



SAME Foundation Board Meeting Agenda

1500 - 1700, Monday, March 11, 2019

Capital Week

Hyatt Regency Dulles-Layton Room, Herndon, VA

Attendees

Invited		
Tim Byers	Gary Engle	Julie Fisher
*Angie Goral	Bud Griffis	Tony Leketa
Mike Loose	Gene Lupia	John Mogge
John Peabody	Jane Penny	Hal Rosen
Robert Van Antwerp	*Roger Wozny	Joe Schroedel**
Eddie Gonzalez**	Will Hoffman**	Kathy Off**
Sally Riker**	Caroline Roberts**	Susan Thames**
*Ron Torgerson**		
Did not Attend		
*Scott Prosuch (AOF VC External)**		

*Call-in

**Non-voting

TIME	AGENDA	Discussion Leader or Briefer
1500 – 1505	Call to Order – Quorum Established – Pledge of Allegiance	John Mogge
1505 – 1510	Financial & Tax Update, Finance Staffing Update	Will Hoffman
1510 – 1520	Governance Update	John Mogge & Hal Rosen
1520 – 1525	Investment Committee Update	Gary Engle
1525 – 1540	Marketing Committee Update	Jane Penny
1540 – 1150	Stewardship Update (to include Stewarded Post Funds)	Gene Lupia/Julie Fisher
1545 – 1550	Internal Outreach Update	Roger Wozny
1550 – 1600	LDP Update (including brief of LDP plan at JETC 2019)	Angie Goral
<i>Discussion</i>		
1600 – 1645	Fundraising Plan Forward	Hal Rosen/Julie and Jane
1645 – 1700	Summary & Action Assignments	John Mogge

Action Tracker (from 03-11-19 mtg)

Meeting	Action	Responsible	Estimated Completion
Mar 11, 2019	Need to assess what the administrative impact increased participation in the Post managed funds would incur on the admin fee? What do we anticipate is the demand and what can we approximate for an updated projected fee?	Gene/Julie/Will	
Mar 11, 2019	Develop a staggered plan for succession planning.	John/Hal	
Mar 11, 2019	Survey board members about renewing for a second term from 1-3 years.	Eddie	Mid-April
Mar 11, 2019	Have a ribbon for founding donors to the Foundation. Some way to identify donors at events.	Eddie	By JETC

Mar 11, 2019	Create an LDP ribbon to identify the class at JETC.	Eddie	By JETC
Mar 11, 2019	Next step is to develop an external fundraising flyer/communication piece based on the internal piece. Should be able to be produced internally.	Jane	
Mar 11, 2019	Jane's team and the LDP task force should develop a one-pager on LDP so that we are all on the same page on how we are communicating this program.	Jane/Angie/Gen Van	By JETC
Mar 11, 2019	For JETC 2020, consider how the LDP class will present on their experience back to the Foundation board. LDP TF needs to provide an assessment of the program to the Foundation.	Eddie	Present assessment plan by SBC for Year 1 of LDP.
Mar 11, 2019	After final draft, send stewardship documents to Mike, Tim, Jane, Hal, Gary for review.	Jane/Julie/Hal	
Mar 11, 2019	Get other stewardship policy examples from board members.	Gene/Julia	
Mar 11, 2019	Discussion on repurposing the internal outreach committee to take on international communication role especially as we move into the individual giving campaign.	Roger	
Mar 11, 2019	Send out an FAQ on the Foundation to the SAME board.	Jane	By JETC
Mar 11, 2019	Send out Centennial brief to the Foundation board.	Eddie	Completed

Minutes

Opening Remarks

Succession Planning—John Mogge intends to roll off the board and leave an opportunity to for another volunteer to take on a leadership role. 3-year term for board ends at the end of the year. Need to extend some terms to allow for members to stagger off the board.

We have good traction on a number of the committees. Need to asses who will continue. Board members can serve for a second term.

John mentioned the presentation on the Foundation he gave to the Executive Committee. Slide deck is attached.

Finance and Tax Update (Will Hoffman)

Audit is completed. No issues or comments from the auditors.

Raised about \$22K in 4thQ. Giving has continued into Q1.

Unrealized gains one of the larger impacts to the budget.

Legal expenses were related to taking E&M funds out of Society and into a Foundation ledger.

LDP needs to be added as an expense.

Professional services should go down.

Support for camps would continue.

