

The quarterly meeting of the 2013 Board was called to order by President Mark Brown at 6:30 p.m. ET on Wednesday, 19 June 2013.

The following individuals participated in the meeting:

<b>Board Officers</b>	
<b>Brown, Mark</b> – President	<b>McKee, Chas</b> – Vice President
<b>Hudgins, Gene</b> – Secretary (via Phone)	<b>Christensen, Pete</b> – Treasurer
<b>Board Directors</b>	
<b>Bjorkman, Eileen</b> (via Phone)	<b>Moraca, Steve</b> (via Phone)
<b>Cannon, Pat</b> (via Phone)	<b>Nikoloff, Peter</b> (via Phone)
<b>Clewer, Stephanie</b> – Senior Advisory Board Chair (arrived at 8:40 pm)	<b>Ryan, George</b>
<b>Garcia, Charlie</b>	<b>Surch, Randy</b>
<b>McFalls, Mike</b> (via Phone)	
<b>Advisors to the Board</b>	
<b>Chalfant, Tim</b> (via Phone)	<b>Olinger, Jeff</b>
<b>Board Committee Chairs</b>	
<b>Foulkes, John</b> – Events Committee Chair (via Phone) – Left meeting at 7:04 p.m.)	<b>Scully, Tim</b> – Corporate Development Committee Chair (via Phone)
<b>Gordon, Steve</b> – Publications Committee Chair (via Phone)	<b>Shelley, Rick</b> – Elections Committee Chair
<b>Kniskern, Rich</b> – Corporate Development Committee Chair (via Phone)	<b>Wetzel, Mike</b> – Chapter & Individual Membership Committee Chair
<b>ITEA Staff</b>	
<b>Gaidry, James</b> – ITEA Executive Director	

The following individuals were not able to participate in the meeting:

<b>Greco, Michael</b> – Advisor	<b>Welshans, James</b> – Historian
<b>Markowich, Amy</b> – Advisor	

## 1.0 OPENING REMARKS

- 1.1 President Brown established that a quorum was present and thanked all of the Board members for participating in the meeting.
- 1.2 President Brown noted that the nominations for the President’s and Board Awards need to be communicated to the Awards Committee at the next meeting of the Board.
- 1.3 President Brown noted that per the Association’s Bylaws, the Elections Committee may have one (1) current member of the ITEA Board of Directors who is either not eligible for election or not interested in appointment. President Brown asked Director George Ryan, who is completing his second and last term this year, if he would be willing to serve on the Elections Committee for the remainder of this year. Director Ryan accepted the offer.
- 1.4 Review of the Agenda – President Brown then asked the Board if there were any comments regarding the agenda. Dr. John Foulkes, Events Committee Chair, requested that his Committee’s report be moved up in the agenda. Without objection the request was honored.

**2.0 APPROVAL OF THE PREVIOUS BOARD MEETING MINUTES**

President Brown asked the Board members to review the minutes from the previous Board meeting, and asked if there were any corrections. With no corrections noted a motion was made by Director Mike McFalls and seconded by Vice President Chas McKee to approve the minutes as submitted. With no further discussion the motion passed unanimously.

**3.0 REVIEW OF CURRENT ACTION ITEMS**

Secretary Gene Hudgins noted that all the current action items, with three exceptions, would be presented within the various Officer and Committee reports. Without objection discussion on the other action items was tabled until the appropriate report.

**4.0 EVENTS COMMITTEE REPORT**

Dr. John Foulkes, Events Committee Chair, presented the Committee's Report.

**4.1 Current Action Items**

Without objection the following action items were closed.

