



Board Meeting Minutes

May 2, 2023, 1200 CDT

BOARD MEMBERS		
Dave Nash	Tim Byers	Sal Nodjomian
Mike Blount	*Mario Burgos	Mercedes Enrique
Randy Gardner	*Mark Handley	John Henderson
Ed Jackson	Jane Penny	Sally Riker
Bob Schlesinger	Todd Semonite	*Joe Schroedel
Ron Silva	Susan Thames	*Craig Crotteau

*Non-voting

~~Not in attendance~~

Dave Nash called the meeting to order and established a quorum. We deviated slightly from the agenda as there was really nothing to report on financials since March and the Marketing & Communications Team was not present (Encl 1). Dave went through the action list as follows:

- Case Statement – Done
- Finalize Marketing & Communications Plan
- Ensure internal processes are sound – XC met with National Office and processes are being put into place. We have a draft financial calendar and will ensure we have a battle rhythm for financial actions. We will do another financial report in August. Mario gave kudos to Taha for closing out three months in three weeks.
- We will establish a process for the corpus – Dave Nash is working on this.
- We have changed the process for disbursement – so that the Foundation gives an amount to the Society and the Society determines what it is used for. If a particular group does not use the full amount allocated, the Society will determine where the money goes – it should not go back to the Foundation. 15 March is the deadline to the Society to provide an impact report.
- We need to begin planning for the future campaign. We want to raise our total to \$3M in three years.
- We are finalized on organization, but will talk about expanding the board.
- Our first reception at Capital Week was a success that we can build off of.
- Dan Miller will assist us with the Charity Navigator rating.

Operations Report

Programs

Josh Graham, LDP Graduate, has volunteered to assist the Foundation with fundraising through his UPIC. He is now a non-voting volunteer to the board. His UPIC project can be found at Enclosure 2.

Stewardship

Ron Silva would like input to the Stewardship Policy by **May 22** (see Enclosure 3). Susan reached out to Dan Miller for information on how other fundraising organizations handle stewardship.

Governance

Bob Schlesinger had three items to report (see Enclosure 4). Currently, according to our Bylaws, Tim Byers term will end before he takes over as President. Current board members that are at the end of their first term are Sal Nodjomian and Randy Gardner. Both are expected to extend. Additionally, we

will expand the size of the board which will also require a Bylaws change and vote by the Society XC and the Society Board of Direction. Every board member should nominate somebody, but we are looking for qualified individuals and not just more people.

- Bylaws Change #1 – strike the upper limit of 15 – **APPROVED**

Discussion

- We have two options – don't change it or change it to something higher. There is flexibility in not having a cap. It will be at the discretion of the Foundation XC.
 - Those with other board experience said there is value in having a cap, but it doesn't need to be in the Bylaws. Don't want to get to the SAME size board – but we don't have the same issue as that board. This is a working board – many hands make light work.
- Bylaws Change #2 – terms pertaining to Chair Elect – term will not end until Chair term ends – **APPROVED**

Discussion

- This only applies to those elected to the Chair Elect position.
 - Need to start thinking of succession planning sooner rather than later.
- Bylaws Change #3 – VP term – strike – **APPROVED**

These items will move to the Society XC and BOD for approval.

Pertaining to nomination of new board members, there were several unanswered questions from the last examination of the process.

- Who can nominate? Any Society member can nominate, but no self-nomination. This provides some quality control. Also need to encourage volunteering first.
- Can non-SAME people be nominated? They provide some outside insight and a fresh outlook. They may also be able to expand our network philanthropically.
- What is the level of SAME activity for candidates? Keep the criteria the same as it is not prescriptive. This would allow for non-SAME candidates. But, we will begin the research to find non-SAME candidates with philanthropic means. We also have an Advisory Board that should be considered.
- We will not govern volunteers. Section leads (Finance, Fundraising, Operations, Marketing) can manage willing volunteers.
- What kind of fundraising experience are we looking for? Keep the criteria as is so as not to limit the pool.
- Should pay attention to diversity when recruiting as well. There is a diversity goal in the criteria which is hard to grade – it is not defined. It is up to the nominee and nominator to explain what kind of diversity they add.
- Took off the “unquestioned ethics” criteria and changed fundraising to 40%. We will ensure that unquestioned ethics as a pre-requisite is clear on the website.

Bob Schlesinger will send out the revised criteria and form to the board for comment. We would like new board members to the Foundation Board by the end of October.

