



## SAME Foundation Board Meeting Notes

1430 - 1730, Monday, Mar. 5, 2018

Forest Glen Room, Bethesda North Marriott Hotel & Conference Center, Rockville, MD

Present/Called-in		
RADM (R) Gary Engle	Julie Fisher	Angie Goral
COL (R) Tony Leketa	COL (R) Bud Griffiths	VADM (R) Mike Loose
Maj Gen (R) Gene Lupia	Col (R) John Mogge	MG (R) John Peabody
Hal Rosen	Roger Wozny	Col (R) Sal Nodjomian**
BG (R) Joe Schroedel**	Allison Ingram**	Kathy Off**
LTC (R) Mike Darrow**	Caroline Roberts**	Susan Thames**
Not Present		
LTG (R) Robert Van Antwerp	Maj Gen (R) Del Eulberg	

\*\*Non-voting

**Summary:** The board heard reports on finances, internal communications, and the emerging Leadership Development Program (LDP). The board approved the internal communications plan with minor edits. The group once again stated that the Foundation is a “support organization to and subordinate” to the Society.” The board will engage with the LDP for potential funding as the LDP plan is developed. The board has a self-imposed deadline of April 4, 2018 to vote on the fundraising strategy proposed at the meeting.

**Administrative:** The board had a quorum of 11 people which fell to 7 midway through the meeting due to a connection issue with the polycom. Jennifer Fogg had previously asked to be removed from the board due to workload which left 13 voting members. The meeting was conducted IAW the Foundation Bylaws and followed the agenda (see Encl 1 w/read-aheads). Director and Officer Insurance Coverage Summary is included with these notes (Encl 2).

**Financial Update:** Allison Ingram presented the most current financial report. In 2017, the Foundation generated approximately \$1,030,000 in revenue. Of that revenue, \$970K represented the initial transfer of E&M funds from the Society. The remainder of revenue for the year includes Carl Baswell’s estate, a restricted gift from Melissa Smith’s late mother, and the year-end life member campaign. In regards to a previous action item, the Foundation is not required to file charitable solicitation registrations for US territories, but should seek the advice of an attorney if expecting significant funds internationally. Finally, as result of the audit, the Society and the Foundation entered into an agreement (read-ahead) where the Foundation promised to fulfill the donor imposed restrictions on donations made to the Society’s Education and Mentoring Fund that were subsequently transferred to the Foundation.

The E&M Fund agreement was included as a read-ahead (documenting the transfer of funds from the Society E&M Fund to the Foundation as unrestricted funds).

**Action:** John Mogge will reach out to Melissa Smith to discuss the restrictions of the donation and ask for her support in this year’s camp program which includes two camps for girls.

**Internal Communication Update:** The board approved the Internal Communication with some minor additions/edits.

- The goal should be amended to state that “Every Society member will be aware of the National Foundation, it’s compelling purpose, features and benefits by 2019” as opposed to 2020.
- References to the “Society Headquarters” should be replaced with “SAME National Office.”

- It was suggested that direct and scheduled communications be from the Foundation President to the Society vs. from the National Office. For example: the annual e-mail to each Post President should come from the Foundation President.

**Action:** Roger Wozny will make suggested edits and action the plan.

**VP for AOF Engagement Update:** John Mogge informed the board that Jennifer Fogg had resigned from the board due to work load. After the Foundation Board Meeting, the AOF Conclave met to discuss governance structure. It was determined that a Vice Chair of Engagement would take a different role than was intended for Jennifer. The AOF plans to incorporate a Foundation Liaison for its activities.

**Action:** Kathy Off will share AOF Conclave notes and report any changes to AOF governance structure to the Foundation Board.

John took the **informal action** with Joe's help to identify a replacement for Jennifer which resulted in an after the board meeting selection and acceptance of Jane Penny. All of the responding board members endorsed Jane's selection and Jane was provided an informal orientation of the ongoing activities by John on March 12<sup>th</sup>. Jane will focus her efforts on the campaign launch planning.

**Foundation Budget:** It was determined that there is a strategic benefit to keeping a Foundation Budget separate from the Society Budget. The Foundation needs to manage expenses and keep the budget simple.

**Action:** Allison Ingram will create a one-page budget.

**Funding Request Policy:** It was determined that the Foundation is in need of a policy guiding funding request procedures.

**Action:** Gene Lupia will craft a policy/process/procedure for Society members to request Foundation money. Gene will be assisted by Mike Loose and Julie Fisher.

**LDP Presentation:** Mike Darrow and Caroline Roberts presented their initial plan for a National Leadership Development Program. The program would use elements from existing Post programs, the Emerging Leader Alliance, military tradition, etc.... The team explained their survey process to the board and asked for support with development of the program which would lead to financial support as well. The board agreed with the plan conceptually, and will continue to engage via board member, Angie Goral, and volunteer, Susan Thames.

**Action:** Angie Goral will provide updates on progress at Foundation Board meetings.

**Fundraising Campaign Plan:** There was agreement with the strategic approach to the fundraising campaign plan. The board also agreed that generally, the foundation is at a decision-making point regarding level 3 of the plan. The board will re-convene on or around April 4, 2018, to vote on the overall strategy and the way forward with Level 3.

**Action:** Kathy Off will schedule a call on or around April 4 (quorum).

**Action:** A committee was also formed to turn Section 4 into a Fundraising Action Plan. The group consists of Hal Rosen, Mike Loose, Jane Penny, and John Peabody.

**Action:** Gene Lupia will formalize his Stewardship Plan with his existing committee.

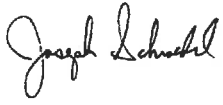
**Action:** Julie Fisher volunteered to work with the SAME Marketing team and select SMPS members to develop a printed one-page marketing flyer around the focus areas.

**Succession Planning:** The board agreed that one vice president was IAW Bylaws and sufficient for the purposes of the board. However, John Mogge reached out to board members to gather opinions which later endorsed this view. Additionally, it was agreed that any new board members should have "credible stories." John reached out to the board for opinion on selection of past SAME President Jane Penny to serve on the board as a voting member. All were in favor and on March 12<sup>th</sup> John appointed Jane to the board which she has accepted.

