ICEAA Board of Director's Meeting
1100 – 1300 | August 21, 2026

Zoom Virtual Meeting
AGENDA
as of August 18, 2026

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1. 11:00 – Introduction & Welcome — Christina Snyder

2. 11:05 – Secretary's Report — Madeleine Teller
   a. **Vote:** approve May 2026 minutes
   b. CPM & ISO Details

3. 11:30 – Treasurer's Report — Arlene Minkiewicz
   a. *Note: no financials this meeting, not updated since July*

4. 11:35 – Professional Development Update — Kimberly Roye

5. 12:00 – Emeritus Membership Nomination: Neil Albert — Megan Jones

6. 12:05 – CCEA Emeritus — Sharon Burger

7. 12:20 – ICEAA External Support Update — Megan Jones

8. 12:25 CEBoK-S and Software Initiatives — Brian Glauser

9. 12:35 – Incentivizing Growth — Javier Provencio

10. 12:45 –Action Item Review — Madeleine Teller

11. 12:50 – Plan Next Meeting and Adjourn — Christina Snyder
    a. *Reminder: All-Member Meeting October 8!*

ICEAA Board of Director's Meeting

11:00 – 1:00 | Friday, 10 July 2026

Zoom Virtual Meeting

DRAFT MINUTES as 6 August 2026

Voting Attendees:

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

Non-voting Attendees:

Sharon Burger, Megan Jones, Kevin Cincotta

Summary:

The Board reviewed a proposed transfer of CPM member benefits, financials, governance changes, IT support, and revenue proposals. The Board will form a small team to analyze CPM benefit transfer. The Board voted on a change to the petition for ballot access bylaws but retained the 25 signature petition threshold. Additionally, hiring an IT vendor for 10 hours per month at $175 an hour was approved. The Norfolk Professional Development and Training Workshop projected a $114k net ($44k in 2025 and $70K in 2026), and the registration fee for 2027 was recommended to be increased by $50. The Board is exploring adding a 501(c)(3) charitable arm, with a recommendation to form an exploratory committee.

Welcome, quorum count, introductions: Christina Snyder

Christina welcomes the group, a quorum is established, and the meeting begins at 11:04 am.

Secretary Report: Madeleine Teller

No comments or edits were suggested for April 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.

Madeleine presents slides outlining the CPM absorption details and summarized CPM's request that ICEAA take over programs and member benefits as CPM faces bankruptcy, noted the initial proposal shown in May, and described follow-up calls that produced additional detail but left outstanding concerns about the workload implied by CPM's messaging. She introduced the proposed LinkedIn announcement and asked members to review its contents. The board reviewed CPM's listed benefits—conferences, webinars, the

monthly Global Conversation Club, ISO standards access, and an Earned Value track—and confirmed CPM's membership is about 80 with a LinkedIn group of roughly 700 people. Members debated whether the memo's wording implied ICEAA would inherit operational responsibilities.

One of the proposed benefits, the Global Conversation Club, was described as a low-attendance monthly live event that could carry ICEAA branding, and the CPM material library would need hosting on SharePoint or the ICEAA website and someone to curate videos or maintain YouTube access. Members emphasized that words in CPM's memo make these tasks sound more difficult than they are and that existing YouTube content could simply be linked or co-branded.

Participants described the Global Conversation Club as an external program where ICEA could appear as a sponsor without ownership or control, noted possible monthly meeting participation, and discussed limited engagement with other EVM-related groups unless volunteers champion them.

Members discussed whether CPM's offerings align with ICEAA's strategic plan and many felt CPM could help reach cost-estimating-adjacent professionals and support training and the body of knowledge, though some items offer limited incremental value. The group agreed that more detailed investigation is required and proposed convening a small team to assess technical requirements, costs, and exact commitments before deciding.

The discussion began with questions about CPM sponsorship counts and lack of financial transparency, noting CPM would not provide financial records and claimed recent losses, which prevents ICEAA from seeing prior financials or obligations. Participants expressed concern about the unclear monetary value of sponsorships and the inability to contact CPM members without permission.

The team reviewed ISO access rules, including that only named working-group members and mirror committees can view draft documents and that drafts can't be publicly released, and Carol clarified that ISO mirror committees are organized by country and restrict distribution of copyrighted material.

The Board discussed the logistics of a new EVM working group, along with a desire to avoid overburdening existing staff, interest in having CPM experts review ICEAA modules, and uncertainty about member overlap between CPM and ICEAA affecting perceived value of the acquisition.

Team members debated the strategic upside of acquiring CPM members and IP versus the risk of overpromising benefits; some advocated treating CPM as a semi-independent unit to capture membership and talent, while others urged a methodical review of what ICEA would get and the costs involved.

Carol asked whether CPM would be merged into ICEAA or leave ICEAA responsible for financial obligations, and Christina clarified CPM is closing with no financial liability and would transfer IP and members to ICEAA; Carol requested specifics on CPM's ISO standards work for further assessment.

Carol outlined that ISO participation can demand organization-level membership and committee work, potentially incurring costs (for example, ~ $1,500/year for some IEEE/INITS participation) and significant ongoing effort, and offered to guide ICEAA through ISO involvement. Madeleine acknowledged needing help understanding ISO implications.

