



**Over Five Decades of Industry-led  
Collaborative Research**

## CAM-I MEETING AND TRAINING

1<sup>st</sup> Quarter 2026 March 9-10, 2026

***CAM-I Vision:***  
***To be recognized as a premier  
collaborative forum for innovative,  
leading edge management solutions  
that create lasting value.***



# Code Of Conduct

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As CAM-I members we:

- Value and nurture the ideas and viewpoints of others.
- Value and leverage the diversity that others bring.
- Respect the time, contributions, confidence, and rights of others.
- During meetings, we suspend the specific interest of our own organization in favor of promoting the general welfare of CAM-I members.
- Conduct ourselves during CAM-I meetings in an uplifting, reputable manner.
- Are learning and growing individually and collectively.
- Respect the collaborative environment and commitment not to market or procure during the meetings.
- First time guests are invited to the meeting. Guests will not receive any post meeting output from the working groups as that material belongs to the members. When guests participate in these groups, we would like guests to make Interest Group Leaders aware if there is anything that we should not quote upon their input in these meetings on our post meeting notes to members.

# Invitation from the President of CAM-I

You are formally invited to the Consortium for Advanced Management International (CAM-I) Meeting and Training, 1st Quarter 2026 on March 9th and 10th, 2026, kindly hosted by one of our members SIKICH at SIKICH, 333 John Carlyle Street, Suite 500, Alexandria, VA 22314.

All meetings, interest group sessions and general session will be virtual through Microsoft Teams.

For those who can travel, many of us are staying at Embassy Suites, 1900 Diagonal Road, Alexandria, VA 22314. CAM-I has not negotiated any rates for the hotel.

Registrants will receive an MS Teams invitation five days before the meeting.

The members' forum is on March 10th from 4:00 PM to 5:00 PM EST, by invitation only.

Our quarterly meetings are the primary vehicle to further CAM-I's mission – To serve as a collaborative to advance the way organizations manage costs, processes, and performance.

Attendees will receive a maximum of 50 minutes of CPE credit hours for every hour attended for the two credits, and knowledge levels please refer to the agenda and other detailed sections of this document.

Please check the special interest group pages at the end of the meeting notice, which describes the groups.

Meeting evaluations will be sent out to all registrants via an email survey.

[Click To Register For "CAM-I Meeting 2026"](#)

On Registration:

- Tuesday 10th March 2026, 9:00 AM EST, General Session, please select if attending.
- Special Interest Groups Monday 9th March all day and Tuesday 10th March in the afternoon, please select if attending.

If you have any questions about our programs, please contact me any time at [ashok@cam-i.org](mailto:ashok@cam-i.org) or call me at 512-296-6872.

I look forward to connecting with you at the meeting.



Ashok Vadgama  
President, CAM-I

# Agenda

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MONDAY, March 9, 2026 Virtual & Onsite Suite 500 - All Eastern Time Zone

All the meetings at SIKICH, 333 John Carlyle Street, Suite 500, Alexandria, VA 22314

## INTEREST GROUP SESSIONS

- 9:00 AM - 5:00 PM Value, Cost and Profitability Management  
Contact – Carmel Call (carmel.call@kingcounty.gov)  
Contact – Anthony Pember (anthony.pember@cbh.com)
- Noon - 4:00 PM Artificial Intelligence  
Contact – Ashok Vadgama (ashok@cam-i.org)  
Contact – Ray Beste (ray.beste@sikich.com)
- 3:30 PM - 6:00 PM University Fellows Project  
Contact – Lea Patterson (Lea.Patterson@pilbaragroup.com)

