



## SAME Foundation Board Meeting Minutes

0800-1000, Wednesday, March 8, 2017

Bethesda North Marriott Hotel & Conference Center, Bethesda, MD

Present		
Julie Fisher	Jennifer Fogg	Angie Goral*
COL (R) Tony Leketa	VADM (R) Mike Loose	Maj Gen (R) Gene Lupia
Col (R) John Mogge	MG (R) John Peabody*	Hal Rosen
LTG (R) Robert Van Anterp	Roger Wozny*	Col (R) Sal Nodjomian**
BG (R) Joe Schroedel**	Allison Ingram**	Kathy Off**
Not Present		
RADM (R) Gary Engle	Maj Gen (R) Del Eulberg	COL (R) Bud Griffis

\*Call-in

\*\*Non-voting

**Summary:** The Board agreed on the compelling purpose as outlined by John Peabody and his committee. John Mogge outlined the progress of the Communication Committee and gained consensus on the “cascade of communication” and using the SAME and AOF channels to communicate the purpose of the Foundation and dispel misinformation to individuals and Posts. He will have a more comprehensive plan at the meeting in May. Jennifer Fogg will lead a team to research the foundation market (where does the Foundation fit and what is the competition or opportunity for collaboration). She plans to have a report ready for the Foundation Board in May at JETC.

**Administrative:** The Board began the meeting slightly after 0800. There was a quorum present in accordance with the Bylaws. John Mogge gave an overview of the agenda (see Encl 1). Kathy Off will send out draft business cards one more time for approval and add the Compelling Purpose Statement on the back of the cards. Updated – please reference the Foundation Board Contacts to see updated committee assignments (see Encl 2). New – please reference the Action Tracker (see Encl 3) to see if you are responsible for any actions originating with this meeting.

**Financial Update:** The starting balance for the Foundation is \$966,645.

- Permanently Restricted Net Assets (*principal must be maintained in perpetuity*): \$274,226.
- Temporarily Restricted Net Assets (*principal can be spent once donor imposed restrictions have been satisfied*): \$8,712.
- Unrestricted Net Assets (*Board designated, no donor imposed restrictions*): \$683,707. The previous main sources of revenue: Golden Eagle Dinner profit, and 10% share of net income from JETC.
- State Fundraising registration underway (cost is \$6K-\$10K) – Allison Ingram will check on how overseas Posts are affected.
- Investment Policy Guidance for the Society has been approved. Foundation investment policy guidance is in the final stages of revision by the Investment Committee and will be submitted to the Board soon (see draft guidance posted to the Foundation web page: [www.same.org/foundation](http://www.same.org/foundation)).
- There is currently a mechanism in place for donation acknowledgement.

There was discussion about donor imposed restrictions. This topic will be a future discussion that includes the Treasurer. The Board is confident that the focus areas cover a wide range of potential requests and should remain unrestricted as much as possible. The Board also agreed that the transparency and impeccable governance of the Foundation Board to date will help to build trust within the Society and with potential donors to be comfortable with their donations being unrestricted.



**Compelling Purpose:** See Encl 4. The Needs Committee outlined the process that they went through to arrive at the Compelling Purpose Statement. The team exchanged a lot of emails, came up with a draft statement, focus areas, and action-oriented deliverables. They did not achieve perfect consensus on the statement, but they did achieve consensus on the focus areas. At least one person felt that using the word “Engineering” could be limiting when approaching outside donors. However, the group agreed that this word ties the Foundation to SAME and it’s history and that “Engineering” was the right word to use. There was consensus on the word “Fostering” as it adds a training element that will be amiable to those within DOD. **The Board achieved general consensus on the Compelling Purpose Statement: “Fostering Engineering Leadership for the Nation.”**

There was some discussion regarding the Focus Areas. Some thought that one focus area should be to support a robust Society or support an environment for collaboration. Others thought this may be too internally focused for DOD. It was suggested that “Support engineering leadership” should be shifted to deliverables. Additionally, the Board has requested specific examples of how SAME (and therefore the Foundation) supports national security. It was determined that the focus areas are a work in progress, however the consensus was to keep the focus areas as outlined by the Needs Committee.

**Action:** Joe Schroedel will provide the Board with specific examples of how SAME supports national security.

Regarding the Action-Oriented Deliverables, the group decided to change the fourth bullet from “Provide unique Engineering and Construction Camps...” to “Support unique Engineering and Construction Camps” to eliminate any potential confusion on the role of the Foundation with camps. The group also arrived at a consensus that bullet seven should be eliminated for the Foundation; this is a Society focus and not a Foundation focus.