The group agreed that an MOU and a revised LinkedIn announcement should be drafted and reviewed by the board with an email vote; Madeleine volunteered to draft those documents and give Rebecca an update, Christina offered assistance and to set up a Teams link, and Megan took responsibility for presenting the bylaws edits in Word with track changes visible.

Action: Madeleine will edit the LinkedIn announcement and draft an MOU, in addition to setting up a meeting to discuss the ISO with Carol.

Megan presents the amended bylaws on the Petition language. The bylaw language allows candidates not accepted by the nominating committee to petition onto the ballot. The group debated increasing the required petition signatures from 25 to 100; which was rejected, and the threshold remained at 25 signatures. Participants raised wording concerns and preferred softer language to "override" or "rejected", and minor changes were made to the proposed bylaw language. Participants questioned whether petitions for regional director positions must be signed by members from that region, discussed feasibility in small regions, noted petitions have been rare historically, and concluded any member should be able to sign.

Vote: Motion is raised to approve the new bylaws language for petitioning to be on the ballot for the Board of Directors. No further discussion is requested. Seconded and passed.

ICEAA Board of Director's Meeting

11:00 – 1:00 | Friday, 10 July 2026

Zoom Virtual Meeting

DRAFT MINUTES as 6 August 2026

Treasurer's Report — Arlene Minkiewicz

Arlene presents slides. She showed balances and trends showing seasonal July declines and a ~$50k year-over-year drop. Arlene points out that of the $114,000 profit for Norfolk, $44,000 was collected in 2025, which will be $70,000 profit in 2026. Arlene also described stalled reimbursement discussions with SCAF treasurer David Hedley. Sanath will facilitate contact with David Hedley, and Arlene will continue to pursue repayment for the joint SCAF/ICEAA workshop in 2024.

Professional Development Update: — Kim Roye

With Kimberly absent, the board noted certification activity is going well. Megan received another request for a CCEA "retired". Megan and Sharon to present a recommendation to use the "emeritus" designation rather than "retired" for CCEA at the next meeting because the issue has recurred and prior votes were incomplete.

Workshop feedback indicated CEBoK presentation slides appear dated relative to member presentations and the wiki; members proposed updating slide templates more efficiently using AI tools, interns, or internal templates, and Madeleine offered to share a cleaner slide set (with no changes to content) that she uses to help accelerate modernization, which also may be facilitated by using junior cost estimators and AI for clean up purposes.

Action: Madeleine to provide Kim with her cleaned up version of the slides.

Sean Wells was not present, so the Module 14 (Contract Pricing) updates were deferred to the next meeting.

2026 Workshop Update: — Megan Jones

Megan reviewed sponsorship outcomes and attendee composition, noting three gold sponsors and an unsold platinum tier and breaking down government and private-sector representation including international delegations. She presented expense line items (other expenses, AV, food/beverage), historical attendance comparisons, per-attendee expense trends, and proposed modest ticket-rate increases and an FY26 early-purchase special to encourage early registration and capture government budgets. The FY26 early-purchase special will be the opportunity to buy registration at the 2026 cost prior to October 1.

The group discussed registration mechanics, confirming names can be transferred for prepaid spots to accommodate early buys by organizations, and emphasized targeted early outreach to government attendees for St. Louis given Norfolk's driving accessibility contributed to late sign-ups.

Action: Megan to open registration next week.

ICEAA External Support — Megan Jones

Megan reached out to an IT vendor she used in the past. She summarized the vendor's offer of a 10-hour/month retainer at $1,750 with rollover hours and scalable work for website/database tasks (reports, archives behind paywall, chatbot). Board members asked about contract terms and payment cadence; the group agreed the service is valuable and voted to hire the vendor on the proposed retainer pending clarification of commitment details.

Vote: Motion is raised to hire the vendor for $175 hours at 10/hours a month. No further discussion is requested. Seconded and passed.

501(c)6 versus 501(c)3 — Megan Jones

Megan recounted speaking with a lawyer who said switching from a 501(c)(6) to a 501(c)(3) primarily requires administrative work like bylaw changes and form filings, with manageable legal fees if the board performs the admin tasks. She clarified she researched the differences to ensure full understanding.

Megan defined the 501(c)(6) role as professional associations providing member benefits and advocacy, and the 501(c)(3) role as charitable/educational with public-benefit constraints and revenue tied to charitable programs. She noted lobbying limitations are practically minimal for them but emphasized the distinct purposes of each status.

Megan confirmed that an organization can have both a 501(c)(6) and a 501(c)(3), but the 501(c)(3) must only perform charitable work and cannot transfer funds to the 501(c)(6). She described a common model where the main organization handles industry activities while a separate scholarship arm handles charitable donations and awards.

Megan reviewed IRS rules showing that sponsorship benefits are limited for deductible gifts, advertising or linking is restricted, and payments tied to conventions/trade shows are not

deductible; thus, tax-deductible donations would need to fund defined charitable programs such as scholarships.