**Action:** John Mogge will report final decision on vice presidents to the board.

Encl 1: Agenda  
Encl 2: Insurance Coverage Summary

Minutes approved, March 13, 2018



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



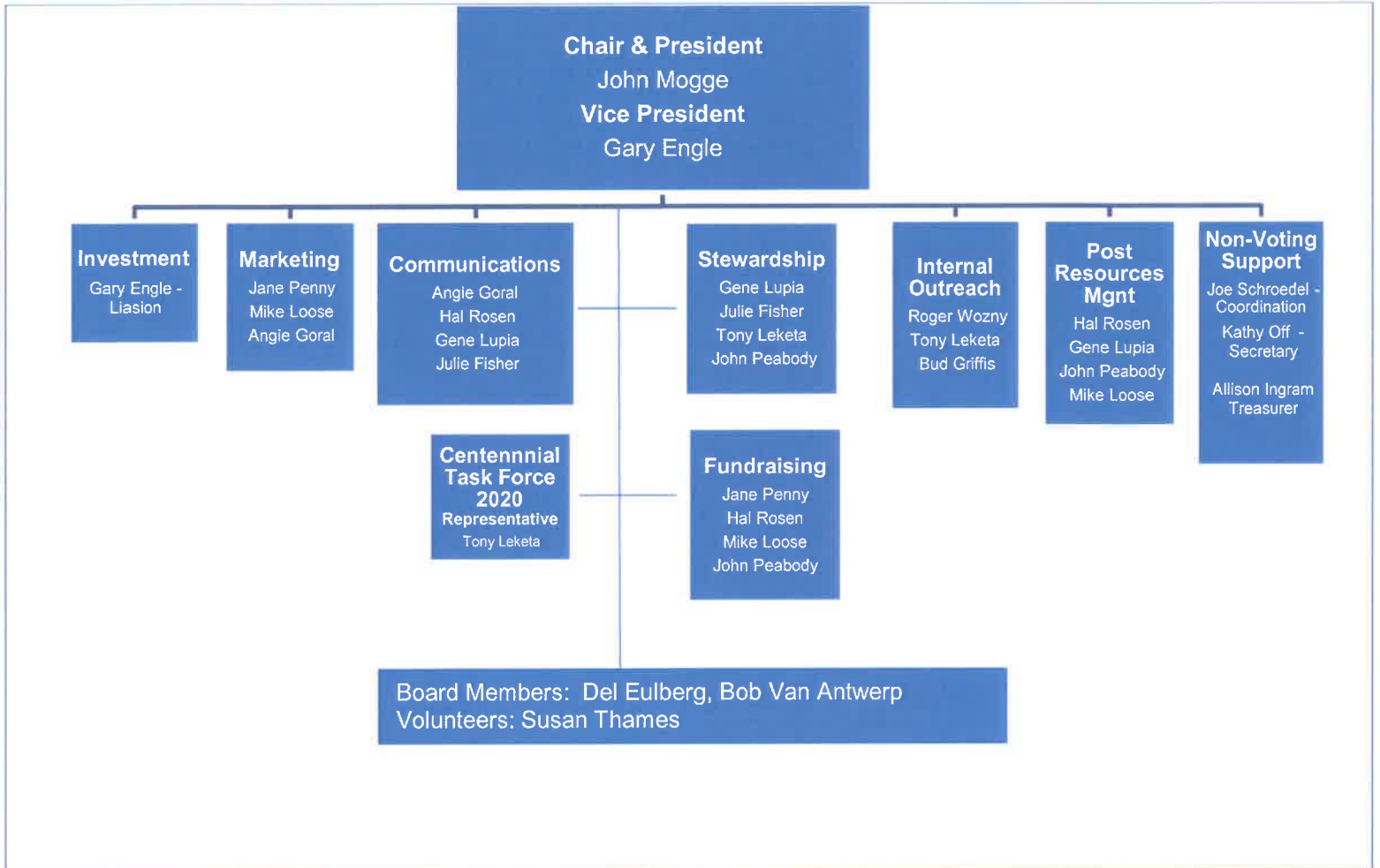
Col. John Mogge, Ph.D., RA, F.SAME, USAF (Ret.)  
President, SAME Foundation

## Action Tracker

<b>Meeting</b>	<b>Action</b>	<b>Responsible</b>	<b>Estimated Completion</b>
8-21-17 XC	Draft new FAQ based on recent revisions and post to Foundation web page.	Allison Ingram	On hold – for final Post Funds Policy
3-5-18	John Mogge will reach out to Melissa Smith	John Mogge	4-1-18
3-5-18	Update Internal Communication Plan	Roger Wozny	4-1-18
3-5-18	Share AOF Conclave notes	Kathy Off	4-1-18
3-5-18	Foundation Budget	Allison Ingram	4-1-18
3-5-18	Fund Request Policy	Gene Lupia	5-1-18
3-5-18	LDP Update	Angie Goral	5-23-18
3-5-18	Fundraising Action Plan	Fundraising Committee	5-23-18
3-5-18	Stewardship Plan	Stewardship Committee	5-23-18
3-5-18	Focus Area Marketing Flyer	Julie Fisher	5-23-18
3-5-18	VP Plan	John Mogge	4-9-18

Next Call: 9 April 18, 1100 EDT

# Society of American Military Engineers National Foundation Organization





**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. Note highlighted addition and remove Jennifer Fogg from your lists.

Name	E-mail	Phone
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Kathy Off*	<a href="mailto:koff@same.org">koff@same.org</a>	703-549-3800 x153
Susan Thames*	<a href="mailto:susant@ttienv.com">susant@ttienv.com</a>	856-840-8800

\*Non-Voting



## SAME Foundation Board Meeting Agenda

1430 - 1730, Monday, Mar. 5, 2018

Forest Glen Room, Bethesda North Marriott Hotel & Conference Center, Rockville, MD

<b>Will Attend</b>		
RADM (R) Gary Engle	*Maj Gen (R) Del Eulberg	Julie Fisher
Jennifer Fogg	Angie Goral	*COL (R) Bud Griffis
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 Antwerp	*Roger Wozny	Col (R) Sal Nodjoman**
BG (R) Joe Schroedel**	Allison Ingram**	Kathy Off**
LTC (R) Mike Darrow**	Caroline Roberts**	
<b>Will not Attend</b>		

\*Will Call-in  
\*\*Non-voting

TIME	AGENDA	Discussion Leader or Briefer
1430 – 1435	Call to Order – Quorum Established – Pledge of Allegiance	John Mogge
<b>Reports</b>		
1435 - 1445	Financial & Tax Update (Encl 1)	Allison Ingram
1445 – 1455	Action Item Updates (Encl 2)	Action Owners
1455 – 1505	Internal Communication Update	Roger Wozny
1505 – 1515	VP for AOF Engagement Update	Jennifer Fogg
<b>Old Business (from Feb. 8 Board Call)</b>		
1515 – 1525	Discussion - Need for Foundation Budget	Tony Leketa
1525 - 1535	Discussion - Need for policy governing funding requests to FDN	Gene Lupia
1535 – 1545	Discussion - Foundation as arm of Society and owned by Society	Bud Griffis
<b>1545 – 1600 Break</b>		
<b>New Business</b>		
1600 – 1630	Leadership Development Program Team Presentation (Encl 3)	Mike Darrow/ Caroline Roberts
1630 – 1645	Discussion - LDP & Stewardship Support	John Mogge
1645 – 1720	Foundation Development/Fundraising Plan (Encl 4)	John Mogge
<b>Summary</b>		
1720 – 1730	Summary of key actions	John Mogge/Kathy Off