**ACTION 072512-09:** The Events Committee to look at alternative cost-effective models for conducting co-located/combined/alternating events beginning in 2014, including moving future Annual Symposiums to dates earlier in the calendar year.  
**STATUS:** The Events Committee continues to support the seeking of opportunities to engage government agencies (FAA, FDA, and DoT) in addition to government-sponsored organizations (e.g., the Range Commanders Council) and government-industry organizations (e.g., ICOTE). Doug Messer agreed to engage Eddie Kennedy, secretary of the RCC. Chas McKee (ITEA Vice President) is on the ICOTE and is looking at collaboration for the Symposium. Steve Gordon will engage individuals at the University of Central Florida. Also, Mike Greco, is an advisor to the ITEA Board from the FAA. The Committee recommends that the Board ask Mike to determine how ITEA and the FAA can partner on future workshops. Recommend the Action Item be CLOSED.  
**Closed:**  **Modified and Continued:** \_\_\_\_\_ **Continued:** \_\_\_\_\_

After discussion the following new action item was assigned:

**ACTION 061913-01:** *Executive Director to reach out to Mike Greco, FAA, to investigate event partnership opportunities.*  
**SUSPENSE:** *Update to be provided at the September 2013 BOD meeting.*

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**ACTION 032013-03:** Events Committee to work with the Executive Office to develop a program to offer “vendor briefing session” during ITEA events.

**STATUS:** James Gaidry filled the Committee in on the background of this proposal. During last year’s Test Instrumentation Workshop, the Board decided to let exhibitors arrange 30-minute presentations, with no charge, during exhibit hours for the workshop attendees. The idea came from other associations where exhibitors had requested time to “present” in addition to the program speakers and panels. James also stated that this proposal will again be offered, with no charge, to exhibitors at this year’s Symposium. James stated that some minor adjustments would need to be made to allow some extra time. A priority scheme would need to be developed (e.g., exhibitors, sponsors, government program offices, schools, corporate members). The Committee agreed a pricing plan would need to be developed, however it supports the proposal. Recommend the Action Item be CLOSED.

**Closed:**  Modified and Continued: \_\_\_\_\_ Continued: \_\_\_\_\_

After discussion the following new action item was assigned:

**ACTION 061913-02:** *Corporate Development Committee to work with the Ways and Means Committee to develop a program and pricing structure to offer “vendor briefing sessions” during 2014 ITEA events.*

**SUSPENSE:** *Update to be provided at the September 2013 BOD meeting.*

**ACTION 032013-04:** Events Committee to look at the potential to relocate the 2013 Annual Symposium to the DC Metro area.

**STATUS:** This action has been overtaken by events; the Symposium has been re-located to Northern Virginia. Recommend Action Item be CLOSED.

**Closed:**  Modified and Continued: \_\_\_\_\_ Continued: \_\_\_\_\_

**ACTION 032013-06:** Events Committee to recommend to the Executive Committee for approval ASAP the dates (April 7-11, July 28 – August 1, August 25-29, or September 22-26) for the 2014 Annual Symposium, which will be held at the Marriott Hotel in Norfolk, Virginia.

**STATUS:** This action has been overtaken by events; the 2014 Symposium will be held at Denver’s Marriott Tech Center Hotel. Recommend Action Item be CLOSED.

**Closed:**  Modified and Continued: \_\_\_\_\_ Continued: \_\_\_\_\_

**ACTION 032013-10:** Events and Ways and Means Committees to re-evaluate event fee structure, including one-day and Expo Only passes, to ensure they are fair and reasonable.

**SUSPENSE:** Update to be provided at the June 2013 BOD meeting.

**STATUS:** Prior to the Orlando Symposium, the Board previously approved one-day passes. For a 2.5 day conference, the standard registration fees are \$595 for ITEA members and \$695 for non-members; the rate for a one-day pass is approximately half the full rate. It was also stated that the exhibit hall-only pass is complimentary, with a \$25 payment required for lunch. Because of the lower-than expected registration rate for the Test Instrumentation Workshop (TIW) and suggestions from the TIW program committee, the Board asked the Events Committee to relook the event-fee structure, in conjunction with the Ways and Means Committee. The Events Committee believes that the one-day pass rate (and exhibit hall-only) rate is fair and reasonable. Recommend Action Item be CLOSED (with respect to the Events Committee).