TUESDAY, March 10, 2026 Virtual & Onsite 1st Floor - All Eastern Time Zone

## GENERAL SESSIONS

- 9:00 AM Welcome - Bhattacharya Principal, SIKICH, Ashok Vadgama, CAM-I
- 9:15 AM **TITLE:** "Leadership Without Friction: Activity Based Costing Implementation in the USMC"  
**Speaker:** Dave Clifton, Partner, NorthStar Solutions
- 10:15 AM **TITLE:** "Emerging Themes in Artificial Intelligence and Technology"  
**Speaker:** Karlene Stecchi, Executive Vice President, Tantus Technologies, Inc
- 11:00 AM **Panel** "The Potential for Reform in Government Today"  
**Moderator:** Robert Shea, CEO, GovNavigators
- Panel:** Invited speakers include experts from:
- Margie Graves, Senior Fellow, The IBM Center for the Business of Government
  - The Data Foundation
  - The Government Accountability Office
- 12:30 PM Adjourn General Session

## INTEREST GROUP SESSIONS - SUITE 500

- 1:30 PM - 4:00 PM Value, Cost and Profitability Management
- 3:30 PM - 6:00 PM University Fellows Project
- 4:00 PM - 5:00 PM Members Form by Invitation Only

# General Information

## CPE Credits

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NASBA  
NATIONAL REGISTRY OF CPE SPONSORS

### **CPE Credits:**

The 3-day program qualifies for a maximum of 18 CPE credits.

**Program Level:** The knowledge level for CAM-I sessions is “Intermediate”, meaning that participants should have at least 5 years of relevant work experience and should have a basic knowledge of cost, process, and/or performance management.

**Preparation:** Generally, no advanced preparation is required. However, please refer to the details in subsequent sections of this document for specific exceptions should they occur.

**All study group is Group Internet Based:**

### **Learning Objectives and Program Description:**

Descriptions and learning objectives for individual general session presentations and interest groups can be found in the next section of this document.

CAM-I is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website:  
[www.nasbaregistry.org](http://www.nasbaregistry.org).

Sponsor ID# 103282

## Contact Information

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For more information about this program or for any questions regarding administrative policies such as cancellations, please contact CAM-I at 512-617-6428.

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## Upcoming Meetings

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March 9 - 10, 2026 Alexandria, VA

June 8 - 9, 2026 TBD

September 22-23, 2026 Venue TBD

# Registration

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Register today at [www.cam-i.org](http://www.cam-i.org) and click on “Meetings” at the top of the page.

On Registration -

- **Tuesday Morning Session**

Please selected if you intend to participate.

- **Special Interest Groups**

When selecting options for registering please make sure to select one (1) **Interest Group** in which you plan to participate.

- **Tuesday After Noon Session – please register if attending**

Be sure to block out the time on your calendar, you may do so by opening the email with the ICS file from CAM-I upon registration.

- **ICS Calendar File**

The email that you receive after registering has a ICS calendar file that can be used to update your calendar.

If you need help understanding the calendar file attached CAM-I has a [Calendar ICS Help Page](#).

## Contact Info

CAM-I, Consortium for Advanced Management International

Ashok Vadgama

108 Wild Basin Road South, Suite 250

Austin, TX 78746

[www.cam-i.org](http://www.cam-i.org)

Phone: 512-617-6428

Cell Phone: 512-296-6872

# CAM-I General Session Presentations

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## Speaker 1

**TITLE:** "Leadership Without Friction: Activity Based Costing Implementation in the USMC"

**Speaker:** Dave Clifton, Partner, NorthStar Solutions

**Field of Study:** Management Services

### Learning Objectives:

Dave's presentation examines why friction persists even in high-performing organizations—and why tools, culture initiatives, and restructuring rarely endure or address the root cause of problems. Here, friction is the cumulative drag created by unclear purpose, inconsistent leadership discipline, and degraded judgment—seen in delay, rework, misalignment, and decision avoidance. This briefing presents a discipline-based framework for diagnosing leadership breakdowns in complex systems, informed by an actual enterprise-wide implementation of Activity-Based Costing in the United States Marine Corps.