- Encl 1: Financial Balance Sheet
- Encl 2: Action Tracker
- Encl 3: LDP Project Management Plan & Presentation
- Encl 4: Foundation Development Plan
- Read Ahead: Financial Update
- Read Ahead: Internal Outreach Communication Plan
- Read Ahead: E&M Fund Agreement

## Action Tracker

Meeting	Action	Responsible	Estimated Completion
5-23-17	Hire outside help.	Joe Schroedel & John Mogge	In Progress
8-11-17	Joe Schroedel will provide a letter to board members outlining the coverage.	Joe Schroedel	In Progress
8-21-17 XC	Draft new FAQ based on recent revisions and post to Foundation web page.	Allison Ingram	On hold – for final Post Funds Policy
11-15-17	Can we register with OCONUS locations?	Allison Ingram & Hal Rosen*	3-1-17
11-15-17	Engagement Chair to make contact with AOF Chair	Jennifer Fogg*	1-1-17
11-15-17	Schedule Stewardship Call	Kathy Off*	1-1-17

\*Items will be marked complete for one distribution and then removed from the tracker.





## MEMORANDUM

**TO:** The Society of American Military Engineers National Foundation Board

**FROM:** SAME Foundation Internal Outreach Committee

**SUBJECT:** Draft Internal Outreach Communications Plan

**DATE:** Issued for review in advance of March 5, 2018 Board Meeting

A Draft Internal Outreach Communications Plan is attached for review by the SAME National Foundation Board.

It has benefited from review and input by the Internal Outreach Committee and willing Fellow volunteer, COL Ron Torgerson, P.E., FSAME, USAF (Ret.) to get it to this point.

It is a "sacrificial draft" for consideration, proposes to utilize existing resources and stems from the premiss that *"nothing is impossible for the person that doesn't have to do it him or herself"*.

Respectfully Submitted,

A handwritten signature in black ink that reads "Roger J. Wozny". The signature is written in a cursive, flowing style.

Roger J. Wozny, P.E., FSAME, LEED® AP  
Committee Chair



**DRAFT FOR REVIEW**  
**March 5, 2018**

## **SAME FOUNDATION INTERNAL OUTREACH COMMUNICATION PLAN**

**Goal: Every Society Member will be aware of the National Foundation, it's compelling purpose, features and benefits by 2020**

**Background:** Since the SAME National Foundation was approved by the SAME board a number of policy, procedural and organizational items have been completed. Now that the Foundation has "stood up" and been capitalized, it is imperative that all Society Members have a familiarity with the main tenants of the Foundation, its professional development objectives and investment option available to Posts. In order to achieve the goal of broad-based familiarity and consistent information across the Society, an Internal Outreach Committee was established by the Foundation Board of Directors.

The Society National Foundation is intended to provide a resource to endow educational and professional development purposes and to provide Posts with the option of participating in a secure, managed and beneficial repository for funds. The Internal Outreach Committee efforts augment but not supplant the National Foundation Development Plan which is focused on cultivating larger bequests from national and international prospective donors.

In order to disseminate information about the Foundation to Society Members that is consistent and reliable, a three-pronged approach is proposed.

### **Strategy:**

#### **I. Foundation Board Involvement**

A. The Internal Outreach Committee feels strongly that the Foundation Board Members, that created and formulated it, are most thoroughly familiar with the Foundation, its purpose, goals and objectives. Therefore, since the Board is geographically diverse (probably covers 90% of Posts), it is suggested that each Post be visited by a Foundation Board member to explain the Foundation, answer questions, encourage support and participation. A current Foundation briefing (periodically updated) can be accessed and downloaded at [www.same/foundation](http://www.same/foundation) along with Frequently Asked Questions (FAQ) for use in conducting Post briefings.

#### **II. Fellows Involvement**

A. Fellows have an enormous opportunity to support the development of the next generation of military, government civilian and Architectural / Engineering / Construction industry leaders. The Fellows Pledge states, "(the Fellow) will be a role model and mentor, supporting SAME's mission and being active in our posts...and will lead by example." The Fellow's Charge also requires a support of SAME's strategic plan.



- B. The National Foundation Board has endorsed the concept that Society Fellows should be “Champions” of the Foundation, however it is not intended that Fellows be “registered representatives”, investment advisors or hold corporate resolution of authority to otherwise commit the resources of the Foundation.
- C. It is proposed that at every Fellows Luncheon or gathering, an agenda item be included to address the Foundation, current status and need for Fellows support. This is critically important and needs to be continuously emphasized with Fellows.  
~~It is proposed that each Regional Fellows Coordinator identify an active, committed Fellow or Fellows within each Post of his or her Region that will become familiar with the Foundation and provide a Post briefing at least annually. A current Foundation briefing (periodically updated) can be accessed and downloaded at [www.same/foundation](http://www.same/foundation) along with Frequently Asked Questions (FAQ) for use in conducting Post briefings.~~

### III. Society Headquarters Campaign

- A. Society Headquarters maintains and has access to the international database of Individual and Sustaining Society Members.
- B. In order to supplement ~~Fellow~~ Foundation Board Member Post briefings and directly influence and heighten Member awareness of the Foundation, it is proposed that annually ~~between now and 2020~~, a letter signed by the Foundation Chair (possibly with a reminder card with explanations regarding how to contribute) be sent annually (or semi-annually) to each Society Member and Sustaining Member Representative(s) informing of the compelling purpose, educational and professional development initiatives and other related information including an invitation for the recipient to access the website and other appropriate SAME Foundation social media platforms.
- C. Further, that Society Headquarters send an annual e-mail to each Post President explaining the goals and objectives as well as the operating concepts of the Foundation and ask that he or she put it on an agenda to brief the Post Board of Directors.
- D. Finally, there needs to be Foundation emphasis in *The Military Engineer* on a continuing basis.

#### Tracking:

- I. Provide each Foundation Board Member with a list of suggested Posts in their geographic area for him or her to personally visit and ~~Regional AOF Coordinator~~ provide ~~through the Regional Vice President~~ the Foundation President an update no later than 15 December of each calendar year regarding the Post briefings completed.



- II. Society Headquarters confirm to the Foundation Board that letters were sent to Individual and Sustaining Member Representatives.
- III. That a periodic Zillow or other survey of the Society membership focusing on the Foundation be conducted by Society Headquarters to assess whether there is general understanding of purpose and objectives.

**Conclusion:** The intent of the Foundation Internal Outreach Communication strategy is to increase awareness of the Foundation within the Society's general membership and utilize existing Society resources in lieu of duplicating staff and systems within the SAME National Foundation infrastructure. If acceptable to the Foundation Board, the approach will be fleshed out with specific objectives, procedures and milestones.