**Closed:**  Modified and Continued: \_\_\_\_\_ Continued: \_\_\_\_\_

After discussion the following new action item was assigned:

**ACTION 061913-03:** *Ways and Means Committees to re-evaluate 2014 event fee structure, including one-day and Expo Only passes, to ensure they are fair and reasonable.*

**SUSPENSE:** *Update to be provided at the September 2013 BOD meeting.*

**4.2 New Action Items**

**Dates for the 2014 Annual Symposium.** The following dates are available for holding the 31st Annual International Test and Evaluation Symposium at the Denver Marriott Tech Center for 2014:

- August 30 – September 6, 2014
- August 23 – 30, 2014
- September 29 – October 3, 2014
- November 8-15, 2014
- December 6-13, 2014

After discussion among the Events Committee members, the recommendation for the date for the Denver Symposium, in priority, is (1) November 8-15, 2014, and (2) December 6-13. The other 3 dates were considered not viable.

**Board action** – Director Steve Moraca moved and Director Eileen Bjorkman seconded that the 2014 Annual Symposium be held September 29 to October 2, 2014. After discussion the motion was approved.

**5.0 TREASURER’S REPORT**

Treasurer Pete Christensen reported that in June the Association expects to have a positive cash flow from operations due to paid registrations associated with the System-of-Systems and Propulsion Workshop. Combined with the application of the “5-year Rule” to the Education Reserves, ITEA’s “quick” cash increased from 2 to 3 months of reserves. And, ITEA’s cash reserves increased from 5 to 6 months of reserves when you include all of the Education Reserves. This is back to within the range of the 6 to 9 months of cash reserves guideline that is typically used for individual membership NFP organizations like ITEA.

<b>Projected ITEA Reserves as of June 2013</b>		<b>Reserve Policy Guidelines</b>	
<b><u>"Quick" Reserves</u></b>	<b><u>Balance</u></b>	<b><u>Minimum</u></b>	<b><u>Max/Target</u></b>
Checking	\$36,871	n/a	\$125,000
Operating Reserves - 04078	\$3,997	\$200,000	\$214,757
Capital Reserves - 04177	\$79,327	\$75,000	\$143,172
Excess Education Reserves	\$40,274		
<b>"Quick" Reserves</b>	<b>\$160,468</b>		
<b>Months of "Quick" Reserves</b>	<b>3</b>		
<b><u>Emergency Reserves</u></b>	<b><u>Balance</u></b>	<b><u>Minimum</u></b>	<b><u>Max/Target</u></b>
Total Education Reserves - 04076	\$182,048	\$113,420	\$141,775
<b>"Q" &amp; "E" Reserves</b>	<b>\$302,243</b>		
<b>Months of "Q" &amp; "E" Reserves</b>	<b>6</b>		
<b><u>Chapter Accounts</u></b>	<b><u>Balance</u></b>	<b><u>Minimum</u></b>	<b><u>Max/Target</u></b>
Cash at Chapters	\$113,554	n/a	\$30,246
<b>Total Reserves</b>	<b>\$415,797</b>		
<b>Months of Total Reserves</b>	<b>7</b>		

Treasurer Christensen noted that the government sequestration may continue to have a significant impact on the Association's revenues, causing future ITEA events to be postponed or rescheduled due to the travel restrictions. President Brown noted that the Executive Committee had discussed various options, including a potential partnership with an Association Management Company (AMC), to ensure the ongoing viability of ITEA. The "triggers" that had been discussed for exploring the AMC option were:

1. If the System-of-Systems / Propulsion Workshop is not successful, the Board should begin researching potential AMC partners; and,
2. If the Annual Symposium is not successful, the Board should begin discussions to fully understand the pros, cons, and financial aspects of a partnership with an AMC partner.

