SCAF, Aug 27	$	ICEAA		$ 55,000.00		£ -	£ 43,450.00
0.7618	Sep-24		Megan Travel & Incidentals	$	ICEAA		$ 1,909.13		£ -	£ 1,508.21
0.7618	Sep-24		Marketing & Material	$	ICEAA		$ 700.12		£ -	£ 553.09
	TBD		Atkins Registrations	$	ICEAA		$ 1,534.00		£ -	£ 1,211.86
0.7618	Sep-24		Sponsorships	$	ICEAA	$ 22,500.00			£ 17,775.00	£ -
0.7618	Sep-24		Registrations	$	ICEAA	$ 28,910.00			£ 22,838.90	£ -

		Value £	
Transaction totals for each Organisation		**Paid In**	**Paid Out**
	SCAF	£ 63,279.14	£ 78,573.14
	ICEAA	£ 40,613.90	£ 68,843.17

		Balance £
Balances for each Organisation		
(=Paid out - Paid In)	SCAF	£ 15,294.00
(=Paid out - Paid In)	ICEAA	£ 28,229.27
(=SCAF + ICEAA)	Total	£ 43,523.27

		Residual £
Residual balances for each Organisation		
(= Half of Total Balance - Organisation's balance)	SCAF	£ 6,467.63
	ICEAA	-£ 6,467.63
(=SCAF + ICEAA)	Total	£ -

		Residual $
Residual in $	Total	**£ 8,186.88**

ICEAA Analysis

Advance to SCAF, Sep 11	$	(28,000.00)
Advance to SCAF, Aug 27	$	(55,000.00)
Megan Travel & Incidentals	$	(1,909.13)
Marketing & Material	$	(700.12)
Atkins Registrations	$	(1,534.00)
Sponsorship	$	22,500.00
Registration	$	28,910.00
	$	(35,733.25)
SCAF owes	$	(17,866.63)

SCAF's Final Proposal

					Value (Original currency)		Value (£)	
	Date	Description	Currency	Org	Received	Paid Out	Received	Paid Out
0.7984	5/10/2024	BILL PAYMENT VIA FASTER PAYMENT TO THE QUEEN ELIZAB REFERENCE INV. 21196 , MANDATE NO 139	£	SCAF		£ 10,854.72	£ -	£ 10,854.72
0.7544	8/28/2024	TRANSFER FROM INTL COST ESTIMATING . ANALYSIS ASS4115 ANNANDALE. REF: 0015 6527 696 059010	£	SCAF	£ 40,729.71		£ 40,729.71	£ -
0.758	8/29/2024	BILL PAYMENT VIA FASTER PAYMENT TO THE QUEEN ELIZAB REFERENCE INV. 21196 , MANDATE NO 0139	£	SCAF		£ 43,418.88	£ -	£ 43,418.88
0.761	9/3/2024	Event Insurance Services Ltd.	£	SCAF		£ 146.00	£ -	£ 146.00
0.767	9/12/2024	BILL PAYMENT VIA FASTER PAYMENT TO COMPASS SERVICES REFERENCE QEIITASTE-ICEAA , MANDATE NO	£	SCAF		£ 20,493.00	£ -	£ 20,493.00
0.767	9/12/2024	TRANSFER FROM INTL COST ESTIMATING . ANALYSIS ASS4115 ANNANDALE. REF: 0015 6527 696 059152	£	SCAF	£ 21,052.43		£ 21,052.43	£ -
0.7709	10/25/2024	BILL PAYMENT VIA FASTER PAYMENT TO THE QUEEN ELIZAB REFERENCE INV. 21657 , MANDATE NO 0146	£	SCAF		£ 2,163.54	£ -	£ 2,163.54
	TBD	Invoice re 3 off Attendees from AtkinsRealis	£	SCAF	£ 1,497.00		£ 1,497.00	£ -
	TBD	Invoice re 3 off Attendees from AtkinsRealis	£	SCAF		£ 1,497.00	£ -	£ 1,497.00
0.7657	9/11/2024	Advance to SCAF, Sep 11	$	ICEAA		$ 28,000.00	£ -	£ 21,226.80
0.7581	8/27/2024	Advance to SCAF, Aug 27	$	ICEAA		$ 55,000.00	£ -	£ 41,899.00
0.7618	9/1/2024	Megan Travel & Incidentals	$	ICEAA		$ 1,909.13	£ -	£ 1,454.38
0.7618	9/1/2024	Marketing & Material	$	ICEAA		$ 700.12	£ -	£ -
	TBD	Atkins Registrations	$	ICEAA		$ 1,534.00	£ -	£ 1,168.60
0.7618	9/1/2024	Sponsorships	$	ICEAA	$ 22,500.00		£ 17,140.50	£ -
0.7618	9/1/2024	Registrations	$	ICEAA	$ 28,910.00		£ 22,023.64	£ -