## SAME National Leader Development Program

### Draft Project Management Plan

15 January 2018

#### 1.0. General.

This Project Management Plan (PMP) addresses the path forward to develop a National Level Leader Development Program for the Society of American Military Engineers. The plan will lay out the framework and steps to enable the first class to begin a yearlong program in May 2019 with graduation occurring and highlighted at the 2020 Centennial Celebration at the JETC

#### 1.1. Purpose.

SAME will develop a world class Leader Development Program to provide a value to our members while developing leaders in our profession for the Nation and the Society. This program will fill an existing gap in the Society and serve as the next step for many of the local post Leader Development Programs. The intent is to make this one of the first initiatives fully supported by the SAME Foundation with the goal of supporting the development of the next generation of military, government civilian, and A/E/C industry leaders. This program is intended to grow to be the lead program in the A/E/C industry and serve members from other organizations.

#### 1.2. Applicability.

This effort is directly correlated with several elements of the SAME 2020 Strategic Plan:

##### **GOAL 1: Relationships**

*Lead efforts to foster trust and understanding through communications and collaboration among military, public, private academic and professional A/E/C organizations.*

##### **GOAL 2: Leadership and Mentoring**

*Leverage SAME's culture of service to develop sustainable growth of leaders for our profession.*

##### **GOAL 3: Professional Development and Personal Growth**

*Develop tailored opportunities and supporting resource plans to train, educate and promote credentialing of members in order to help them grow personally while they pay it forward through direct contributions to the development of future professionals.*

- **By 2020:** SAME provides members with robust programs for training, continuing education, credentialing and advanced degrees.

#### 1.3. Scope of Work.

The team will pull together existing resources, survey society members (individual and sustaining), and use collective experience of the team to develop a program management plan for a long term sustainable

Leader Development Program. The final plan will include an approved curriculum, identified instructors and mentors, as well as identified costs and a sustainable long term funding plan.

Specific areas to be developed by the team and included in the detail LDP Program Management plan include:

- Define link to SAME Foundation ... how operate together from concept to execution and beyond ... including resource requirements, annual cost, ROI
- Define scope – outcomes in terms of skills graduates gain (based on leadership shortcomings identified by the industry, members, posts, ...seek input)
- Define metrics ... facilitate the Foundation and SAME taking credit for “producing engineer leaders for the nation”
- Define long term goal (SAME LDP is the lead program in the AEC ... other organizations participate)
- Research other programs (outside SAME and post programs)
- Define link to post programs (if any)
- Define candidate qualifications and selection process
- Define annual student population size
- Define graduation requirements
- Define utilization (SAME, industry, etc) beyond the basic one year course
- Define roles of stakeholders – AOF, Fellows, YMC, national leadership, government, industry, SAME partners, ...)
- Define link to SAME national events (Capital week, JETC, ...)
- Develop the program ... including virtual vs face to face, cost, etc
- Develop marketing plan (new national office team will do ... LDP team define requirements)

## 2.0. The Project Delivery Team (PDT).

2.1 PDT Team Leads : Mr. Mike Darrow and Ms. Caroline Roberts

2.2 SAME National Lead: Mr. Joe Schroedel

2.3 Foundation Lead: TBD

2.4 PDT/Committee Members:

2.4.1 Young Member Committee Link: Ms. Lisa Theole

2.4.2 Curriculum:

2.4.3 Candidate Selection:

2.4.4 Funding/Finances:

2.4.5 Metrics/Utilization:

2.4.6 Mentors/Stakeholder Linkages

## 2.4. Roles and Responsibilities of the PDT

### 2.4.1. PDT Team Leads

- Provide updates to the National Office and Board of Direction
- Provide strategic direction, guidance and feedback to the PDT
- Schedule and Participate in PDT meetings
- Assess overall effectiveness of the PDT in work product development and maintaining the schedule
- Ensure this effort is synchronized with the other SAME 2020 efforts

- Facilitate the resolution of issues
- Lead the development of the draft and final Program Management Plan and LDP Program

#### 2.4.2 SAME National Lead:

- Serve as primary linkage to the SAME National Office Resources (publicity, membership, Post outreach, etc.)
- Serve as the primary link to the SAME Foundation

#### 2.4.3. PDT Members (all)

- Participate in PDT Meetings
- Monitor and report progress monthly or as required by the Team Lead
- Participate in the development of the draft and final work product.

##### 2.4.3.1 Young Member Committee Link:

- Provide input on desires of of the LDP program from the YM Perspective
- Assist with gaing potential team memebers to support the effort

##### 2.4.3.2 Curriculum:

- Serve as the lead in putting together the final 1 yr program
- Lead effort to research existig programs and resources available (SAME Posts, Cooperperate programs, other organizations, etc)
- Provide estaimated costs for the program

##### 2.4.3.3 Candidate Selection:

- Develop criteria and application process for candidates
- Develop a selection process and timeline for annual candidate selection

##### 2.4.3.4 Funding/Finances:

- Support national lead in assembling data and information required to
- Develop a 5 year funding plan for the LDP with support of the Curriculum lead

##### 2.4.3.5 Metrics/Utilization:

- Develop means to track long term value of the program to the society and A/E/C community
- Develop plan to track long term "utilization" of the LDP graduates – roles in SAME (Post and National leaders), Advancement in Firms etc

##### 2.3.3.6 Mentors/Stakeholder Linkages

- Serve as the lead to develop the linkage of the program to:
  - \* Fellows
  - \* Sustaining Member Firms
  - \* Other Societies (longer term)

#### 2.4.4. Foundation Lead

- Serve as the link the PDT Team leads and the Foundation
- Serve as Liaison to Foundation on progress
- Help ensure that the LDP continues to fit the vision of the Foundation

### 3.0 Methodology and Approach.

**3.1. Phase 1: Data Collection/Team Formation:  
January 18-March 18**

- 3.1.1. Gather as much information as possible on existing programs that can be leveraged.
- 3.1.2. Survey SAME membership - Individual and Sustaining on what the desire in a Leader Development Program. Where can we build on existing programs and provide the next higher level of experience for our members?
- 3.1.3. Identify full set of team members and roles (some team members may take on more than one focus area)
- 3.1.4. Brief the Foundation on 7 March with overall plan, scope and initial anticipated cost.
- 3.1.5. Set conditions to make this a long term standing SAME Committee

**3.2. Phase II: Curriculum and Program Management Plan Completion:  
April 18 – August 18**

- 3.2.1. Finalize the curriculum
- 3.2.2. Identify needs for Mentors, Fellows, and Instructors
- 3.2.3. Provide update National BOD – solicit for additional assistance as required
- 3.2.4. Brief Executive Committee at Post Leaders Workshop
- 3.2.5. Brief to SAME Foundation - Refined cost estimates

**3.3. PH III: Publicity, Student Selection, Course Finalization  
September 18 – May 19**

- 3.3.1. Advertise the course and opportunities - TME, Real Time, SBC, etc
- 3.3.2. Lock in instructors and mentors
- 3.3.3. Open application process - est. Jan 19
- 3.3.4. Make final student sections – o/a 1 April 19
- 3.3.5. Kick off first class at JETC 2019. Make it a big deal.