3 Posts are participating: Omaha, Orange County and Baltimore considering it. Philly

When we reach about 10 posts, would need to hire a staff member to manage the Foundation financials. Will overtax current Finance staff. Hope is the funds interest would pay for the position. Adding a staff member may require we reexamine the fee to SAME. Not necessarily an FTE.

ACTION: Need to assess what the administrative impact increased participation in the Post managed funds would incur on the admin fee? What do we anticipate is the demand and what can we approximate for an updated projected fee?

This is a service. Not the intention to go after Post funds. There is cumulative impact in holding the funds. Would help to show to funders the role of the Foundation in supporting camps and mentors, etc.

The intent is to get a capital campaign underway.

Investment losses led to a loss of \$70Kish.

Governance Update

ACTION: Develop a staggered plan for succession planning.

What about terms for renewing board members? Calendar year, or JETC to JETC. Should it be tied to an event like JETC or SBC? Doesn't need to be tied to an event but might make a better transition.

President approves committee chairs. XC approves all Foundation board members.

One option to create staggered terms is to have new board members replacing outgoing board members start a new 3 year term instead of finishing out the term they are replacing. From that point forward it would count as the replacement's first term.

All current board members are able to serve for up to an additional 3 years. They just need to let us know.

It is a commitment of time and effort so please consider it.

ACTION: Survey board members about renewing for a second term from 1-3 years.

Investment Update

There is healthy committee membership. Need to add new volunteers with great backgrounds that can add to the conservation.

Had 4Qtr update with DiMeo. Tough quarter. Our accounts are more conservative but still had a loss. Had some rebound. Need to keep a long-term horizon to our investments. Should we change the investment portfolio? Likely not.

Portfolio performance down at the end of the year but rebounded. Up by about 1% since inception. Firm also handles 50% of the Society's funds. All of the Foundation funds managed by DiMeo.

What makes up the \$81K increase? Funds that have moved from the Society to the Foundation. Post funds go into the Society then into the Foundation.

We will reexamine how this is working by JETC. Need to track performance and financial impact.

Marketing Committee Update

Committee took board's comments on the marketing pieces. It was a challenging process. The comments were all over the place. We decided to take a step back examine what we need. We know the consultant will develop a fundraising piece. Hal is working with the contractor. An email to the membership will go out by Joe teasing a targeted Foundation communication by John Mogge.

Stewardship Update

Is that communication a test or our first appeal? Originally, the plan was not to fundraise inside the membership. Consultant advised the Foundation that we should focus internally first. Going with their recommendation as a test. We want to learn how the message is received and what kind of response we get.

Next step would be to look outward to external funding prospects.

Need to keep to a staged approach to a planned capital campaign.

There are some compelling timelines that can amplify the Foundation campaign message. There may be some big dollar opportunities but likely more smaller dollar targets at this point. JETC offers a communication point.

ACTION: Have a ribbon for founding donors to the Foundation. Some way to identify donors at events.

Want to gauge interest by all members in supporting the Foundation. Need to leave room for donations by all levels of the membership.

ACTION: Next step is to develop an external flyer/communication piece based on the internal piece. Should be able to be produced internally.

Internal Outreach

What are the compelling messages that would peak members' interests to donate? Is a ribbon or lapel pin a good carrot to donating? Should the color change based on donation level.

Use the TME to publicize donations and report by levels. Sort of a published donor wall.

Some folks only want to participate in the Society by opening their wallets. How do we reach them if they don't want to engage in other ways? What is their specific message that would motivate them?

What about donor celebrations? Need to tie it to something. Maybe have all the donors meet the LDP class or attend the Golden Eagle Dinner.

Corporate members want branding on promotional materials.

How do we get Posts involved in recognition? The donors to the Post managed funds would be another community to recognize.

Marketing, stewardship, and fundraising efforts/messaging combine into one larger donor engagement strategy.

Camps, LDP, etc. give opportunities to recognize donors at programming.

What recognition is reserved for what levels?

LDP Update

18 candidates. Applicants were submitted by the Post presidents to the RVPs. Great gender diversity. Great position diversity. All candidates have accepted. Draft bios attached.

Press release template is being drafted by staff for candidates to forward to their employers to publicize their participation.

Hired a facilitator for an 8-hour training session at JETC. Each participant will undergo an MBTI and Emotional Intelligence assessment and analysis. Reporting of assessment results will occur at JETC.