		Value £	
Transaction totals for each Organisation		Received	Paid Out
	SCAF	£ 63,279.14	£ 78,573.14
	ICEAA	£ 39,164.14	£ 65,748.78

		Balance £
Balances for each Organisation		
(=Paid out - Received)	SCAF	£ 15,294.00
(=Paid out - Received)	ICEAA	£ 26,584.64
(=SCAF + ICEAA)	Total	£ 41,878.64

		Residual £		
Residual balances for each Organisation				3 equal payments
(= Half of Total Balance - Organisation's balance)	SCAF	£ 5,645.32		**£ 1,881.77**
	ICEAA	-£ 5,645.32		
(=SCAF + ICEAA)	Total	£ -		

		Residual $		
Residual in $	Total	**$ 7,628.81**	0.74 exchange rate	**$ 2,542.94**

ICEAA BoD Report
VP for Professional Development

Kimberly Roye

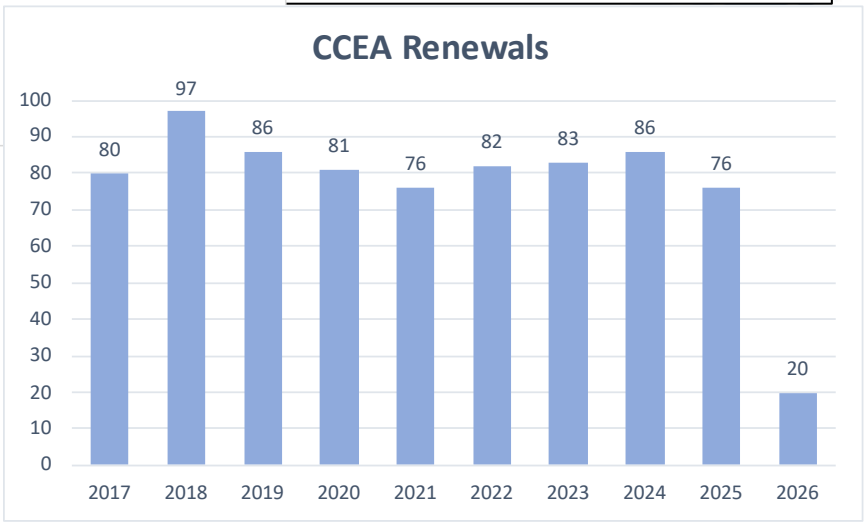
May 8, 2026

ICEAA International Cost Estimating and Analysis Association

Certification Summary Stats



- Overall certifications as of April 22, 2026
  - CCEA® 577 (including 5 CCEA-P), -1 since 4/3
  - PCEA® 68 (10 CCEA Eligible), -1 since 4/3
  - CPP 6 (No Change)
  - SCEC 30 (+1 since 4/3)