After additional discussion the following action items were assigned:

***ACTION 061913-04: Pete Christensen to work with Executive Director to investigate Association Management Company option.***  
***SUSPENSE: Update to be provided at the September 2013 BOD meeting.***

***ACTION 061913-05: Ways and Means Committees to investigate business options for continuing ITEA operations.***  
***SUSPENSE: Update to be provided at the September 2013 BOD meeting.***

## **6.0 2013 ANNUAL SYMPOSIUM REPORT**

Symposium Chair Chas McKee reported that the Annual Symposium was coming together nicely, with the featured speaker slots mostly filled and over 60 abstracts received for the technical tracks. Both exhibits and sponsorships are both on target. It was also noted that the 2014 Annual Symposium Program and Technical Chairs have yet to be identified. After discussion the following action item was assigned:

***ACTION 061913-06: Events Committee to provide recommendations for 2014 Annual Symposium Program and Technical Chairs.***  
***SUSPENSE: Update to be provided at the September 2013 BOD meeting.***

## **7.0 CHAPTER AND INDIVIDUAL MEMBERSHIP COMMITTEE REPORT**

Committee Chair Mike Wetzl reported that the Committee met on May 8<sup>th</sup>, and asked that the Board consider modifying Item Number 6 of the current Chapter of Excellence Award requirements, which requires that a "Chapter maintains an ITEA checking account in a local bank with at least two Chapter members and the ITEA Executive Director authorized to sign checks"—specifically as it pertains to the requirement to have the ITEA Executive Director on the Chapter account. After discussion by the Board reinforcing the rationale of this requirement, the following action item was assigned:

***ACTION 061913-07: Mike Wetzl and Executive Director to notify Chapters of the extension of the 2013 Chapter of Excellence Award application to August 30, 2013, to allow Chapters to meet required element number 6 – Conformance with Chapter Financial Procedures.***  
***SUSPENSE: Update to be provided at the September 2013 BOD meeting.***

**8.0 CORPORATE DEVELOPMENT COMMITTEE REPORT**

Mr. Rich Kniskern, Corporate Development Committee Chair, presented the Committee's report.

**ACTION 032013-01:** Corporate Development Committee to work with Ways and Means Committee to estimate the potential budget impact (incremental revenue and expenses) associated with: 1) Increasing the number of individual memberships associated with each level of corporate membership (Corporate Development Committee recommends doubling the individual memberships per level); and 2) Allowing employees of a Corporate Member to attend ITEA events at the ITEA Member rate.

**STATUS:** In the Committee's attempt to quantify the cost of increasing individual memberships associated with a paid corporate membership we are in unanimous agreement that the existing tangible value to a member must be increased before we can solicit or hope to entice new corporate members to join. With the current budget situation, we believe that in 2013- 2014 it will be difficult to renew existing Corporate Memberships and even more difficult to enlist new Corporate Members. We believe increasing the incentive will change corporate mindsets from one of risk avoidance to a perceived value added network opportunity. Our discussion identified a two key potential actions designed to incentivize potential corporate members to view corporate membership more favorably.

- Increase the number of individual memberships associated with each level of corporate membership. We recommend doubling the individual memberships per level. Clearly identify the value of a Corporate Membership vs. Individual Memberships. Don Parkhurst will visit James Gaidry in May to discuss the idea of treating memberships for corporate members similar to a raffle.
- Allow corporate membership to be transferred to someone within the company to attend ITEA events at the corporate membership discount rate. This would allow the corporation to utilize their full benefits of their membership.

The committee does not feel that implementing these actions will have a major influence on who does and does not attend a conference and quite likely will increase attendance at conferences since corporate members will be more willing to send individuals that do not have to pay individual memberships and fees.

