

Program Description and Application Instructions

Deadline to Apply: December 1, 2025

The Society of American Military Engineers (SAME) seeks creative and innovative problem-solvers to participate in the Leader Development Program (LDP). Working with support from the SAME Foundation, the LDP identifies talent from within the SAME membership to deliver leadership training for the A/E/C industry and SAME. The LDP ensures strong leadership to tackle our nation's national security infrastructure challenges now and in the future. The target participant is an enthusiastic, mid-career professional dedicated to the mission and strategic direction of the Society.

Who May Apply?

Members of the Society of American Military Engineers with at least one-year of membership in the Society as of December 1, 2025, and with five years of progressive professional experience may apply. Most of our candidates have 1-15 years of experience in the A/E/C industry so we do not have a strict lower and upper experience limit. We are looking for LDP participants who have diverse experience and are ready for increased responsibilities within the Society and our industry. Past participants have come from military, government, industry, and academia.

★ ★ ★ KEY DATES ★ ★ ★

PROGRAM YEAR

May 2026-May 2027

APPLICATION PERIOD

October 1-December 1, 2025

Program Overview

The program is a yearlong commitment beginning at the 2026 SAME Joint Education and Training Conference (JETC). The LDP graduation will be held at JETC 2027.

The one-year program is broken into three focus areas:

1. **Know Yourself**
2. **Know Your Team**
3. **Know Your Future**

The program will kick-off the year with a classroom session at JETC 2026 facilitated by a professional experienced in the science of personality strength assessment and leadership coaching. The goal of the classroom session is to identify how each candidate's perception of the world around them informs their decision-making, and ultimately defines their values and beliefs. JETC 2026 will set the foundation for the rest of the year.

The class will consist of 20 participants.

Program Objectives

- Support the development of the next generation of world class military, government, civilian, and industry leaders for the Society and our Nation.
- Understand individual strengths and how to apply these strengths to achieve success.
- Understand team-building concepts including roles, responsibilities, and accountability.
- Develop leadership skills through training, assignments, a service project, and other opportunities.
- Foster leadership for the Nation!



Program Details

Methodology

Training information will be presented through a combination of classroom-style lectures, seminars, simulations, and hands-on experiences (a service project) throughout the program year. Participants will engage in detailed class discussions and synthesize concepts for application in their current and future leadership roles.

Reading Assignments

Participants are required to read and be prepared to discuss 3-4 books during the program. A reading list will be furnished to participants. Do not buy the books until the final list is confirmed. Purchase of the books will be the responsibility of the participant. Examples of books from previous LDP classes include:

| BOOK | AUTHOR |
|--|----------------------------|
| <i>Expect to Win</i> | Carla Harris |
| <i>Good to Great</i> | Jim Collins |
| <i>Daring Greatly</i> | Brené Brown |
| <i>The 5 Dysfunctions of a Team</i> | Patrick Lencioni |
| <i>Team of Teams</i> | Stanley McChrystal |
| <i>The 360 Leader</i> | John Maxwell |
| <i>Dare to Lead</i> | Brené Brown |
| <i>Extreme Ownership: How U.S. Navy Seals Lead and Win</i> | Jocko Willink & Leif Babin |
| <i>Leaders Eat Last</i> | Simon Sinek |
| <i>The Vision Driven Leader</i> | Michael Hyatt |

Mentoring

Participants will select a mentor to help shepherd their professional development throughout the year. If a mentor isn't readily available, participants can ask their Post President or Regional Vice President for suggestions. The Academy of Fellows has agreed to pair participants up with a fellow, if needed.

Utilization Project

The Utilization Project Implementation Capstone (UPIC) requires that LDP participants make use of the leadership skills gained throughout the program. By initiating, leading, and completing a UPIC of their choice, participants apply their knowledge gained and skills learned through the program as well as providing service, leadership, and value to the Society and our members.

UPIC's can vary due to the participant's interest; chosen level of Society participation (Post, Regional, or National); local or national committee interests/needs; and availability to provide service to any SAME member, Federal Agency, SAME strategic partner, Posts, Regions, or SAME National. All UPIC's will be approved by the SAME Executive Director to ensure tangible and valuable outcomes.

UPIC topics and execution should include the strengths and desires of the candidate as well as the mission, vision, goals, and values of the Society.

Participation Outcomes

Upon completion of the 2026-27 LDP, participants will gain the following in preparation for increased leadership responsibilities:

- 120+ hours of formal leadership training
- A perspective larger than their organization
- Ability to understand and embrace change
- Incorporate the perspectives of peers, customers, stakeholders, and industry partners
- Understand how leaders articulate and use vision and values
- The power of diversity
- Promote cooperation, collaborative team building, and networking
- Develop knowledge and skills necessary to form relationships, teams, and partnerships
- Develop an understanding of mission, vision, and challenges of partnering agencies and stakeholders



Participant Responsibilities

Commitment of Time

- Selection and participation are privileges. Participants must commit to the time during and after normal duty day hours. Participants must be able to travel. Participation is entirely voluntary. Most employers cannot afford for staff members to engage in a yearlong program where the employee will be away from their office responsibilities. Therefore, this program has been designed to offer optimal benefits using the least amount of out-of-office time possible. Estimate time required by participants:
- 2026 JETC – 5 days (up to 20 hours of LDP training/activities. Details may change.)
- 2027 JETC – 5 days (up to 8 hours of formal training plus graduation ceremonies.)
- Monthly Webinars and Book Discussions – 20 hours
- Monthly Preparation and Reflection – 14 hours
- Reading Assignments – 24 hours
- UPIC Project – up to 50 Hours Depending on the Project

Attendance

Program participants must attend JETC 2026, provide an initial briefing of their UPIC project, and a final brief of the UPIC. Throughout the year participants are expected to attend all on-line class sessions, as well as JETC 2027. We understand conflicts do come up and that work must come first at times therefore online sessions are recorded. If a participant misses a session, they are expected to listen to the recording of the session missed.