Certification Summary Stats

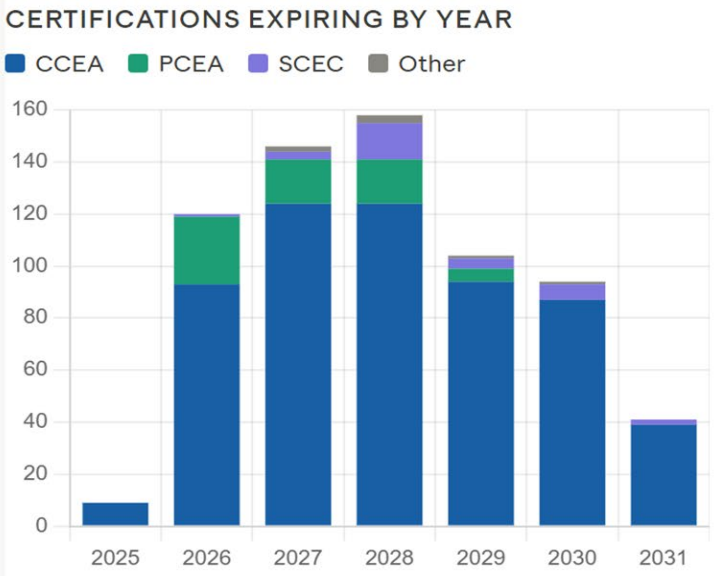
- **Non-US Certified Counts:**
  UK - 46 (no change since 4/3)
  Canada - 44 (no change since 4/3)
  Australia – 9 (no change since 4/3)
  Norway – 1 (no change since 4/3)
  Belgium – 3 (no change since 4/3)
  Saudi Arabia and Egypt – 2 (no change since 4/3)
  South Korea – 1 (no change since 4/3)
  Kuwait – 1 (no change since 4/3)

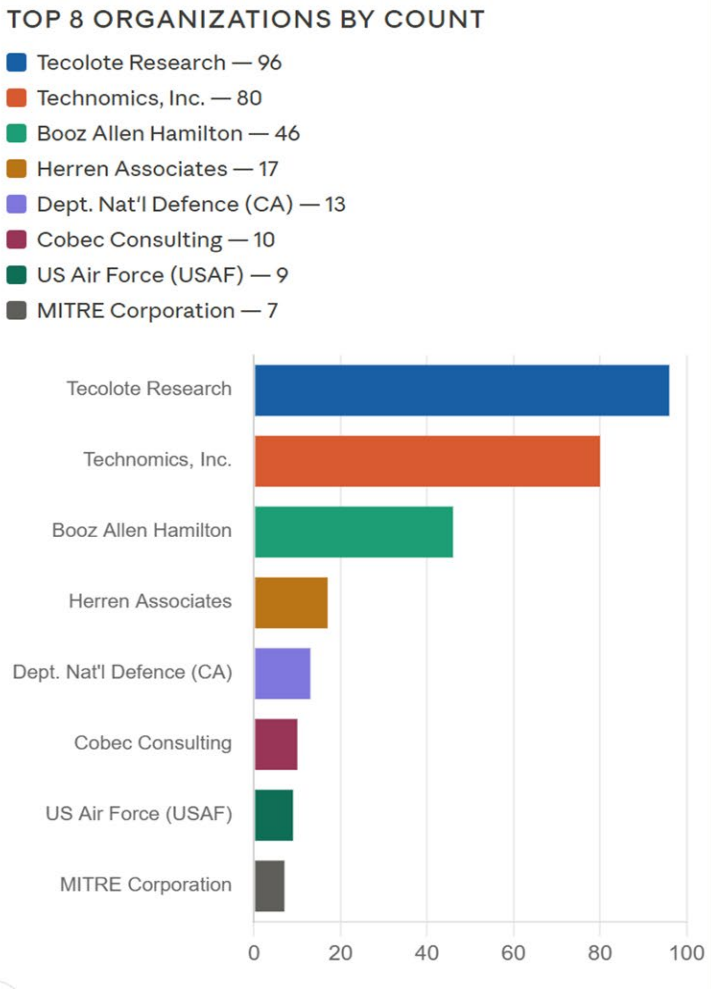
- **73 Exams Administered in 2026**
  (67 Industry, 6 US Gov)
  - 157 in 2025
  - 110 in 2024
  - 113 in 2023
  - 120 in 2022
  - 156 in 2021
  - 148 in 2020
  - 215 in 2019
  - 167 in 2018