**3.4. PH IV: Execution – Class #1  
May 19 – May 2020**

- 3.4.1. Run the Leader Development Program
- 3.4.2. Hold monthly IPRs to track progress, consider adjustments for Class #2
- 3.4.3. Solicit for Class #2 Candidates – January 2020.

**4.0. Acquisition Plan.**

TBD: Depending on curriculum developed, may need assistance from National Office in contracting instructors or training sessions as part of the larger one year experience.

**5.0. Resource Management.**

TBD: Team will establish estimated cost to resource the program. Cost will include potential instructors and specialized sessions, as well a potential for Stipends for class participants to attend planned training events.

**6.0. Milestone Schedule.**



<b>Task Name</b>	<b>Start</b>	<b>Finish</b>	<b>Lead</b>
Form Team	15 Jan 18	15 Feb 18	Co-Chairs
Finalize PMP		31 Jan 18	Darrow
Survey Members	17 Jan 18	31 Jan 18	Roberts
Gather Data on Existing Programs	17 Jan 18	7 March 18	All
Brief the SAME Foundation		7 March 2018	Co-Chairs
Draft Curriculum Done – Brief National BOD		May 18	Co-Chairs
Finalize Criteria for Candidates		Aug 18	
Final Adjustments to Curriculum	May 18	Aug 18	All
Brief XC on adjustments – Update all at PLW		Aug 18	Co-Chairs
Align Instructors + Mentors	Sep 2018	1 Feb 19	Curriculum Lead
Advertise the Program, Articles – Roll out at SBC?		Nov 18	
Solicit for 1 <sup>st</sup> Class	Jan 19	March 19	
Select 1 <sup>st</sup> Class		1 April 19	
Class #1	May 19	May 20	
Solicit Class #2	Jan 20	March 20	

**7.0. Project Quality Control Plan and Objectives.**

7.1. Several updates to the National BOD, Executive Committee and SAME Foundation are included in the schedule. Each engagement will allow for input for course correction.

**8.0. Change Management.**

The Co-Chairs and SAME National Lead can initiate and approve schedule and scope changes that do not affect the overall completion schedule for implementation. Changes that impact the overall schedule or project approach will be coordinated through the PDT and updates provided to the national BOD. The PDT members are encouraged to provide feedback to the team on good ideas that will improve, the schedule, efficiency and the quality of the work product.

**9.0. Communications.**

Communications via Telephone and Email will be the primary mode for sharing information, issuing guidance, and obtaining updates on status.

The Co-Chairs will schedule and conduct PDT meetings bi-weekly that will be conducted via teleconference until project completion. These meeting will be used to assess progress towards completion of the work product and meeting the milestone schedule.

Face to face meetings will take place in conjunction with SAME National Events - Capitol Week, JETC, PLW, and the SBC.

The PDT members will participate in regularly scheduled PDT meetings. The PDT member will arrange to have appropriate representation during said meetings when he or she is unable to attend.

PDT members are encouraged to communicate with the Subject Matter Experts who are not specifically identified PDT members to assist them in the preparation of their work product.

Dial in info for conferences: (this is the number provided to me by SAME for my RVP duties)

Dial in #: 1-888-585-9008  
Conference Room: 752-218-728  
Leader PIN: 6296524




National Leader Development  
Program

Brief to SAME Foundation  
05 March 2018

Ms. Caroline Roberts  
Mr. Michael Darrow

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PURPOSE

**Gain SAME Foundation Support to establish the SAME National Leader Development Program as part of the portfolio of initiatives supported financially by the Foundation.**

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## AGENDA

- Linkages to Foundation and SAME Strategic Plan
- Member Survey Results
- Path Forward and Schedule
- Program Components - Initial Thoughts
- Discussion

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## LINKAGES

- **The Foundation's Compelling Purpose:**  
Fostering Engineering Leadership for the Nation
- **SAME 2020 Strategic Plan**
  - **GOAL 1: Relationships**  
Lead efforts to foster trust and understanding through communications and collaboration among military, public, private academic and professional A/E/C organizations.
  - **GOAL 2: Leadership and Mentoring**  
Leverage SAME's culture of service to develop sustainable **growth of leaders** for our profession.
  - **GOAL 3: Professional Development and Personal Growth**  
Develop tailored opportunities and supporting resource plans to **train, educate** and promote credentialing of members in order to help them grow personally while they pay it forward through direct contributions to the **development of future professionals.**
    - By 2020: SAME provides members with **robust programs** for training, continuing education, credentialing and advanced degrees.