Brian asked whether a 501(c)(3) could fund research and Megan confirmed grants and research are possible but require hiring a grant writer and producing specific proposals, which would be a productive exercise for clarifying public-facing language. The lawyer had noted adding a 501(c)(3) would require separate annual filings and potentially bylaw rewrites if changing status. The group agreed that more investigation is needed to determine value and feasibility.

Christina proposed using a 501(c)(3) to fund outreach and education for students to grow the profession, and Brian and Christina discussed potential uses such as scholarships or grants for CEBoK updates. Christina asked whether scholarship funds could pay workshop attendance for students; Megan said she would investigate and cautioned that past practice required strict separation between entities. The group emphasized legal compliance and avoiding misuse of funds, and Christina asked Brian to continue leading thinking on a charity committee, which he accepted.

Action: Brian to spearhead brainstorming efforts on potential for establishing a 501(c)3.

Incentivizing Growth — Javier Provencio

Javier introduced multiple revenue and expense-allocation ideas framed like corporate IRAD investments, including a marketing retainer, trade-show funding, automated membership renewals, partial travel funding, behind-paywall content, bonuses tied to brand growth, a sponsor raffle, and a monthly membership pilot. He emphasized these ideas aim to generate measurable ROI and stabilize cash flow versus episodic membership variability.

Javier argued for disciplined ROI tracking for shows (example $4,000 → 20 members) and linked these initiatives to the treasurer's cost analysis and the need for financial sustainability into 2027 and beyond. He stressed incentives for directors and chapter engagement to drive membership growth and retention.

The group discussed piloting monthly memberships and pricing elasticity around $10–$12; Megan said the system can support monthly billing, but she lacks the know-how to enable it and that IT support could activate automatic renewals and improve reminder emails. Participants flagged operational consequences for accounting and coding work if monthly billing is adopted.

Brian proposed a magazine-issue sponsorship product distinct from ads to raise revenue for the magazine; discussion clarified ads remain separate from issue sponsorships. The team debated researching 501(c)(3) status but concluded the organization must first define the intended use cases before pursuing it.

The group revisited incentive ideas for member recruitment, including meaningful rewards rather than nominal prizes; Kevin described leveraging corporate purchasing rewards to obtain Amazon gift cards at no incremental cost for bonuses. Christina emphasized designing incentives that genuinely motivate a membership drive.

Javier asked whether the team wants to evaluate, implement, or discard the ideas and emphasized speed to market to avoid losing months before the next workshop; the conversation closed on the need for a team evaluation and prioritization approach.

The chapter reviewed historical certification counts and opened the ROI discussion on revenue-generating initiatives for certifications. Javier framed CEBoK growth as a priority and suggested marketing allocations rather than external lead purchases to increase certification uptake.

Participants debated terminology and scope between a marketing retainer and trade-show funding, confirmed that exhibiting requires a booth and staff, and discussed paying travel for strong member speakers to amplify outreach while being cautious about paying members for traditionally volunteer activities.

Megan proposed building a detailed plan and buying targeted lists, Javier clarified the purpose of an IRAD-like earmark for revenue generation, and Javier agreed to pick a first date and lead the planning while inviting volunteers to join; attendees asked to be included in the effort.

Action: Javier to select a date to meet to plan marketing efforts, and lead planning

Action Item Review: Madeleine Teller

Madeleine reviews the action items and gets updates on all the action items from the group.

Plan Next Meeting & Adjourn Christina Snyder

The board agrees to hold their next meeting in person on Friday, August 21 from 11:00AM-1:00 PM with lunch preceding. A motion to adjourn is raised, seconded, and approved. The meeting adjourns at 3:59 pm EST.

New Actions from May 11, 2025

IT Actions:

Marketing actions:

- Action (July 2026): Javier to select a date to meet to plan marketing efforts, and lead planning

Other

- Action (July 2026): Madeleine will edit the LinkedIn announcement from CPM and draft an MOU, in addition to setting up a meeting to discuss the ISO with Carol.
- Action (July 2026): Madeleine to provide Kim with her cleaned up version of the CEBoK slides.
- Action (July 2026): Megan to open workshop registration next week.
- Action (July 2026): Brian to spearhead brainstorming efforts on potential for establishing a 501(c)3.

Outstanding Actions

IT Actions:

Marketing actions:

- Action (May 2026): On a recurring basis, Madeleine to organize input from board and membership regarding any other conferences people are attending
    - Status: In progress
- Action (May 2026): Rich to reach out to Charlie Williams to facilitate conversations with the GCPS Summit.
    - Status: In progress
- Action (May 2026): Sharon will field questions from members and recipients about the targeted certification marketing and recertification requirements. Kim will work with Sharon to draft targeted messaging for certification outreach tied to the conference and recertification points.
    - Status: In progress
- Action (April 2026): Christina Snyder will reach out to Rich Hartley offline to request a written testimonial about CEBoK applicability for mid-career training
    - Discussion: Christina will work with Rich to get verbiage
    - Status: In progress