**Communication:** Now that the Foundation has the compelling need (the why) established, the Communications Committee can focus on a communications plan. The committee had a call to outline what the strategy would look like and who the Foundation needs to reach (see Encl 5). The urgent communication need is internal to individuals and Posts to understand the purpose of the Foundation and how it’s mission supports Posts. The Board agreed with the committee’s recommendation that Fellows should be the ambassadors of the Foundation. There should be a “cascade of communication” from the XC, BOD, and AOF to Post leaders. All leadership and all Fellows should be well versed in the role that the Foundation plays in assisting Posts to manage their scholarship funds. Face to face communication will be key in dispelling any misconceptions about the Foundation. Future discussion needs to focus on communication to sustaining members who already contribute to operational funds. Many members felt that the Board needs to consider the outside donor factor when creating the marketing plan, tools and products.

**Action:** John Mogge will present a Communication Plan in May.

**Market Research:** John Mogge presented a study on the number of students pursuing STEM fields in and out of college prior to the meeting. This led to a discussion on other foundations that may in existence to support STEM and where the SAME Foundation would fit in. The group agreed that the Foundation could be competing with other similar foundations for funds, or there could be opportunities for collaboration or niche environments for the Foundation. The group agreed that another committee should be established to research the market for these issues. Jennifer Fogg volunteered to lead. Mike Loose and John Mogge both volunteered to assist. In discussions outside the meeting with Jim Rispoli, it became evident that others outside the Board may have experience being involved in other foundations and could assist with this research. The AOF will be canvassed for additional volunteers that can assist with this research endeavor. The group will:

- Do a competitive analysis; find other similar foundations if they exist and research how they operate.
- Determine if there is a niche that the SAME Foundation can fill and therefore be unique.
- Determine if there are opportunities for collaboration with other Foundations if the SAME Foundation fills holes that other foundations cannot fill.

**Action:** Jennifer Fogg plans to have a report for the Board in May.

**Next Meeting:** The next meeting will take place on May 23, 2017, 9:00 am – 11:30 am (in conjunction with JETC) at the Greater Columbus Convention Center in Columbus, OH.

**5 Encl**

- 1 – Agenda
- 2 – Foundation Board Contacts
- 3 – Action Tracker
- 4 – Compelling Purpose
- 5 – Communications meeting notes (2-28-17)

A handwritten signature in black ink that reads "Joseph Schroedel". The signature is written in a cursive style with a large, looping initial 'J'.

Brig. Gen. Joseph Schroedel, P.E., F.SAME, USA (Ret.)  
Executive Director, SAME Foundation

Minutes approved, March 23, 2017:

A handwritten signature in black ink that reads "John Mogge". The signature is written in a cursive style with a large, looping initial 'J'.

Col. John Mogge, Ph.D., RA, F.SAME, USAF (Ret.)  
Chairman, SAME Foundation

# FOUNDATION BOARD MEETING

Wednesday, March 8, 2017 ❖ 8:00 a.m.—10:00 a.m.  
 Bethesda North Marriott Hotel & Conference Center, Bethesda, MD

## AGENDA

8:00 a.m. – 8:10 a.m.	Call to Order – Pledge of Allegiance	John Mogge
	Welcome and Overview of the Meeting Agenda	
8:10 a.m. – 8:30 a.m.	Standing Agenda	
	<ul style="list-style-type: none"> <li>• Summary of the last Board’s action items</li> <li>• Financial Update</li> </ul>	Joe Schroedel/ Kathy Off Allison Ingram
8:30 a.m. – 9:15 a.m.	Compelling Purpose	
	<ul style="list-style-type: none"> <li>• Report from Needs/Compelling Purpose Team</li> <li>• Discussion of Compelling Purpose</li> <li>• Should Small Business be a deliverable?</li> <li>• <b>Agreement on Compelling Purpose</b></li> </ul>	John Peabody All All All
9:15 a.m. – 9:45 a.m.	Communications Strategy	John Mogge
	<ul style="list-style-type: none"> <li>• Open discussion on key tenets of Communications Strategy</li> <li>• Alignment of tenets</li> <li>• Assignment of work team and leader</li> </ul>	All
9:45 a.m. – 10:00 a.m.	New Business & Next Steps	All
	Any board member may offer topics for the board’s consideration	
	Summary, Next Steps and adjourn	John Mogge



### Foundation Board Contacts:

It is imperative that all board members use the e-mail addresses below as opposed to using an existing e-mail chain. There has been no change in contact information since the last Board Meeting.