- **Exams Scheduled for 2026:**
  7 PCEA
  1 CCEA

*

Certification Summary Stats





Training Updates

Completed This Past Year

- ✓ Updated the Inflation Module
- ✓ Updated information sent to approved test takers to encourage good test-taking habits

Ongoing

- ► Determine the appropriate audience for the BOE module
- ► Update the Wiki content for the Inflation Module
- ► Develop additional content for the Inflation Module brief to include practice questions on escalation/inflation indices

To Do

- ○ Develop new inflation/escalation questions for the exam based on the updated content

2026 WORKSHOP UPDATE

Megan Jones

ICEAA 2026

Thanks to our sponsors and exhibitors

HERREN

2026 Gold Sponsor

QUANTECH services, inc {The Sum of Quality}

2026 Gold Sponsor

NORTHROP GRUMMAN

2026 Gold Sponsor

BOEING

2026 Silver Sponsor

SPA SYSTEMS PLANNING & ANALYSIS

2026 Silver Sponsor

TECOLOTE RESEARCH

2026 Silver Sponsor

unison

2026 Silver Sponsor

ACEIT Automated Cost Estimating Integrated Tools

AUGUR

Ferryfield The Risk People

GALORATH

NSI THE SOLUTIONS COMPANY

KBR

HUNATEK A HUNA TOTEM COMPANY

PROJSTREAM THINK FORWARD

regulus group

SIRIUS ANALYSIS

take progressive minds. creative solutions.

ICEAA 2026

Registration to date vs. trend

	Atlanta		Portland		Phoenix		Tampa		Pitt		San Antonio		Minneapolis		Atlanta		Norfolk	
	2016		2017		2018		2019		2022		2023		2024		2025		2026	
	count to date	% of final	count to date	% of final	count to date	% of final	count to date	% of final	count to date	% of final	count to date	% of final	count to date	% of final	count to date	% of final	count to date	Average % of final, 2016-2019, 2022-2025
16 weeks	2	1%	6	1%	12	3%	9	2%	3	1%	9	2%	17	4%	18	7%	2	3%
12 Weeks	11	3%	25	6%	43	10%	28	6%	40	11%	31	6%	63	13%	30	12%	22	8%
8 Weeks	72	19%	106	26%	112	25%	155	32%	97	27%	106	22%	145	31%	54	21%	98	26%
Earlybird					294	66%	305	64%	201	57%	313	65%	341	72%	179	71%	290	66%
4 Weeks	171	46%	194	48%	344	77%	335	70%	249	71%	377	78%	385	81%	194	77%	309	68%
Final	375		406		447		478		353		485		475		252			100%

ICEAA 2026

Attendees as of May 7: 386 (Atlanta total: 253)

- US Government: 62 (Atlanta total: 12)
  - AFCAA
  - AFLCMC
  - AFISMC/FMC
  - DOE
  - Department of Navy
  - Department of War
  - DHMS
  - GAO
  - US Marine Corps
  - NASA
  - NAVAIR
  - Naval Nuclear Laboratory
  - NNSA
  - NGA - CAPE
  - NSMA
  - SAF/FMCE
  - Space Systems Command (SSC)

Attendees as of May 7: 386

- OEMs: 52
  - BAE Systems
  - Boeing
  - Curtiss-Wright
  - GE Aerospace
  - General Atomics
  - Huntington Ingalls
  - Lockheed Martin
  - Northrop Grumman
- International: 30
  - Brazil (Brazilian Army)
  - Canada (Technomics)
  - Germany (Galorath)
  - South Korea (DAPA, Korea Institute for Defense Analyses, SNSENG Co., Ltd)
  - Taiwan (Taiwan MND)
  - Turkiye
    (Turkish Aerospace Industries)
  - UK (Sirius Analysis)