LDP is recruiting instructors to provide monthly webinars. Gen Holland for June. MGen Milhorn. The Task Force is working with a speaker on business acumen for August. Heather Wishart-Smith providing October webinar.

We have a tentative schedule at JETC. See LDP Update.

ACTION: Create an LDP ribbon to identify the class at JETC.

AAR: Possible to review extended their time at JETC to give them one more night.

Make sure they are encouraged to stay for the whole event.

We have a schedule of monthly topics for their professional development.

ACTION: Jane's team and the LDP task force should develop a one-pager on LDP so that we are all on the same page on how we are communicating this program.

What are we doing to foster leadership? Need uniformity of message.

ACTION: For JETC 2020, consider how the LDP class will present on their experience back to the Foundation board. LDP TF needs to provide an assessment of the program to the Foundation. Present plan at SBC?

Need a plan on how to communicate their utilization projects back to the Society. As part of the application process, it was clear that the applicants were active in their Posts. Impact to the Posts expands the impact to the Society.

The utilization project will be their chance to put their learning into action. The fact that they chose to participate speaks to their leadership commitment.

We need to be able to articulate the Foundation's support of LDP and camps.

Fundraising Plan Forward

Creating a fundraising policy for the Foundation. Stewardship committee will oversee the disposition of gifts, chain of soliciting, and recording gifts.

Policy documents would define giving levels. Who's going to recognize the donor?

ACTION: After final draft, send stewardship documents to Mike, Tim, Jane, Hal, Gary for review.

ACTION: We would like to get other stewardship policy examples from board members.

Need to define donor levels, types of donations. Approvals for donations. Need a broader review of the 3 fundraising documents and provide comments.

Stewardship is the role of the full board.

How do we recognize larger donors or continue to move donors up their donor level?

Impact Communications

Questions to consider from Hal.

Who are the donors for this first campaign? Looking at different categories.

- Gov-civ,
- Active military
- Corporate (includes SReps)
- Individuals
- Retired

Should we/should we not solicit military?

Should we/should we not solicit active duty?

Should we/should we not solicit current corporate members?

7 Segments to target (with duplicates removed)

1. Prior E&M donors
2. Fellows
3. Life members
4. Volunteer leaders (National and Post)
5. Members 5-9 years
6. Members 10+ years
7. Military 05-010 (dropped)

Originally, decided to remove government civilian, active military, and current corporate members.

Dropped down to 3K from 8K end recipients. Is 3K enough for a campaign? How do we add more numbers to the appeal? Who do we add?

Why are we parsing out sustaining members and active military? Originally, didn't want to solicit sustaining member firms. Planned to go to outside companies.

We don't know what we don't know. Should test the waters with all our categories. Avoid making assumptions about our membership.

Why not military? Military members already get appeals from alma maters. Why not include them? We would have to compete for their donations but we should ask.

Baltimore Post was added to the Combined Federal Campaign (CFC).

SReps are not the companies. They get their membership dues free. They should be asked to donate.

One-time splash to activity duty??

If they connect to SAME, they should want to give. Put programs like LDP in front of them.

Since this is an individual campaign, should go after all individuals.

Joe Schroedel: take care about jumping into the CFC. You don't get all the money raised.

Joe Schroedel: we are planning a lot of things to make it easier for people to donate. More messaging.

Why would we exclude anyone? They may wonder why they didn't get included.

Consensus is on casting a wider net.

Timing? Email to go out from John on April 7th.

A decision will need to be made on who is producing the final appeal, SAME or Impact? Joe S. SAME will take on figuring out how to get out the appeal.

Should plan an end-of-the year appeal. Annual fund campaign would give way to planned giving messaging.

#GivingTuesday is the week of Thanksgiving. Need to identify other opportunities to solicit.

Compelling message is to become a founding donor now.

913 contributors to the E&N Fund. Need to accommodate them in our donor documentation.

NEW BUSINESS

ACTION: Discussion on repurposing the internal outreach committee to take on international communication role especially as we move into the individual giving campaign.

ACTION: Send out an FAQ on the Foundation to the SAME board.

Should discuss with Roger on whether we need to track all the current conversations.

Joe's Update

Homework: Read 1-5, 9, 78-95 in WWI TME issue. If you read those pages, you'll get a sense of where we have been as an organization.

ACTION: Send out Centennial brief to the Foundation board.

Meeting adjourned.