Other

- Action (May 2026): Megan will explore the potential for removing per diem requirements, including asking their hotel contact to issue two RFPs: one including the 30% per diem requirement and one without it to compare hotel responses and rates.
    - Discussion: Megan will negotiate with hotels upon receiving quotes to see if there is potential savings with varying the percent of rooms offered at per diem
    - Status: In Progress
- Action (May 2026): Christina to organize a meeting for potential Board of Directors' nominees
- Action (April 2026): Resolution of SCAF payments to ICEAA for 2024 joint workshop
    - Voted on a way forward at May Board meeting to accept payment plan and propose a schedule
    - Status: In progress
- Action (April 2026): Kimberly Roye will finalize the inflation module edits
    - Discussion: The updates are complete for the purposes of the workshop, but will keep open to track with workshop feedback and revisit at July 10 meeting.
    - 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 not ready for official sign off until additional edits and updates are finished and a finalization procedure needs to be determined.
    - Status: In progress
- Action (April 2026): Christina will follow up with the CPM board to ask about sharing their financials and past program records.
    - Discussion: There is a meeting planned for the following week with CPM to determine what they are asking from us. Madeleine and Megan reached out to CPM to get further information and documentation from them. Madeleine drafted MOU and amended LinkedIn announcement and meeting with Rebecca Winston about ISO requirements on Friday, 7 August
    - 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 (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: Madeleine will summarize Bill's prior inputs with AI and get to Bill for approval
    - Status: In progress:
- 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; Sean/Christina coordinating working sessions with chapters and region directions, Sean has done a great informative session on this. Chapter engagement will be a recurring action.
    - Status: In Progress

Completed Actions:

- Action (May 2026): In addition to the initiatives in Christina's strategic plan, create a second list of marketing initiatives to generate leads via social media, networking, et cetera
    - Discussion: Javier has created a list of initiatives and will create a meeting to discuss moving forward on them
    - Status: Closed
- Action (April 2026): Arlene will review other accounts and confirm there are no remaining concerns beyond the Alabama matter
    - Discussion: Arlene will do a final check
    - Status: Closed
- Action (May 2026): Madeleine, Megan, and Christina to develop amendment language for voting and circulation.
    - Discussion: Megan drafted language, and the board voted on it
    - Status: Closed
- Action (May 2026): Arlene will evaluate hiring external consultants to assess IT, marketing, and revenue opportunities for the association. Potential IT improvements include developing an AI Language Model to pull from our repository of documentation, moving articles behind a paywall, and reworking website infrastructure to better handle log ins and bulk CEBoK sales.
    - Discussion: Megan obtained pricing quote for $175 an hour for 10 hours/month from Ironistic, with rollover. Only 30 days notification of cancellation is needed. The board approved this expense with a vote
    - Status: Closed
- 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. We will roll this into a new action with the IT consultant.
    - Status: Closed
- 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. We will roll this into a new action with the IT consultant.
    - Status: Closed
- 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 enquiries but open to US federal and US citizens. Megan suggested a marking budget. Closing action and moving to marketing actions.
    - Status: Closed
- Action (November 2025): Brian Glauser will reach out to the Federal CIO Council to seek their support and backing for the ICEAA initiatives.
    - Discussion: This will roll into the list of marketing initiatives.
    - Closed
- 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: Closed
- 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. Closing as a new motion approved on payment plan.
    - Status: Closed
- 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.
    - Discussion: The policy has been updated
    - Status: Closed
- 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.
    - Discussion: None further
    - Status: Closed
- 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

MEMORANDUM OF UNDERSTANDING

This nonbinding Memorandum of Understanding (this "MOU") is entered into as of 1 September 2026 (the "Effective Date") by and between:

International Cost Estimating and Analysis Association (ICEAA), a nonprofit organization chartered by the State of Virginia and operated by the Board of Directors and the International Business Office with offices at 8280 Willow Oaks Corporate Drive, Suite 600, Fairfax, Virginia 22031; and

The College of Performance Management (CPM), a nonprofit professional organization operating primarily as a virtual entity, with administrative contact points located in Reston, Virginia.

ICEAA and CPM are each a "Party" and together the "Parties."

PURPOSE

The purpose of this MOU is to establish a good-faith framework for evaluating and coordinating potential transition activities as CPM proceeds through bankruptcy and anticipates dissolution. The Parties intend to pursue only those activities that support their respective missions and receive all required approvals.

CPM's members include internationally recognized leaders in earned value management and related disciplines who have expressed interest in continuing to contribute through ICEAA. These individuals represent a valuable source of conference speakers, paper authors, webinar presenters, committee leaders, and mentors.

Unless and until the Parties execute a separate definitive agreement for a specific proposed transition activity, this MOU reflects present intentions only. It does not require either Party to transfer assets, provide services, pay funds, admit members, establish committees, or enter into any future agreement, and neither Party may rely on it as a promise that a proposed activity will occur.

TERM

This MOU becomes effective when signed by both Parties and remains in effect until the earlier of (a) completion of the proposed transition activities documented in a mutually approved transition schedule or (b) termination by either Party upon 30 days' written notice.