**SUSPENSE:** Update to be provided at the September 2013 BOD meeting.

Closed: \_\_\_\_\_ Modified and Continued: \_\_\_\_\_ **Continued:**  \_\_\_\_\_

**ACTION 032013-02:** Corporate Development Committee to identify marketing resources that can develop a video to be used on the ITEA Web site to define and promote the test and evaluation profession.

**STATUS:** The Committee discussed the potential of a T&E marketing video focused on both DoD and non-DoD organizations and were in unanimous agreement that this would be an excellent tool for promoting T&E on the ITEA website. We discussed the possibility of each corporate member providing raw footage video and then potentially having a small business that does video editing and production put together a loop video that can be used to meet the organization's needs. We discussed offering this company a free corporate membership as incentive to do this work for us. We envision three specific actions to make this happen. 1) Explore potential small businesses that have the required capabilities and might be willing to assist us. Bill Dallas has this for action. 2) A letter to all Corporate members and select non DoD T&E organizations soliciting raw T&E footage for potential use. 3) Identify an alternate source internally to ITEA capable of developing a loop video should we not be able to identify and secure an editing company willing to support us.

**SUSPENSE:** Update to be provided at the June 2013 BOD meeting.

Closed: \_\_\_\_\_ Modified and Continued: \_\_\_\_\_ **Continued:**  \_\_\_\_\_

## **9.0 PUBLICATIONS COMMITTEE REPORT**

Dr. Steven Gordon reported that the Committee has selected the following 8 themes for modification, sequencing, and elaboration over the next few weeks. The Committee wants to firm-up the themes for at least 2014 and perhaps into 2015. Board suggestions are welcome.

- **Training the Future T&E Workforce:** Test and evaluation over the next decade will need a workforce of professionals from many academic disciplines. The academic majors will certainly include science, technology, engineering, and math (STEM); yet, management, communications, psychology, and other types of majors also may be needed for the T&E profession. We will need a steady supply of the right academic majors from our technical schools, colleges, and universities, and we will need initial training for the incoming workforce to be ready to become T&E professionals. The need for an inflow of new talent suffers from a constrained supply and competes with many demands for the same disciplines from industry, academia, and other parts of the government. Increasing the throughput of the right new talent would help considerably. And, innovative ways to attract the new workforce, provide recurring training to the existing workforce, and fund career enhancement will help T&E keep the workforce needed.
- **How Much Testing is Enough:** How do we right-size tests? Could we test until funding, time remaining, and systems delivered by the program office are depleted? Perhaps we can use scientific methods to decide when to test more or when to stop testing. What is often called the frequentist methods of setting statistical confidence and estimating statistical power can provide initial guidelines for sizing of test events. Bayesian methods may also help us answer these questions. However, other scientific tools may also be needed. Right-sizing instrumentation suites, gathering no more and no less than the data needed, and analyzing the data as it streams in could help decision-makers know when to stop testing.
- **Modeling and Simulation Use in T&E:** Is the full power of modeling and simulation (M&S) used today in T&E? M&S allows us to go to places that we cannot otherwise go or to use systems that we otherwise cannot use. Where should we make changes to use less or more M&S in better or different ways? Have we developed ways to combine live test data with M&S data to provide a more complete model of system performance across a broader operational envelop? Can M&S use help Developmental Test determine if the system is ready for low rate production? Articles are invited in the areas of technology development, policy, leveraging training venues for T&E, success stories using M&S, and lessons learned from using M&S.
- **Unattended Vehicle Testing:** Here, we must train as we fight. Unattended vehicles fly reconnaissance, target location, and combat sorties. They fly in combat and public airspaces. They travel on the ground, on the water, and under water on a variety of missions. Unattended vehicles may be fully controlled by humans, semi-automated, or fully autonomous individually or in dissimilar teams. How have we conducted T&E of these systems in the past? Are there best practices or lessons learned? Are there any guidelines for how to test the semi-automated and autonomous behaviors in representative operational environments? How can we test these systems in degraded environments in order to determine robustness to combat conditions?
- **The Right Mix of T&E Infrastructure:** Our T&E infrastructure is regularly evaluated for downsizing, improvement, or changes in ownership. The right footprint of T&E infrastructure depends on the tests in the pipeline and future systems in design. How do we know what and how much is necessary? Can we share government, industry, and academia facilities within and across country boundaries? Would this type of sharing cause conflict of interest issues? Will