Name	E-mail	Phone	Position/ Committee
Col (R) John Mogge	<a href="mailto:John.mogge@ch2m.com">John.mogge@ch2m.com</a>	813-281-7746	Chair/ Communications/ Market Research
RADM (R) Gary Engle	<a href="mailto:Gary.engle@aecom.com">Gary.engle@aecom.com</a>	206-676-2511	
Maj Gen (R) Eulberg	<a href="mailto:eulbergconsulting@gvtc.com">eulbergconsulting@gvtc.com</a>	210-850-5590	
Julie Fisher	<a href="mailto:jfisher@f-w.com">jfisher@f-w.com</a>	303-519-9364	Needs
Jennifer Fogg	<a href="mailto:jfogg@tbsokc.com">jfogg@tbsokc.com</a>	405-528-4490	Market Research
COL (R) Bud Griffis	<a href="mailto:griffis@nyu.edu">griffis@nyu.edu</a>		
Angie Goral	<a href="mailto:Angie.goral@martinezservicesinc.com">Angie.goral@martinezservicesinc.com</a>	321-544-3616	Communications
COL (R) Tony Leketa	<a href="mailto:chiefafl@aol.com">chiefafl@aol.com</a>	443-534-2717	Needs
VADM (R) Mike Loose	<a href="mailto:Mike.loose@parsons.com">Mike.loose@parsons.com</a>	202-469-6626	Needs/ Market Research
Maj Gen (R) Gene Lupia	<a href="mailto:genelupia@gmail.com">genelupia@gmail.com</a>	703-608-4528	Communications
MG (R) John Peabody	<a href="mailto:Johnw.peabody@gmail.com">Johnw.peabody@gmail.com</a>	571-451-0954	Needs
Hal Rosen	<a href="mailto:haroldrosen@comcast.net">haroldrosen@comcast.net</a>	301-765-1828	Communications, Needs
LTG (R) Robert Van Antwerp	<a href="mailto:Robert.vanantwerp@flippengroup.com">Robert.vanantwerp@flippengroup.com</a>	979-693-7660	
Roger Wozny	<a href="mailto:wozengineer@cox.net">wozengineer@cox.net</a>	402-333-8497	
BG (R) Joe Schroedel	<a href="mailto:jschroedel@same.org">jschroedel@same.org</a>	703-549-3800 x110	Executive Director
Allison Ingram	<a href="mailto:aingram@same.org">aingram@same.org</a>	703-549-3800 x130	Treasurer
Kathy Off	<a href="mailto:koff@same.org">koff@same.org</a>	703-549-3800 x153	Secretary/ Communications

## Action Tracker

Meeting	Action	Responsible	Estimated Completion
1-26-17	Add Oath to Bylaws	Kathy Off	5-23-17
1-26-17	Cost accounting procedure established	Joe Schroedel	
1-26-17	Clarify how operating costs will remain separate from SAME BOD	Joe Schroedel	
1-26-17	Bylaws call for a Board Vice Chair	John Mogge	
1-26-17	Identify actions that SAME has already taken to support the compelling purpose	Joe Schroedel	
1-26-17	Identify Posts with separate incorporated scholarship funds	Joe Schroedel	
3-8-17	Provide specific examples of how SAME supports National Security	Joe Schroedel	
3-8-17	Communications Plan provided to Board	John Mogge	5-23-17
3-8-17	Market research report provided to Board	Jennifer Fogg	5-23-17

**(1) Purpose Statement.** This is the *guiding statement* driving all Foundation actions.

***“Fostering Engineering Leadership for the Nation”***

~~NOTE 1: Cmte felt the statement was on track, but discussed applying a different verb from “Fostering”; e.g., “Advancing” “Develop and Leverage”. Also discussed different word from “Engineering” (e.g., “Technical”, or “Engineer and Engineer-related”~~

**(2) Focus Areas.** The *focus areas define* purpose statement focus “By enabling” ...

***Support engineering leadership***

***Support STEM***

***Support military engineers***

***Support national security***

~~NOTE 2: The committee reached consensus that these four focus areas are appropriate for full board consideration.~~

**(3) Action-oriented Deliverables.** These actions operationalize how the foundation could allocate donor contributions – a menu to help engage prospective donors.