PROPOSED TRANSITION ITEMS

The items below are opportunities for further evaluation, not commitments to complete a transfer or continue an activity. Former CPM members may independently choose whether to join ICEAA or participate in ICEAA activities. Any proposed transition item will proceed only under a separate written instrument or other documentation appropriate to that item.

The Parties intend to cooperate in good faith while evaluating the proposed transition items.

ISO Standards Participation

CPM proposes that ICEAA explore opportunities to continue CPM's participation in the International Organization for Standardization (ISO) on the Technical Committee (TC) 258 (project, programme, portfolio management, and related standards), as well as serving on the US Technical Advisory Group (TAG) for TC 258. Managed and accredited through the American National Standards Institute (ANSI), United States of America based TAGs serve as the official national mirror committees corresponding to ISO Technical Committees and Subcommittees. These committees bring together affected U.S. stakeholders and industry experts, and their primary job is to formulate unified U.S. consensus positions, vote on international standard ballots, and nominate national experts to represent American interests at ISO meetings. CPM will put forth an application for ICEAA to serve as a Liaison. Any participation or change in representation is subject to applicable ISO rules and approval by the relevant standards body or appointing authority. If approved, participation may provide global visibility, opportunities to influence emerging standards, and insight that can enhance ICEAA's educational offerings, certifications, and professional leadership.

Global Conversation Club

CPM currently collaborates with Steve Wake of the United Kingdom on a monthly one-hour webinar known as the Global Conversation Club (GCC). Historical attendance has ranged from approximately 25 to 55 participants. Subject to Mr. Wake's agreement and any required rights or approvals, the Parties may explore continuation of the program through ICEAA. Currently, CPM and Mr. Wake choose a topic and host the GCC on alternating months; ICEAA will continue this cadence at will with designated volunteers from CPM and ICEAA.

ISO Resource Library

CPM maintains ISO reference materials supporting its TAG participants. No ownership transfer is considered unless separately documented. Access may be provided only to officially registered participants of the TAG and in accordance with applicable ISO rules, licenses, confidentiality restrictions, and repository controls. ICEAA does not host the ISO reference materials, they are contained in ISO and TC258 libraries. Access to the ISO published materials and standards outside of the registered participants can be granted via licensing through ISO, which would permit ICEAA to post on the website.

Video Library

Subject to verification of CPM's ownership and all required presentations, music, image, platform, and other third-party permissions, CPM will update their YouTube channel to indicate closure, and the video library will become available on the ICEAA YouTube channel.

Library of Papers and Publications

CPM maintains a collection of technical papers, newsletters, and historical publications. Before any item is transferred, licensed, reproduced, edited, or distributed, the Parties will verify ownership, joint-author rights, license terms, attribution requirements, and all necessary permissions. This library remains separate from ISO standard access and will be available to all ICEAA members.

Membership Community

Although CPM's active membership has declined in recent years, its professional network remains extensive, and its LinkedIn community includes approximately 800 followers. Subject to CPM Board approval, CPM may communicate the transition opportunity and encourage interested people to consider joining ICEAA. No membership list, contact information, or other personal data will be transferred without applicable consent and legal authority. CPM leadership may also propose articles, webinars, and other member-engagement content.

Sponsor Relationships

CPM has maintained relationships with approximately 15 active sponsors and approximately 10 additional organizations that have supported events or initiatives. Subject to CPM and ICEAA approvals and applicable privacy requirements, CPM may introduce interested organizations to ICEAA. No sponsor contact data will be transferred except with appropriate permission.

RESOURCES

Expected ICEAA resources and volunteer effort associated with evaluating or supporting each proposed item are summarized below. These preliminary estimates do not include legal review, migration, licensing, data-security, accessibility, or other transition costs.

ISO Standards Participation

Anticipated ICEAA resources: An existing meeting platform and a secure document repository; additional legal, standards-body, or administrative costs may apply.

Estimated volunteer effort: Approximately one virtual meeting per month, plus onboarding and reporting as needed.

Global Conversation Club

Anticipated ICEAA resources: Existing webinar capabilities, plus staff or volunteer support for scheduling, production, communications, and recordkeeping.

Estimated volunteer effort: Approximately 3–5 hours per month for planning, coordination, and hosting. ICEAA will select the topic and lead the webinar on alternate months, provided adequate volunteer involvement. Mr. Wake will continue to select the topic and lead at will on alternate months.

ISO Resource Library

Anticipated ICEAA resources: A secure repository with access controls, retention rules, and administrative support.

Estimated volunteer effort: Ongoing administrative support, subject to the volume of materials and applicable access restrictions.

Video Library

Anticipated ICEAA resources: Storage or hosting, rights review, migration, captioning and accessibility review, and curation; costs to be determined.

Estimated volunteer effort: A curator to organize content, confirm permissions, upload approved materials, and maintain the selected hosting platform.

Library of Papers and Publications

Anticipated ICEAA resources: Online storage, rights review, metadata cleanup, migration, and curation; costs to be determined.

Estimated volunteer effort: Ongoing curation and maintenance based on the size and condition of the collection.

Professional Leadership

Anticipated ICEAA resources: Existing volunteer-management processes and related administrative support.

Estimated volunteer effort: Managed through existing ICEAA volunteer processes.