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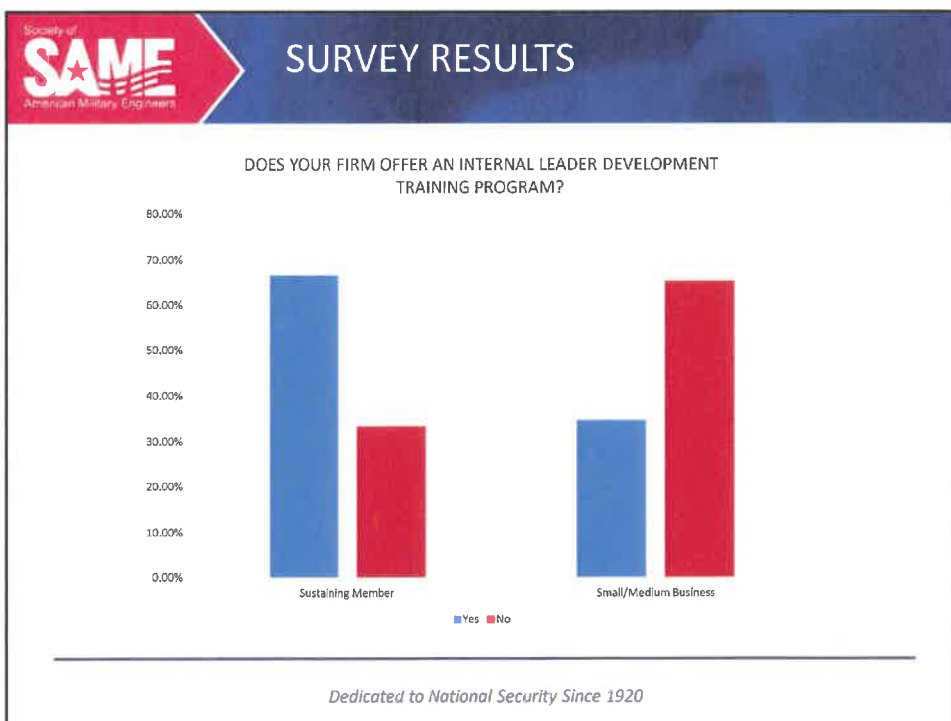
**Society of SAME**  
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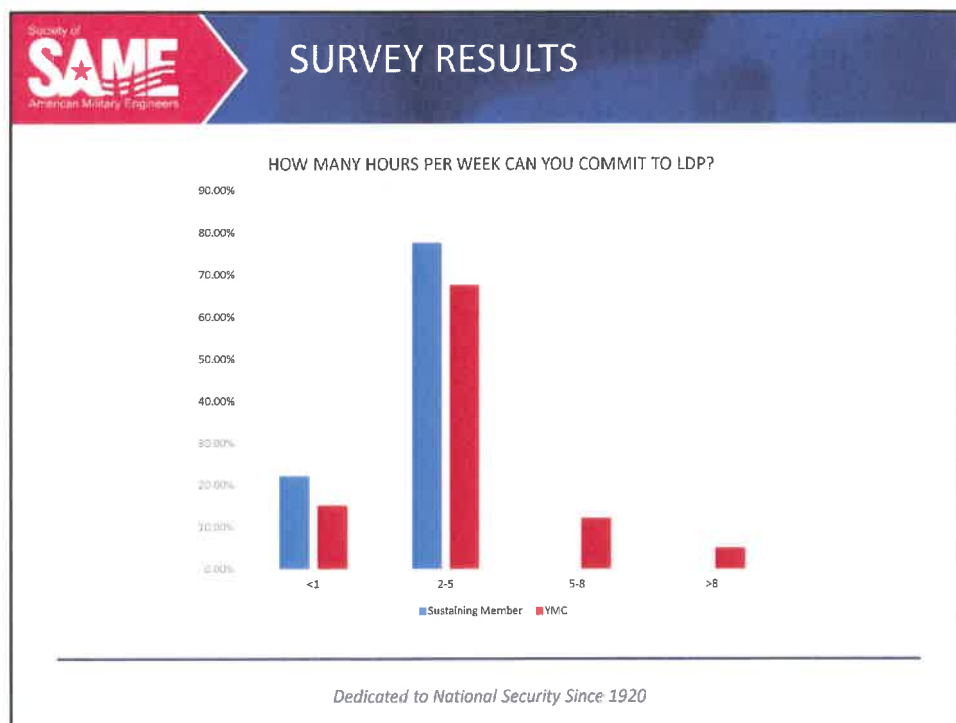
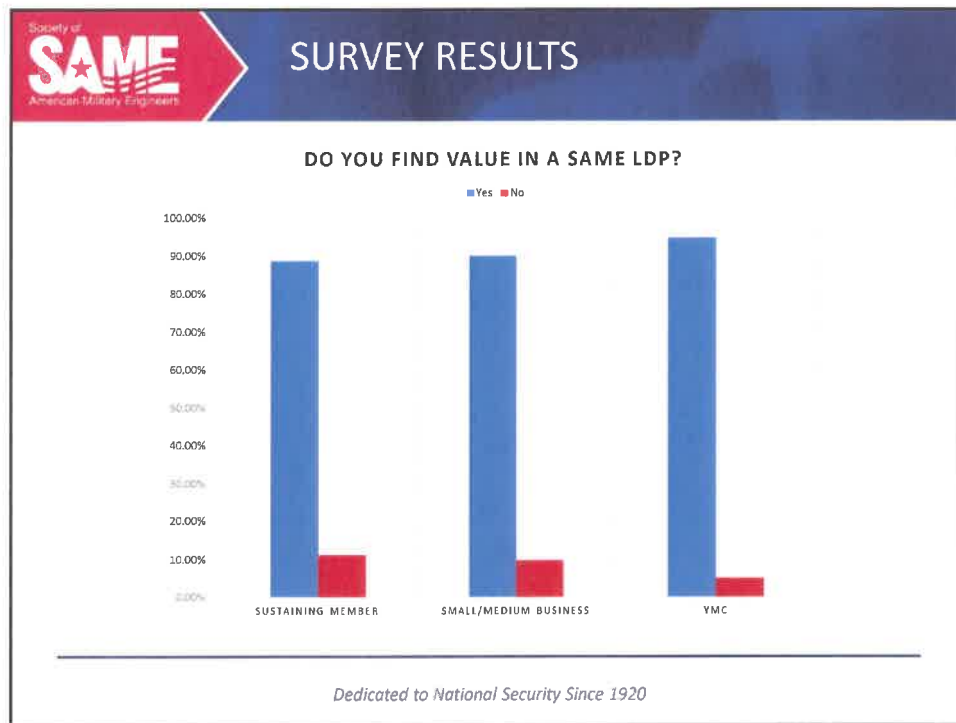
## SURVEY RESULTS

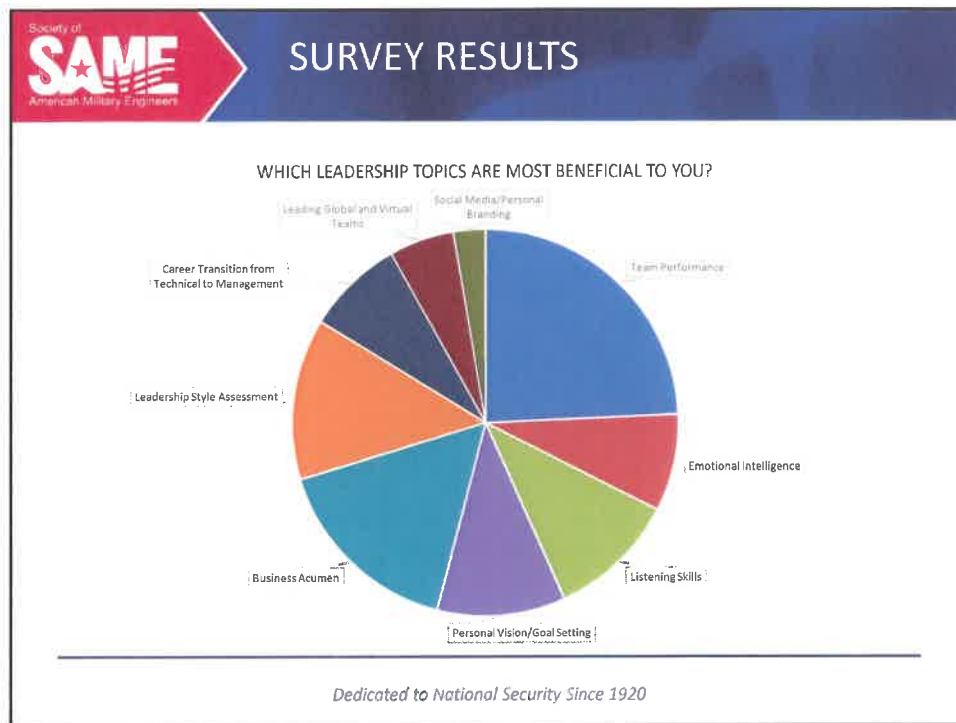
- Surveyed Individual Members, Small, Medium and Large Sustaining Member Firms in Jan 2018
- Member Response & Comments:
  - Small/Medium Size Businesses: 79 responses, 39 comments
  - Sustaining Members: 9 responses, 6 comments
  - Young Member Council: 149 responses, 23 comments
- Questions focused on:
  - Need for a Program
  - Support from Firms and Individuals to Participate
  - Areas to include in the Program