ICEAA 2026

Revenue Projection

	400 attendees
Expenses	
Avg. Other Expenses	$ 35,000
Avg. Audio Video + mics	$ 70,000
Food & Service (avg x 400)	$ 220,000
Total estimated expenses	$ 325,000
Revenue	
2026 weighted avg reg. $800 x 400	$ 340,000
2025 Anticipated Sponsorship	$ 104,000
Total estimated revenue	$ 444,000
Net	**$ 119,000**

Sponsorship	
Platinum x1	$ 0
Gold x3	$ 36,000
Silver x4	$ 30,000
Booths x8	$ 32,000
Other sponsorships (badges etc)	$ 6,000
	$ 104,00

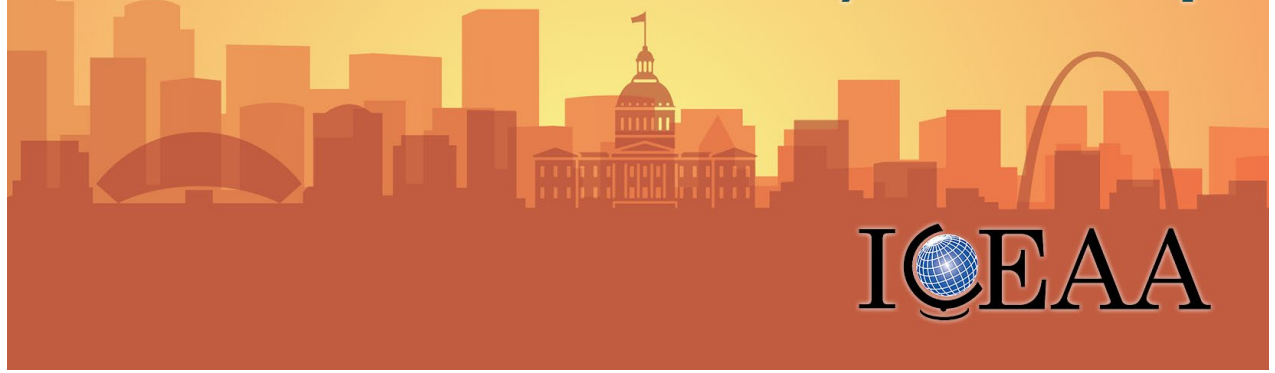
ICEAA 2026

International Cost Estimating & Analysis Association
Professional Development & Training Workshop

May 11-13, 2027

Hyatt Regency St. Louis Arch
St. Louis, Missouri

Abstract Summaries Due November 2, 2026:
www.iceaaonline.com/STL27cfp



ICEAA

ICEAA 2026

ICEAA Strategic Direction

Christina Snyder

ICEAA International Cost Estimating and Analysis Association

Alignment with Strategic Plan

- Conduct an annual workshop offering technical presentations and training sessions that exhibit exceptional technical quality reflecting innovative, practical and compelling thought
- Improve the ICEAA Cost Estimating Body of Knowledge (CEBoK®) with revisions or current and relevant content. Explore more effective ways to curate and constantly expand our body of knowledge.
- Maintain high-quality certification exams that reflect the current content in the ICEAA bodies of knowledge
- Establish web-based access to connect members with the resources (i.e., advisors, study groups and exam-related materials) required to prepare for certification exams.
- Provide a professional, academic quality journal for the sharing of peer-reviewed technical work and other information (minimum of 1 release per year).

Discussion

- What product(s) are most valuable to membership?
  - Workshop **
  - CEBoK & CEBoK-S
  - Certification(s)
  - Journal
- What does that mean for growth over the next five years?
- How has the market/technology changed and have we adapted?