overlap of contractor testing, developmental testing, and operational testing reduce the demand on test infrastructure? Can a shift earlier for developmental testing in representative operational environments and for integrated testing reduce the load on test infrastructure? Will sharing (or dual use) of training and test venues help?

- **Test Methodology Rigor:** T&E ideally uses the scientific method to plan, conduct, and analyze the test. Test rigor is more than statistics and the use of design of experiments. Test rigor includes following accepted processes to determine outputs that must be measured, how to measure the outputs accurately, what super-set of inputs may affect the outputs, how to determine the critical few inputs, how to measure the inputs accurately, statistical confidence desired, test design for statistical power, and trade-offs. Test methodology rigor would include designation of standard operating procedures and measurement system analysis to reduce noise and maintain statistical power. Rigor in testing would also include verification and validation of requirements and modeling and simulation to support the test.
- **T&E of Information Assurance, Information Security, and Cyber Readiness:** Key information passed on network connections improves the speed and lethality of combat operations; yet the networks open the door to vulnerabilities. Network connections for home computers, smart phones, social media, and entertainment add enjoyment; yet, ease of use often equates to increased ease of misuse and scamming. Our systems that support the military, our finances, our health records, and our other personal information must pass information assurance, information security, net readiness, and cyber readiness tests. Systems and the networks that connect them are subject to all sorts of attacks from all sorts of sources; however, the goal of the attack is nearly always to take something valuable. Money, personal information, trust, freedom, military information and plans, or intellectual property are often taken with very minimal effort and cost.
- **Blending Systems Engineering, Reliability, Lifecycle Support, and Testing:** Are these activities separate or integrated in a solid T&E process? Systems engineering provides the process and tools to build the right effective product in the best way. Reliability strives to develop a system that is available and suitable for the intended use. Lifecycle support looks at maintainability and supportability with long-term ownership in mind. Testing makes sure these requirements and others are satisfied by the system as it is designed and built. Blending of these initiatives and their targets into an integrated T&E program could help us field the right system for the user. Invited papers could include discussions of success stories, lessons learned, drawbacks, benefits, good intentions gone awry, and alternative views.

## **10.0 EXECUTIVE DIRECTOR REPORT**

Executive Director James Gaidry presented the Executive Office report.

### **10.1 Current Action Items**

<p><b>ACTION 112812-04:</b> Executive Director to present results of 2012 Strategic Plan actions and metrics. <b>STATUS:</b> Updating actions and metrics based on Committee inputs in process. Closed: _____ Modified and Continued: _____ <b>Continued:</b> _____ <b>X</b> _____</p>
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**10.2 Current Action Items**

The following documents were presented to the Board for approval.

1. CTEP Candidate Handbook – Approval moved by Director George Ryan and seconded by Treasurer Pete Christensen. Approved unanimously.
2. CTEP Recertification Handbook – Approval moved by Director George Ryan and seconded by Treasurer Pete Christensen. Approved unanimously.

**11.0 NEW BUSINESS**

**11.1** President Brown reminded the Board that their annual meeting will be at the SRC offices at 6:30 pm on Wednesday, 18 September 2013.

**11.2** There being no more business to be brought before the Board, a motion was made by Vice President McKee and seconded by Secretary Gene Hudgins to adjourn the meeting. The motion was approved unanimously. The meeting was adjourned by President Brown at 8:40 p.m.

\_\_\_\_\_  
Date Approved

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Mr. Gene Hudgins  
ITEA Board Secretary