Fundraising Report

Earlier in the meeting, Dave Nash declared victory on last year's annual appeal, which raised \$265,825.90. Sal Nodjomian reiterated the amount and mentioned a person that is still waiting to donate \$5K. We are awaiting our final MOU with Allegis Group – all is on-track. He asked the group if they had done formal follow-ups with their assigned companies from Capital Week. Some people were trying to connect this week. Sal encouraged everybody to continue pursuing. Tracy Allen and Norm Campbell have volunteered to assist with fundraising. We will be meeting soon to solidify a campaign strategy to present to the board.

Dave mentioned that the “We Must Go To Them” project is something that we should emphasize more to help us tell our story. He asked the board to think about a theme for the next campaign.

Discussion

- Should we consider golf outings? That is really a Post activity and we don’t want to step on their toes.
- Could we name LDP seats? Right now, we are trying to name the Camps, but that is something we could look at in the future.

New Business

- Mario challenged the Society Board to have 100% participation for Mario to match \$10K. The challenge will include the Foundation Board. Donate here:
<https://my.same.org/donatenow?aid=a1x5Y000004NH1uQAG&pid=a1B5Y00000HmAbPUAV>
- Legally, do we need to refer to leadership as “Chair” or “President?” We will talk to Craig Crotteau, Counsel.

Next Board Meeting is TBD in August, 2023.



RADM Dave Nash, P.E., F.SAME (Dist.), USN (Ret.)
Chair, SAME Foundation

- Encl 1: Agenda
- Encl 2: Josh Graham UPIC – Foundation Fundraising
- Encl 3: Stewardship Report
- Encl 4: Governance Slides

ENCLOSURE 1

	AGENDA	DISCUSSION LEAD
1330 – 1335	Call to Order, Quorum Established, Pledge of Allegiance	Dave Nash
1335 – 1345	Finance Report	Ed Jackson
1345 – 1400	Marketing & Communications Plan Update	Sally Riker/Jane Penny
1400 – 1430	Operations Report <ul style="list-style-type: none"> • <i>Stewardship Report (update from Strat Plan Meeting)</i> • <i>Governance Discussion & Decisions</i> 	Susan Thames
1430 – 1450	Fundraising Report <ul style="list-style-type: none"> • <i>Campaign Plan update</i> • <i>Corporate Fundraising update</i> 	Sal Nodjomian
1450 – 1455	New Business	All
1455 – 1500	Summary & Close	Dave Nash

ENCLOSURE 2



Society of American Military Engineers Foundation Strategic Fundraising Plan

Joshua A. Graham, P.E., CCM, PMP, F.SAME

LDP Class 2022-2023

Executive Summary

To help give back to the Society for supporting me through the National SAME Leadership Development Program (LDP), I wanted to use my capstone project to help the SAME foundation. This was important to me because the LDP is not possible without the funding support from the foundation, so I want to ensure we have a successful foundation to help the LDP program run year after year.

Before I started my research, I had an hour meeting with Dave Nash (he had just taken over the foundation chair) to see where he needed the most help and how I could provide the best value. After speaking with him, I was invited to listen in on a foundation strategy meeting with the committee. From that meeting, a 5-year fundraising plan was mentioned so that is what I decided to focus on. I then had a call with Sal Nodjomian (Foundation Fundraiser Lead) to get his thoughts and vision on what he wanted to see from my plan. His suggestion was to first research how non-profits can be successful fundraising before developing the 5-year plan. After talking with Dave, Sal, and the committee, I had my guidance on how to best support the foundation.

The objective of my LDP project was to analyze how other non-profit organizations successfully fundraise by researching and interviewing a couple different non-profits. I posted on LinkedIn and had a few people reach out to offer some insights on how their organizations performed fundraising. From this post, I spoke with a local university and the Chief Development Officer from the Central Texas Food Bank.

My findings are to be the establishment to building a 5-year plan. I will continue this effort forward with the SAME Foundation to help develop the 5-year fundraising plan. The next phase will be to fully examine what we are currently doing for fundraising strategies, how we measure success, and the capability of our Nimble software. Once I have a good understanding of our baseline, I will use the information within this report and additional research if necessary to help develop a strategic 5-year fundraising plan for the SAME Foundation. The three main elements of my research were: (A) strategies for effective fundraising, (B) measuring success with metrics and key performance indicators (KPI), and (C) software to manage the metrics and KPIs.