If a participant misses more than three hours of program sessions, or a mandatory program session, they may be dropped from the program. All mandatory sessions (listed with an *) and other session dates are listed below. Employees must work out the time and absences in accordance with their own organizational policies.

Program

Participants will meet with leaders from government, private sector, and academic fields to discuss issues impacting our nation and explore each topic with special attention focused on building core competencies. The following sessions are tentative and subject to change based on speaker availability and the addition of new, relevant topics:

| DATE(S) | SESSION | MODULE |
|------------------|---|--------|
| May 2026 (JETC)* | Introduction + Know Your Self * Mandatory in person attendance | Self |
| June-July 2026 | UPIC Proposal & Approval | |
| June 2026 | Attributes of a Worldclass AEC Leader + Small Group Book Discussion | Self |
| July 2026 | Becoming the Leader You Want to Follow + Small Group Book Discussion | Self |
| August 2026 | The Entrepreneurial Operating System + Small Group Book Discussion & Large Group Book Discussions | Self |
| September 2026 | High Performing Teams + Small Group Book Discussion | Team |
| October 2026 | Into the Arena: One Leaders Perspective on Building Elite Teams + Small Group Book Discussion | Team |
| November 2026 | Global Team + Small Group Book Discussion + Large Group Book Discussions | Team |
| December 2026 | Business Acumen & Financial Awareness + Small Group Book Discussion | Future |
| January 2027 | Leader Resiliency in Crisis & Trauma + Small Group Book Discussion | Future |
| February 2027 | Scenario-Based Training + Small Group Book Discussion & Large Group Book Discussions | Future |
| March 2027 | Scenario-Based Training | Future |
| April 2027* | UPIC Project Final Presentations* | |
| May 2027* | JETC 2027 – Scenario-Based Training & Coaching as Leadership Skill * | |
| May 2027 | JETC 2027 - Graduation | |

DATES ARE SUBJECT TO CHANGE

Program Tuition Cost

Thanks to the generous donations of individual members, sustaining members, and friends of the Society, the SAME Foundation covers most of the cost to participate in the Leader Development Program. Participants will have their JETC 2026 and JETC 2027 registration, travel, and lodging paid by the SAME Foundation. Salary, books, and all other materials are paid for by the participant or the participant's organization.

Benefit

The estimated cost avoidance/savings to organizations for the 2026-2027 Leader Development Program is conservatively estimated at \$10,000 per participant based on each participant taking these courses individually outside of the program. The program is expected to provide 120+ professional development hours (PDH).

The Application

Each applicant must submit the following as part of the application:

- Online Application and Answers to Narrative Questions
- Resume
- Letter of Recommendation from Employer/Supervisor
- Letter of Recommendation from SAME Post President or National COI Chair

★★★★★ HOW TO APPLY ★★★★★

VISIT

www.same.org/ldp and click on the application link.

★★★★★ QUESTIONS? ★★★★★

CONTACT

Ree Miskimon, SAME National Office,
at rmiskimon@same.org; or
Brandi Smith, LDP Chair, at brandi.s@cei-engineering.com

In the online application, participants are asked to respond to the following questions:

1. Why Do You Feel You Should Be Selected for the SAME LDP? 30 Points

Drawing on your background --including education, professional experience, and biographical information --explain why you are a strong candidate for the program. Provide a brief summary of leadership activities that demonstrate your ability to lead, whether through SAME, your workplace, community involvement, religious organizations, civic programs, or other leadership roles. (400-word limit)

2. What Do You Expect to Gain from Participating in the SAME LDP? 30 Points

What do you expect to gain from the LDP experience, and how do you anticipate it will strengthen your leadership capabilities in the future? (400-word limit)

3. How Do You Intend to Use This Experience to Further the SAME Mission, Vision, and Current Strategic Plan? 30 pts

Following your participation in the SAME LDP program, how do you plan to leverage what you've learned to support the SAME Mission, Vision, and Strategic Plan? Describe your commitment to contributing at the Post, Region, and/or National level. (400-word limit)

You can find the Strategic Plan at <https://www.same.org/wp-content/uploads/2022/08/same-strategic-plan-2025.pdf>.

4. Each applicant must submit a letter of recommendation from a SAME leader.. 10 pts

Provide a letter of support from a SAME leader with whom you have worked, such as a Post President or the Chair of a national Community of Interest.

SAME provides equal opportunity for all persons without regard to race, color, sex, age, national origin, religion, gender, disability, sexual orientation, marital status, or political affiliation.



Deadline

Applications will be accepted from October 1 through December 1, 2025.

All applications MUST be submitted electronically no later than midnight (Eastern Standard Time) on December 1, 2025, for consideration. Note: Once an application is started, a candidate can revise it until the deadline.

Late or Incomplete applications will not be considered.

Review Criteria

- Why Do You Feel You Should Be Selected for the SAME LDP? **30 Points**
- What Do You Expect to Gain from Participating in the SAME LDP? **30 Points**
- How Do You Intend to Use This Experience to Further the SAME Mission, Vision, and current Strategic Plan? **30 pts**
- Each applicant must submit their resume and a letter of recommendation from a SAME Leader. **10pts**