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## SURVEY RESULTS

**Describe any additional themes you believe would add value to a SAME National LDP.**

*"I see people in the private sector getting managerial and business training but no leadership training... it's a skill lacking in the private industry & I think SAME could help fill the gap." – Sustaining Member*


*"Value of being a team player." – Small/Medium Size Firm*

*"Allowing more participation in the National Leadership of SAME." - Small/Medium Size Firm*

*"Mid-career needs. Wanting to lead others while still desiring the mentoring and leadership yourself." – Young Member*

*"Public speaking skills development and training." – Young Member*

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## PATH FORWARD and SCHEDULE

Task Name	Start	Finish	Lead
Form Team	15 Jan 18	15 Feb 18	Co-Chairs
Finalize PMP		31 Jan 18	Darrow
Survey Members	17 Jan 18	31 Jan 18	Roberts
Gather Data on Existing Programs	17 Jan 18	7 March 18	All
Brief the SAME Foundation		7 March 18	Co-Chairs
Draft Curriculum Done – Brief National BOD		May 18	Co-Chairs
Finalize Criteria for Candidates		Aug 18	
Final Adjustments to Curriculum	May 18	Aug 18	All
Brief XC on adjustments – Update all at PLW		Aug 18	Co-Chairs
Align Instructors + Mentors	Sep 18	1 Feb 19	Curriculum Lead
Advertise the Program, Articles – Roll out at SBC?		Nov 18	
Solicit for 1 <sup>st</sup> Class	Jan 19	March 19	
Select 1 <sup>st</sup> Class		1 April 19	
Class #1	May 19	May 20	
Solicit Class #2	Jan 20	March 20	

- **Project Team:**
  - Co Chairs: Caroline Roberts, Mike Darrow
  - National Office: Joe Schroedel, Kathy Off
  - Foundation Lead: TBD
  - YM Linkage/Lead: Lisa Theole
  - Other Contributors: Neal Wright, Sally Riker
  - Future PDT Roles/Leads: Curriculum, Selection, Finances, Metrics/Utilization, Outreach
- Setting the conditions to form the core for a new SAME Standing Committee - LDP

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## PROGRAM COMPONENTS - Initial Thoughts


- Year Long – JETC 19 – JETC 20 (Class #1)
- Scalable with # students – start small, grow to more SAME and other AEC Society Participation
- Class comes together at: JETC, PLW, SBC
  - Special sessions aimed at Leader Development Class
- Use of Fellows and Industry Leaders as Mentors
- Virtual Classes/Sessions lead by experts
- National Office provides majority of logistics, coordination support

Next Step is to Draft the Topics and Curriculum based survey results and continued dialogue with Posts and members

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DISCUSSION

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**SAME Foundation**  
*Fostering Engineering Leadership for the Nation*

**Fundraising Plan**

**I. Phases of donations development (philanthropic giving)**

- Identification
- Cultivation
- Solicitation
- Stewardship
- Above four phases are common fundraising language for major gifts
- Important to understand that philanthropy is relationship based

1	What were your expectations as a board member in helping to develop these important relationships?
2	Would it be appropriate for us to engage the AOF?
3	Can these relationships effectively be outsourced?

**II. First things first—Case for Support with communications must be “set in concrete” including**

- **Level 1--Statement of Purpose—“Fostering Engineering Leadership for the Nation”**
  - Focal point of all communications is the Statement of Purpose
  - To be included on every communication in writing
  - To be anchor for all oral communications
  - Must always be remembered and reminded

4	With 10 months behind us on our purpose – does it still resonate with each of you?
5	Have you encountered any questions about it? Do people get it?

- **Level 2--Remember the Focus Areas to be supported**
  - Engineering Leadership
  - STEM
  - Military Engineers
  - National Security
  - One-pager to be printed

6	Anything missing and is there any sort of immediacy among these?
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- **Level 3--Inform regarding deliverables as appropriate**
  - 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 and 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)
  - 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
  - Assist transitioning military service members pursuing careers in engineering and construction
  - Brochure to be printed

7	Do we agree that marketing materials need to be developed?
8	Who is willing to take the lead on this (assuming we agree) or is this an outsourced task – maybe a combination of both.
9	What is a reasonable target budget for the “inform deliverables?”

### III. Stewardship issues determined

- Gene’s list to be answered
  - Donations of non-monetary gifts
  - Spouse/Family if donor passes away
  - Restrictions on who we accept donations from
  - Assistance we are willing to give donors
  - Policy on pledges
  - Naming policy
  - Memorial and tribute gifts
  - Matching gifts
  - Release of donor information/gift publicity

10	Having had plenty of time to consider these – what else needs to be added?
11	We need 2 -3 board members to work up some draft stewardship guidelines as a committee – who is willing to do this?
12	Does anyone feel we are not ready to do this?

**IV. External (to SAME) development—Major Giving Program**

- Large donations from smaller group of people
- Identify potential major donors including individuals, corporations, and foundations who are in sync with Statement of Purpose
  - Obtain/study annual reports from engineering universities listing donors
  - Obtain/study annual reports from the military academies listing donors
  - Obtain reports of other A/E/C foundations and associations such as ASCE, NSPE, AIA listing donors
- Create ways to connect with potential major donors (events, personal meetings, phone calls)
- Provide Case for Support and funding priority information
- Outreach and discussion to be individualized and vary by donor
- Donor recognition opportunities including Leadership Circle and Levels
  - Consider donation level categories named after deceased well known military engineers
- Membership on Council of Trustees (large donations reward with expected further donations forthcoming)

13	Great start – what else and how do we approach moving forward with this?
14	Who is willing to spearhead this effort?

**V. External (to SAME) development—Smaller Giving Program**

- Smaller donations from many people
- Internal, external, or both
- Build a solid base of support and awareness
- Develop community around the cause
- Helps to identify potential major donors
- Donors are acquired through campaigns such as direct mail, online, telemarketing, virtual volunteer, social media, other media, personal meetings
- Obtain/review lists of military academy engineering graduates

15	Seems this already has some traction – how do we keep it going?
16	Do we need to appoint a leader or committee chair for this?
17	Is this something the AOF might take on for us as well?