Discussion

- Are we in need of a marketing consultant?
- Scalability and growth of CEBoK
- Direction and updates to CEBoK-S/SCEC

Proposal for ICEAA

1. Promotion of ICEAA membership among existing CPM membership (some members have become members or are currently members)
2. Proposal to develop and enhance the EVM group in ICEAA and expand mission to include the broader category of performance metrics as most, if not all, have an element of cost
3. Membership remainder in NDIA – Currently trying to negotiate with NDIA
4. Proposal to have an active liaison element in ISO in TC 258 and potentially TC 176 and TC 262
    a. CPM has an active group currently working on the project, program and portfolio management requirements working group, as well as AI for project management, TC marketing and communication, and soon competency and cost
    b. Work to provide alignment with ICEAA's standards as PMI and IPMA do
    c. Expand opportunities for membership to volunteer
    d. Expand an element for ICEAA to advertise impact globally in another area
5. Proposal to continue global collaboration for the Global Conversation Club that meets about 9 months of the year to explore topics of interest in project, program, and portfolio management (Cost management and estimating have been topics covered as well as areas that impact the same such as AI, risk, etc.)/attended by practitioners, trainers, and academicians
6. Possible transfer of material that is contained on CPM's YouTube site/Decision will need to be made with legal counsel
7. CPM is willing to speak with their prior sponsors about connecting with ICEAA, but leaving the interaction to ICEAA leadership with potential assistance, if requested

Risks: Per request

1. Not all members purchase membership in ICEAA
2. Not all sponsors want to invest in ICEAA
3. NDIA will not transfer membership

Note: All financial risks will be handled and settled through bankruptcy, so no financial risk will be transferred.

ARTICLE II–NOMINATION AND ELECTION OF OFFICERS AND DIRECTORS

Section A: Election of Officers and Directors shall be by secure ballot by current ICEAA members.

Section B: Prior to 15 October of the year before an election, the President, with the approval of the Board of Directors, shall appoint a Nominating Committee consisting of the Past President, as chairperson, and four (4) or more members representative of the overall membership. If the office of past president is vacant, another Member shall be appointed as chairman.

Section C: The Nominating Committee shall be responsible for:

1. selecting one or more nominees for each office,

2. obtaining the written consent of each nominee to serve and participate, if elected, and

3. securing biographical data for each nominee.

The entire slate of candidates, complete with biographical data, shall be sent by the Nominating Committee to the Secretary prior to 15 January.

Section D: No later than 1 February, the Nominating Committee's slate of candidates, complete with biographical data, shall be made available to the membership along with information regarding nominations by petition.

Section E: Other nominations for elected office may be made by petition signed by at least twenty-five (25) Members. The petitioners shall be responsible for:

1. obtaining in writing the agreement of the nominee to serve if elected,

2. securing the biographical data of the nominee, and

3. submitting the petitions, the agreement, and the biographical data to the Secretary no later than1 March.

Section F: The official ballot shall be open to each member via secure ballot process designed by the Board by 15 March. Each voter shall properly signify on the ballot the voter's choice for the various Officers and Directors, and submit their ballot. Ballots may be either electronic or paper, with voting concluding on 15 April. In the event of paper ballot voting, ballots date stamped after 15 April or received after 25 April will not be counted.

Section G: In all voting conducted by ballot to the entire membership:

1. Each member in current standing shall have one vote.

2. Votes provided in person, via mail and via electronic media will be considered equal.

3. A valid vote is defined as one received by either in hard copy (in person or mail) or electronic media.

Section H: The ballots will be counted and the results reported to the Board of Directors by 1 May. Those candidates receiving the greatest number of votes cast shall be elected. In case of a tie vote, the office shall be filled by vote of the Board from among those candidates

Suggested Changes:

Add language about Candidates:

- ~~**Candidates must be ICEAA members in good standing and have been a member for at least six months prior to 15 January finalization of candidates**~~
- **To be eligible to ~~vote~~ run for a position you must be an ICEAA member in good standing for a minimum of six months prior to 15 March opening of the voting period or have served on an ICEAA committee/chapter/task force.**
-

Add language about voting:

- **To be eligible to vote, you must be a member in good standing on March 15 when the voting period opens**
- **You may only vote (or run for a position in) for the region you are affiliated with at the beginning of the voting period (you may not change regions in the middle of the voting period).**

Question about whether we have or are enforcing the active BoD to maintain their memberships.