Membership Community

Anticipated ICEAA resources: Communications and membership-administration support; costs depend on the outreach approach.

Sponsor Relationships

Anticipated ICEAA resources: Staff or volunteer time for introductions, sponsorship review, and relationship management.

POTENTIAL ONGOING INITIATIVES

After transition activities are completed, ICEAA members, including former CPM members who independently join ICEAA, may choose to participate in the following initiatives. Participation remains voluntary and subject to ICEAA's bylaws, policies, Board decisions, and available resources.

ISO Program Involvement

Subject to ICEAA approval and applicable standards-body requirements, ICEAA may establish an ISO Mirror Committee consisting of eligible members who wish to participate in standards development. CPM has identified experienced participants who may be willing to continue serving, assist with setup, and mentor new volunteers. Specific individuals, qualifications, and roles should be documented separately.

Requirements

- Monthly virtual committee meetings
- Existing meeting platform (Zoom or Microsoft Teams)
- Secure document repository
- Periodic updates to the ICEAA Board

No ICEAA Board member will be required to serve on the committee, although regular status updates to the Board are recommended.

ISO Participants and the ICEAA Board

The TAG will provide periodic updates to the ICEAA Board regarding standards activities, emerging topics, and opportunities for member involvement. ISO working documents will not be distributed beyond officially authorized participants. Subject to applicable rules, committee members may summarize activities and technical developments, identify opportunities for subject-matter experts, and present educational sessions at ICEAA conferences and webinars.

Global Conversation Club Content

Topics are selected approximately one to two months before each session and reflect current issues in performance management. ICEAA and Mr. Wake will alternate selecting topics.

Recent presentations have included:

- AI applications in earned value reporting
- AI-assisted schedule development
- Cognitive science and scheduling behavior
- Cost estimating within the UK government
- Emerging practices in project controls

The Global Conversation Club is separate from Mr. Wake's independently organized EVA conference series. No ICEAA involvement in the EVA conference series is contemplated unless separately agreed in writing.

Earned Value Management Working Group

Former CPM members who join ICEAA may propose an ICEAA Earned Value Management Working Group, subject to ICEAA's normal approval and governance processes. If approved, the group could provide a focal point for EVM activities.

Potential activities include:

- Webinar development
- Standards participation
- Technical papers and publications
- Professional networking
- Collaboration with related organizations

Earned Value Management Track at the Annual Workshop

Whether an earned value management track is offered at an annual workshop remains solely an ICEAA decision based on member interest, submitted presentations, program priorities, and available resources.

IP2M METRR Group

The future of the IP2M METRR initiative is being evaluated. If the initiative continues, interested CPM participants and ICEAA may separately evaluate potential collaboration, including ownership, governance, resources, and intellectual-property requirements.

REQUIRED APPROVALS AND TRANSFER DOCUMENTS

Each proposed transition item is contingent upon all applicable approvals, including, as relevant, approval by the Parties' boards, CPM's bankruptcy trustee or other fiduciary, bankruptcy or other court, creditors, standards bodies, authors, presenters, licensors, and other rights holders. No asset, license, data, contract, or responsibility will transfer under this MOU alone. Each completed item must be documented in a separate assignment, license, consent, data-transfer agreement, or other instrument appropriate to the item.

INTELLECTUAL PROPERTY AND THIRD-PARTY RIGHTS

Before any content is transferred or made available, the Parties will identify ownership, license terms, attribution requirements, permitted uses, confidentiality restrictions, and required third-party consents. Neither Party represents in this MOU that any item is transferable.

DATA PRIVACY AND RESTRICTED MATERIALS

The Parties will not transfer members, sponsor, volunteer, or other personal data except pursuant to documented legal authority, required consents, and appropriate security controls. ISO and other restricted materials may be accessed only by authorized participants in accordance with applicable rules, licenses, and confidentiality obligations.

NO PARTNERSHIP; PUBLICITY; EXPENSES

This MOU does not create a partnership, joint venture, agency, fiduciary relationship, or authority for either Party to bind the other. Neither Party will use the other Party's name, logo, or marks or issue a public announcement concerning this MOU without prior written approval. Each Party will bear its own costs unless otherwise stated in a separate written agreement.

TRANSITION SCHEDULE

Before proceeding with a proposed transition item, the Parties should record in a mutually approved transition schedule the item, transfer mechanism, current owner, responsible representatives, required approvals and permissions, expected costs and resources, target date, and objective completion and acceptance criteria.

AMENDMENTS

This MOU may be amended only by a written document signed by authorized representatives of both Parties.

TERMINATION

Either Party may terminate this MOU upon 30 days' written notice to the other Party. Termination does not revoke or reverse any transfer separately completed under a definitive written instrument, which will be governed by that instrument.

The undersigned representatives acknowledge that they are authorized to sign this MOU on behalf of their respective organizations and that, except as stated in a separate definitive agreement, this MOU is nonbinding.