Please be ready to offer your thought on the remainder of these sections – many of these points lead back to previous sections and we don't need to address all of them in the March meeting but we need to recognize that in time we will likely face most if not many of these issues going forward.

## VI. Internal development

- Planned giving--Legacy gifts from longtime loyal supporters or committed constituents
- Often not major giving prospects, but able to contribute through planned gift
- Planned giving is very marketing driven
- Create planned giving marketing materials and promote on website and via mailings
- Start with a simple bequest and beneficiary program
- Planned giving is unpredictable, but can generate transformative gifts over time
- There are several companies such as Stelter (see <http://www.stelter.com>) and PG Calc (<http://www.pgcalc.com>) and <https://www.linkedin.com/company/pg-calc-incorporated>) that can help with planned giving marketing and communications material (aside from Impact Communications)

## VII. Types of fundraising methods that can generate major and/or annual gifts

- **Stock Gifts and Wire transfers**
  - Establish a brokerage account to receive stock gifts
  - Publish stock and wire instructions prominently on your web site
  - Market stock gifts at year end for appreciated stock tax advantages
  - Promote required retirement fund distribution gifting
- **Matching Gift Programs**
  - Many companies will match employee contributions
    - Create a brochure for donors to give to employer to fill out and return
    - Promote to donors
    - Promote major donors to provide donation matching
- **Sustainers**
  - Ongoing monthly credit card charge gifts
  - Reduces shock of lump sum payment or bigger gift
  - Evergreen process and no further promotion costs
  - Predictable cash flow over time
- **CFC – Combined Federal Campaign**
  - Program whereby government workers can contribute to charities.
  - You need to apply to the program and they will assign you a giving number.

- You will get donations of different sizes, but they add up!
- Must apply each year.
- **Events of all kinds**
  - Can raise awareness and develop funds. Common events include:
    - Gala
    - Auction – Live or Silent
    - Golf Tournament
    - Running/Walking event
    - Luncheons/dinner events with attraction guest speakers
      - Stand-alone
      - In conjunction with Regional JETS
  - Corporate sponsors are often interested in partnering for these events

### **VIII. Use of social media**

Take advantage of Giving Days, Giving Tuesdays, create social media groups and accounts to raise awareness of SAME and Foundation especially among younger audiences.

**IX. Resources to develop fundraising sources:** The following resources are a good start to further developing the fundraising program and identifying potential donors.

- Wealth Identification Software Programs (will point in right directions) can provide huge amounts of information to help identify donors, including
  - WealthEngine (<https://www.wealthengine.com>)
  - ResearchPoint (Blackbaud) (<https://www.blackbaud.com/target-analytics/research-point>)
  - IWave (<https://www.iwave.com>)

### **X. Publications to help target fundraising opportunities (additional to list in IV)**

- Chronicle of Philanthropy (<https://www.philanthropy.com>): This magazine provides a wealth of information on fund-raising. There is a subscription angle to it in part. Non-subscription currently has an article entitled “Tips for Thanking (and Keeping) Donors.” Current subscription articles include “Dos and Don’ts When Writing Donor Thank-You Letters.” Chronicle also tracks and reports on the top-400 fundraising organizations. Huge wealth of information
- Washington Life Magazine (<https://washingtonlife.com>): brands itself as “The Insider’s Guide to Power, Philanthropy and Society Since 1991.” Am assuming other

large urban areas have similar publications. These publications can give ideas of prospective donors

- Google: We are all familiar with Google searching by key words such as e.g. “philanthropic donors—military”
- Foundation Center (<http://foundationcenter.org>): See e.g. its page titled “Whatever your mission, discover the funders most likely to support you . . . and gain the knowledge you need to win funding from them.” (<http://foundationcenter.org/find-funding>).
- Or check out the Foundation Center’s Glasspockets blog [http://blog.glasspockets.org/2017/11/rohini-nandan-nilekani-infosys-giving-pledge-20171128.html?\\_ga=2.74665175.4547916.1513180279-677107080.1513180279](http://blog.glasspockets.org/2017/11/rohini-nandan-nilekani-infosys-giving-pledge-20171128.html?_ga=2.74665175.4547916.1513180279-677107080.1513180279) which discusses Giving Pledge, the “sign on” for world giving founded by Warren Buffett and the Gates Foundation, mentioning that Glasspockets keeps abreast of Giving Pledge with an in-depth picture of its participants (171 signatories now world-wide) and their publicly known charitable activities.
- List of Giving Pledge donors and their interests mentioned above
- Guidestar ([www.guidestar.org](http://www.guidestar.org)): is the largest database of non-profit information, including all IRS annual tax filings by non-profits.
- Forbes 400 wealthiest list

## XI. Kick-Off fundraising to 2020

18	Goal setting in the absence of a campaign structure is at best aspirational – what is the minimum aspirational goal we should shoot for in light of the “Run to 2020?”
19	Do we have concerns about tapping into the sustaining member ranks?
20	What is job one to get this underway as we develop our approach – should we wait or work concurrently?

- Raise a minimum \$1 million from 20 donors by 2020 JETC—Foundation Run to 2020—\$20 million from 20 donors
  - Minimum donation \$1 million; can be greater
  - Donors recognized in perpetuity as Founding Donors in the order of the amount of their donations
  - Corporate donors to pay off over maximum 5-year period
  - Donors solicited from aerospace, shipbuilding/renovation and A/E/community—particularly those with large revenue from DOD and military services, such as
    - Boeing
    - Lockheed Martin (first Golden Eagle recipient)
    - United Technologies
    - Northrup Grumman
    - Raytheon

- GE
  - General Dynamics Bath Iron Works
  - Newport News Shipbuilding
  - Bechtel
  - Fluor
  - Kiewit
  - Turner
  - CBI
  - Skanska
  - KBR
  - Jacobs
  - Parsons
  - Etc. etc. etc.
- Include SAME as a Founding Donor to Foundation (E&M Fund)





# Society of American Military Engineers Foundation

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★ Established 2016 ★

As the Foundation is subordinate to the Society, the Society's insurance policies cover the Foundation, including Directors and Officers Liability Coverage.

## **What is Directors & Officers Liability?**

Nonprofit D&O Liability is the principal source of coverage for claims relating to management, governance and oversight of the organization. The key distinction with directors and officer's liability is that it is intended to cover wrongful acts that are "intentional," as opposed to "negligent" events or acts covered under General Liability. These actions may be in error and wrong, but they are, nonetheless, "intentional" acts.

## **What is Covered?**

Act, error, omission, neglect or breach of duty.

## **SAME's policy:**

SAME's policy includes the following coverages:

- Directors, Officers and Entity Liability
- Employment Practices Liability
- Fiduciary Liability
- Crime

The policy limit is \$1,000,000.

A copy of our certificate of liability insurance has been include for your convenience.