**CPE Level:** Intermediate:

## Speaker 2

**TITLE:** "Emerging Themes in Artificial Intelligence and Technology"

**Speaker:** Karlene Stecchi, Executive Vice President, Tantus Technologies, Inc

**Field of Study:** Business Management & Organization

### Learning Objectives:

TBD

**CPE Level:** Intermediate

# CAM-I General Session Presentations

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## Speaker 3

**TITLE:** Panel topic “The Potential for Reform in Government Today”

**Moderated By:** Robert Shea, CEO, GovNavigators

Invited speakers include experts from:

- The IBM Center for the Business of Government
- The Data Foundation
- The Government Accountability Office

**Field of Study:** Management Services

### Learning Objectives:

- Understanding the core elements of the Five Pillars of Effective Government framework
- Assessing the role of data as a critical enabler in an organization’s success
- Identify the common challenges limiting government’s effectiveness and what measures may overcome them

**CPE Level:** Intermediate

# Value, Cost and Profitability Management

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**Value, Cost, and Profitability Management Roadmap** – Over the years CAM-I has contributed significantly to the field of Cost, Process, and Performance Management. This group is using the existing CAM-I body of knowledge to further innovate the application of traditional cost models by putting more emphasis on stakeholders and stakeholder value beyond the shareholder. Specific targets of study include costing methodologies such as Activity Based Costing and Target Costing, Target Value, Principle Based Value Framework, Value Analysis, Capacity Model, the Closed Loop, and Performance Management Framework. The objective of this research is to expand current thinking and understand the intersection of various models to help organizations understand what it takes to become a Value-Driven Organization (VDO).

**Defining Value for Services** - Value Analysis is an optimization methodology of aligning resources (cost) in proportion to the relative importance of customer functional requirements. Value Analysis historically has been applied to manufacturing; however, it is equally effective for service organizations and for general process improvement. Services can present nuanced challenges in quantifying the processes performed and the associated importance to the customer. The group will continue to expand pilots of value analysis for services, including developing standards, approaches, and methods for measuring value.

**Understand and Demonstrate the Value of Business Enabling Functions** - The group's objective is to assist member organizations to understand and quantify the value business support functions bring to organizations. A Principle-Based Value Framework has been designed for enabling functions to understand how internal stakeholders view value and to help improve a function's ability to deliver value. The Principle-Based Value Framework has 9 value principles which enable member organizations to consistently deliver value to customers and stakeholders. The framework allows cost and value trade-offs to be quantified.

**First Deliverable** – The group's first deliverable is entitled, "Chapter One: Developing a Path to a Value-Driven Organization Leveraging the CAM-I Body of Knowledge", and it provides an overview of how each of the aforementioned concepts has evolved over time and contributes to a VDO.

**Future Focus** - The interest group plans to continuously review methodologies and recent work to ensure relevance to organizations considering the rapid changes that are occurring across industries today. By focusing on understanding additional stakeholders and their importance to an organization, along with a redefinition of value, we are re-aligning existing CAM-I methodologies and models to help organizations deliver sustainable stakeholder value.

# Value, Cost and Profitability Management Continued

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## Learning Objectives:

After participating in this interest group, you will:

- Understand the key values and principles that organizations need to embrace in order to become Value-Driven Organizations and demonstrate increased value to their stakeholders.
- Understand the alignments between cost management and stakeholder value.
- Learn how to identify existing capabilities and gaps in quantifying value for service organizations.
- Recognize the value business enabling functions bring to an organization and thereby facilitate appropriate cost / value trade-offs.
- Discover how to create a value maturity approach and roadmap that can be scaled and customized for your organization.
- Understand how Target Costing is impacted by, and can support, organizations as they mature into an Industry 4.0 era.

**Field of Study:** Management Services

## Required Knowledge / Prerequisites:

**Knowledge level** – Intermediate: Participants should have at least 5 years of relevant work experience and should have a basic knowledge of cost, process, and performance management. Generally, no advanced preparation is required. However, the interest group chair will inform registered participants of any prerequisite work prior to the meeting.