SIGNATURES

FOR INTERNATIONAL COST ESTIMATING AND ANALYSIS ASSOCIATION

Signature: _____ Date: _____

Printed name: _____ Title: _____

FOR THE COLLEGE OF PERFORMANCE MANAGEMENT

Signature: _____ Date: _____

Printed name: _____ Title: _____

SCAF Progress

- 6/6/2026 – sent message to David Hedley (cc Megan, Cheryl, Harley Wye – message crafted at the in-person BOD in Norfolk
- No response
- 7/1/2026 – forwarded same msg to same audience
- 7/7/2026 – David replied asking for clarification of discrepancy
- 7/7/2026 – Replied with breakdown MT did back in 2024
- No response
- 7/31/2026 – forwarded msg from 7/7/2026
- No response
- 8/18/2026 – re-forwarded same msg – asked for feedback before 8/21/2026
- No response

ICEAA BoD Report
VP for Professional Development

Kimberly Roye

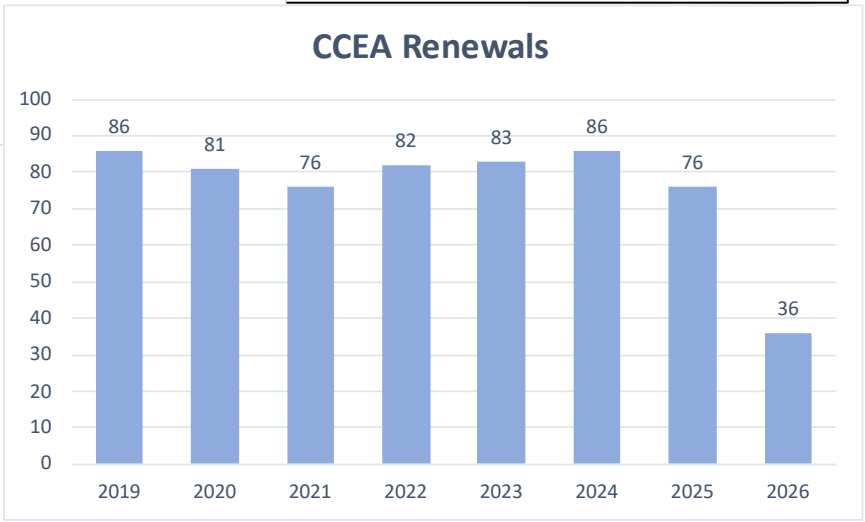
August 18, 2026

ICEAA International Cost Estimating and Analysis Association

Certification Summary Stats



- Overall certifications as of April 22, 2026
  - CCEA® 560 (including 5 CCEA-P), +3 since 4/3
  - PCEA® 73 (10 CCEA Eligible), +5 since 4/3
  - CPP 6 (+1 recert since 4/3)
  - SCEC 31 (+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)

- **108 Exams Administered in 2026**
  (95 Industry, 11 US Gov, 2 Canadian 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:**
  8 PCEA
  11 CCEA
  1 SCEC

*

Training Updates

Ongoing

- Update the Wiki content for the Inflation Module
- Sept 10 is next check-in date to receive Wiki content
- Receive input from workshop trainers to determine necessary edits to training materials

To Do

- Assess the LOE necessary to edit/modernize training materials after receiving input from trainers

Neil Albert for ICEAA Emeritus Status (Pre-Vote Version)

The ICEAA Board of Directors will soon consider conferring emeritus status on Neil Albert, and the honor could hardly rest on a more deserving candidate. Many longtime members will remember Neil from his board service and from his years as a conference presenter and attendee. Those of us who worked alongside him during his SCEA board years saw his commitment to the cost community firsthand. You have to have known Neil for a very long time, however, to remember that he was president of the National Estimating Society in 1990, when NES merged with the Institute for Cost Analysis to form SCEA. He then served as SCEA's first vice president and later as its president. When SCEA and ISPA merged in 2013, Neil served on the ICEAA transition board through the organization's formative years. Few members had a hand in both mergers that produced ICEAA.

I met Neil in November of 1983. I was living and working in New Jersey, but New England kept pulling at my heart strings, and I took an interview with the recently hired Director of Cost Estimating and Analysis at Textron Defense Systems in Wilmington, Massachusetts. That was Neil. He was responsible for life cycle cost analysis, Design-to-Cost, economic analysis, and all cost estimating, pricing, and negotiation across Textron's contracts. I ended up taking a different position, and Neil eventually hired Kim Gauvreau. I stayed in touch with him through NES, and Kim ended up marrying him.

A few years later, Neil called to ask whether I would consider a position he had open at MCR, where he wanted to grow his group into acquisition cost estimating, schedule analysis, and program assessment. This time I took the job, and for the next sixteen years I never looked back.

Neil remained with MCR for 28 years, holding positions of increasing responsibility, including president and chief executive officer from 1999 to 2012 and then vice chairman of the board. Until his recent retirement, he served as president and chief executive officer of NFA Consulting, LLC, providing cost, financial, budget, and program management expertise to the Department of Energy, NASA, and several other federal agencies.