NOTE 3: The committee believed these deliverables should be vetted with the board.

***“Your contribution to the Society of American Military Engineers Foundation will:***

- ***Integrate Military Engineers, Architect/Engineer/Construction (A/E/C) industry, academia, and professional societies in order to support National security and protect the Nation***
- ***Integrate/leverage lifelong learning and continuing education programs to accelerate professional development and growth***
- ***Provide scholarships to deserving students pursuing degrees in Science, Technology, Engineering and Mathematics (STEM)***
- ***Provide Support unique Engineering and Construction camps to inspire high school student interest in STEM and to teach real-world teamwork and leadership skills***
- ***Inspire, develop, and mentor the next generation of STEM, military, government civilian, and A/E/C industry leaders***
- ***Accelerate technology transfer/advancement between industry, academia, and governmental agencies engaged in creating, improving, and protecting critical infrastructure***
- ~~***Help develop A/E/C Small Businesses*** [NOTE: The Committee appeared divided on whether this is more appropriate for the Foundation or the Society].~~
- ***Assist transitioning military service members pursuing careers in engineering and construction”***

## **SAME Foundation Board – Communications Small Team – organizing call Feb 28<sup>th</sup>**

### **Members:**

1. Angie Goral
2. Gene Lupia
3. Gary Engle
4. Hal Rosen
5. John Mogge (call host)

Stephen Karl (Communications assistant)

Kathy Off (Foundation Secretary)

### **Agenda:**

1. Open dialog on each person's thoughts on **what** a communications strategy should accomplish.
2. Open dialog on **who** we (the Foundation) needs to be able to reach.
3. **Consensus on a need** (or not) and an audience as the first task in developing a written communications strategy

Discussion notes:

**Agenda item 1 & 2.** With no surprise, the team recommends to the board that a communications strategy and plan is obviously needed and should be built around the Foundation's purpose and our understanding of the "Compelling Need, how that breaks down to target areas and the actionable deliverables that are being considered. The plan should have an internal and an external structure with internal components like working papers - perhaps a one pager that helps posts understand how they might benefit from supporting the Foundation along with a clear understanding of how the resources will be managed and accounted for over time, as a well as clear explanations of what is different from the way Posts manage their scholarship funds today. Externally the plan should essentially be tools for marketing to non-society donors. If the Foundation decides to use a 3<sup>rd</sup> party fund raising approach that would be an important aspect of the plan too. There were a lot of ideas captured – how to use the AoF as an extension of the Foundation to raise awareness and possible donors – so a section on something like this would be needed if we go that way. Another was appointing Post level Foundation reps or ambassadors to help with communications and understanding this new organization – what it is and what its goals are. We also discussed a section on How to manage Sustaining Member questions and avoidance of a "zero sum game" or depreciation of their support to the Society's general operating fund revenue streams. We also felt there might be a role for Sustaining Members in the Foundation but that warrants a board discussion and a well thought out strategy and more communications

We concluded there is a lot to be communicated in person and internally to our society membership to address an absence of information and specifically some erroneous information in our posts and with our Sustaining Member firms. The what of this is in essence the separate fiduciary roles of the operating board and the foundation.

### **Specific Committee Action to Advance :**

1. There are two major actions that the Communications Committee needs to nail down.
  - a. What are the categories of communication (some may overlap) - Internal & External, Posts, SMs, individuals, etc.... The SM involvement needs to be resolved by the board as a whole.
  - b. What is the timeline for releasing information/marketing materials – can any of it be done simultaneously? Obviously, the compelling purpose needs to be finalized first.
2. Personal communication seems to be key for getting information to Posts and individuals – as opposed to all electronic or paper. We should consider using Fellows as enablers within the Regions and Posts. We can petition the Academy to add a Vice Chair for the Foundation that oversees the Fellow/Foundation relationship. There are already Regional Fellow POCs that could be utilized in this way. I would suggest that we put together some slides for these POCs and ask them to present at (at least) one Post meeting for every Post in their Region within the year, to include any JETS, Industry Days, etc....
3. Stephen suggested that the marketing aspect should contain real examples that help people put a face/story to the impact in a one page flyer. This was well-received. Follow up is required.