## Contact:

For more details on the special interest group please contact the group chairs:

- Anthony Pember      Email: [anthony.pember@cbh.com](mailto:anthony.pember@cbh.com)
- Carmel Call            Email: [carmel.call@kingcounty.gov](mailto:carmel.call@kingcounty.gov)

# CAM-I Artificial Intelligence (AI) Special Interest Group (SIG)

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## Description

The group is working on using the CAM-I Body of Knowledge and creating a framework building a framework. The framework will get data from the Body of Knowledge that resides on the CAM-I members portal and seamless interchange the past and current work to facilitate model building in an expeditious way. The notion also will ensure that the data is trustworthy, timely and Seamless.

Members can use the framework for their modeling and simulation application.

The following work will be taken and moved to the framework.

1. CAM-I Cross in terms Strategic Cost and Value Management – Function lead, the present value Cost and Profitability Group.
2. Closed Loop Planning and Budgeting – Derek Sandison,
3. Performance Management – Derek Sandison
4. Supply Chain Management – Jim Holman.

What does the above point look like after applying Artificial Intelligence attributes. We will also check what does Chat GPT says. The idea is to work on faster enablement of modeling with automatic feeds.

We will use survey mechanism to manage upload or point of data sources, human description of what this information means to the business. This can be used to automate the creation of SLM's. What will be basic

The stepped approach is –

- Prioritize CAM-I methods
- Refine plan including legal considerations
- Use of Excel initially to develop framework
- Development and Deconstruction of information gathered – step by step method to understand information, processes, source of data, and business context of information
- Governance considerations
- Architectural Design
- Test the approach with a member company with the following steps to –
- Data Integration and preparation
- Predictive cost Modeling
- Process Mining and Optimization
- Use of Dashboards
- Linkage to decision support system
- Create an appropriate framework

**Field of Study:** Business Management & Organization

# CAM-I Artificial Intelligence (AI) Special Interest Group (SIG) Continued

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## **Required Knowledge / Prerequisites:**

Conceptual knowledge of Artificial Intelligence and how it can help organizations. However, the interest group chair(s) will inform registered participants of any pre-requisite reading material, work required before the meeting.

## **Contact:**

For more details on the special interest group please contact group co-chairs:

- Nate Regimbal: Email: [nate.regimbal@cbh.com](mailto:nate.regimbal@cbh.com)
- Aurpon Bhattacharya: Email: [aurpon.bhattacharya@sikich.com](mailto:aurpon.bhattacharya@sikich.com)

# University Fellows Project

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The **University Fellows Project** is a global academic collaboration anchored by **Arizona State University (ASU)** in partnership with **CAM-I**, focused on advancing **Activity-Based Costing (ABC)** and integrating **sustainability metrics**, beginning with greenhouse gas (GHG) emissions, directly into operational cost models to **operationalize Carbon Accounting**.

Universities face increasing pressure to modernize accounting education, produce practice-relevant research, and prepare students for data-driven roles in sustainability and performance management. The Fellows Project responds by bringing together a select network of universities to collaboratively develop new methodologies, applied research, and teaching materials that connect cost, performance, and environmental impact.

Participating universities gain early access to emerging approaches in cost and sustainability modelling, opportunities for joint publications, and a platform to differentiate their academic programs. Project outputs feed directly into coursework, capstone projects, doctoral research, and executive education, while strengthening industry partnerships and student employability.

## Learning Objectives

By participating in the University Fellows Project, faculty and students will work toward the ability to:

- Understand and apply modern **Activity-Based Costing** techniques in data-rich, operational environments
- Integrate **GHG emissions and sustainability metrics** into financial and operational cost models
- Develop and evaluate **business cases** that link cost efficiency, performance improvement, and sustainability outcomes
- Conduct **applied, collaborative research** that meets both academic and practitioner standards
- Translate research insights into **teaching cases, course modules, and executive education content**
- Communicate analytical and sustainability insights effectively to academic, industry, and policy stakeholders

Through this collaborative model, the University Fellows Project enables participating institutions to lead the evolution of managerial accounting and sustainability education while delivering measurable academic, industry, and student impact.

**Field of Study:** Management Services

**Contact:** Lea Patterson Email: [lea.patterson@pilbaragroup.com](mailto:lea.patterson@pilbaragroup.com)