For nearly 30 years, Neil was the leading authority on work breakdown structures. Many of us simply called him "Mister WBS." He was the principal author of MIL-STD-881, Work Breakdown Structures for Defense Materiel Items, and he wrote the WBS standard for the

CCEA-Emeritus Suggestion

CCEA-Emeritus Proposal

Individuals that won't have sufficient points to recertify due to retirement from the workforce or a change in their work responsibilities/career path, but still want to keep a form of ICEAA certification, could request "CCEA-Retired" status from ICEAA at the end of their certification period.

- This can be in the form of a simple letter or email stating the reason for the request.
- ICEAA would offer this option for $125 (the current member fee for recertification) and continue to include them on the website list of certified individuals, but as "CCEA-Emeritus."
- They do not have to maintain membership.

CCEA-Emeritus Suggestion

- Should they not want to pay the recertification fee of $125 every five years to continue to be listed as “CCEA-Retired,” that would be their choice and they will be removed altogether once their certification has expired.
- Should they reenter the cost field and wish to change their status back to CCEA, they would need to request change. Sufficient points to retain status would be required at next renewal period.
- ICEAA can define what “CCEA-Emeritus” status is on the website, so it’s understood that these individuals are not actively working in the cost field.
- Additionally, ICEAA can offer this same retired status, under the same requirements of the CCEA, to CPP, SCEC and CCEA-P certificants with one exception. Since ICEAA does not offer CPP certification as it was grandfathered during the merger, these individuals will not have the option to change their status from CPP-Retired to CPP. We currently have just seven CPP’s whose certifications expire between October 2024 and June 2027.

Additional Suggestions

- Do not market this widely, keep as a line on the certification page
- This isn't intended to be a new revenue stream or marketing opportunity, this is a small gesture to solve a problem a few members have asked us about
- We will warn anyone who asks about CCEA-Emeritus that if they choose to come back to the profession, they will have to re-test. This is to discourage "hopping", and to reiterate it is intended for individuals retiring from the workforce

3

- CCEA-Retiree!
- Wooopeeee!



4

Department of Energy. He contributed to both editions of the Project Management Institute's Work Breakdown Structure Practice Standard and supported the Japanese Ministry of Defense in developing its own WBS definitions.

The wider community called on him often. Neil served as a senior fellow of the Defense Business Board, was elected president of the College of Performance Management, and sat on the executive committees of NDIA and the Professional Services Council, where he chaired its Defense and Intelligence Executive Advisory Board.

Neil was a proud SCEA and ICEAA certified cost analyst and estimator. He received SCEA's Lifetime Achievement Award in 2013, and he was twice honored with the Department of Defense Award for Exceptional Public Service, in 2007 and again in 2014.

The record speaks plainly. Neil built organizations, he wrote the standards the rest of us still use, and he opened doors for people who built careers of their own. I am one of them. Emeritus status recognizes a lifetime of service. In Neil's case it would recognize a man who gave the cost community far more than he ever asked of it.

(Budget) Cost of doing business

10%

Revenue from 2025 | Approved Budget (IRAD like budget) Scope: Money used to grow the "Company" at 10% of revenue

$ 537,000.00 | $ 53,700.00

Target: (Gov/OEM/Private)-(50*30*20) Budget 50% Strategic/Tactical Conference Fee			Target: (Private/OEM/GOV)-(50*30*20) Budget 30% Strategic New Members			Target: (OEM/Gov/Private)-(50*40*10) Budget 20% Tactical Certification			Incentive ICEAA Talent Fee	Total
		$ 26,850.0000			$ 16,110.0000			$ 10,740.0000	$ 2,685.00	$ 56,385.00
Budget1	socal-Aug	$ 7,500.00	Budget1	Trade shows	$ 11,000.00	Budget1	Item1	$ 2,000.00		
Budget2	Item2	$ 3,000.00	Budget2	Ad purchase	$ 3,200.00	Budget2	Item2	$ 2,000.00		
Budget3	Item3	$ 10,000.00	Budget3	etc.	$ 3,000.00	Budget3	Item3	$ 15,000.00		
Budget4	Item4	$ 3,000.00	Budget4	Website	$ 1.00	Budget4	Item4	$ 1.00		
Budget5	Item5	$ 1.00	Budget5	Item5	$ 1.00	Budget5	Item5	$ 1.00		
Budget6	Item6	$ 1.00	Budget6	Item6	$ 1.00	Budget6	Item6	$ 1.00		
Budget7	Item7	$ 1.00	Budget7	Item7	$ 1.00	Budget7	Item7	$ 1.00		

Conference Fee

$ 1,200.00

80% Fee - 1 Year

$ 250.00

Fee

$ 150.00

	Heads	Heads	Heads
To breakeven	22.38	to Breakeven 51.55	71.60
2:1 Ratio	44.75	2:1 Ratio 103.10	143.20

20% Fee - 5 year

$ 500.00

	Heads
to Breakeven	6.44
2:1 Ratio	12.89
total target heads	58.00
2:1 Ratio	115.99

Conference	$ 53,700.00
New Members	$ 17,398.80
Certification	$ 21,480.00
Total $$	$ 92,578.80
Cost	$ 53,700.00
Net	$ 38,878.80

Strategic - High level objective

Tactical - Specific or focused

2:1 Ratio, Every $1 returns $2