Why the SAME Foundation Needs a Strategic Fundraising Plan

Many non-profits operate without a strategic fundraising plan. When someone has an idea for an event or a campaign, most organizations simply put together a host committee or volunteer group and go for it. They may send out a letter here and there, and do some donor meetings, and when the bank account is low, they often go into “panic mode” and race around trying to find cash to keep the doors open.

This is certainly not the best way to run any fundraising program. Even if the non-profit is flush with cash, running an un-organized and un-planned fundraising operation is a recipe for stress, headaches, and ultimately... failure.

So, how do we avoid this? The best way is by having a well thought out and written fundraising plan with meaningful and measurable metrics. No matter how far along we are into operations, our foundation needs a comprehensive, well-written fundraising plan. A written plan will allow us to focus our efforts, plan out a yearly fundraising calendar, and give guidance on strategy and tactics when we are in the thick of events, mailings, and calls. In short, our fundraising plan will set out a strategic plan and keep us accountable.

The Long-Term Goal

The SAME Foundation Fundraising long term goal is to build a big enough account that the Society can solely operate off the yearly interest.

The SAME Foundation Mission

The SAME Foundation Sole Mission is Developing Future Engineering Leaders. This is done by engaging the philanthropic community by identifying impactful Society leader development initiatives. Program outcomes present a diversity of impact that ensures the Society endures for the next 100 years.

The SAME Foundation currently supports:

Leader Development Program - Through support from the SAME Foundation, in 2019 SAME launched the Leader Development Program to identify and cultivate talent from within the Society’s membership to address the nation’s grand challenges. The program supports the development of the next generation of world-class military, government, and industry leaders through a curriculum of hands-on training, study, utilization projects and active engagement in new opportunities.

Engineering & Construction Camps - Working with the network of Posts, volunteers, and sponsors, and support from the SAME Foundation, the Society develops, maintains, and grows a variety of camps to provide in-person experiences to students interested in exploring STEM-related skills and careers. The net outcome is more technical professionals available to meet the nation’s needs

Camp Alumni Scholarships - The SAME Foundation has supported a scholarship program for Engineering & Construction camp alumni. Qualified applicants must have attended a SAME Engineering & Construction Camp, are currently high school seniors preparing to enter college, and will major in engineering, architecture, or an engineering-related field. Learn more about these scholarships.

Camps Mentoring Program - The SAME Foundation supports the participation of members to serve as mentors at the Engineering & Construction Camps. Mentors play a vital role in providing a rigorous and supportive camp experience. By interacting with the campers, their guidance and advice, based on their own experience and education, creates strong bonds that last beyond the camps. Participants are no longer alone in their pursuit of a STEM degree. They know they have someone to count on and get answers or support. This relationship is extremely valuable to their academic and professional trajectory.

Indigenous STEM Program - Designed as a framework for SAME Posts to engage American Indian/Alaska Native communities in STEM, the “We Must Go to Them” project (created through the Leader Development Program) was selected for a grant from the United Engineering Foundation in 2021. The SAME Foundation has furthered its involvement in this important effort by underwriting the cost-match required to conduct pilot activities in Alaska, North Dakota, New Mexico, and Florida.

A. Strategies for Effective Fundraising

Today, our SAME Foundation currently uses these tactics to fundraise:

Individual Donations - A significant portion of the SAME Foundation’s raised funds comes from annual donations by individuals.

Planned Giving - You can include SAME Foundation in your planned giving such as bequest through wills, creating a permanent legacy for yourself within SAME.

Corporate Campaign - Corporations and businesses, including Sustaining Members firms, may donate to the success of the SAME Foundation and future leaders, with perpetual recognition for your company.

Through my research and interviews I came up with five key strategies for effective fundraising.

1. “CAPITAL CAMPAIGNS”

During my interview with the Chief Development Officer for the Central Texas Food Bank he really hit on his capital campaigns. This is where they are raising money for a large project (build a new building) which allows him to go back out to his donors and ask for a larger than usually sum. We would not necessarily have “capital” campaigns, but we may want to think about a specific task we want to accomplish to act as our “capital” campaign.

A capital campaign, according to Donor Search, “is a targeted fundraising effort that takes place over a defined period. Typically, there are two overarching phases: the quiet phase and the public phase. During the quiet phase, 50%-70% of the funds are raised through major gifts strategies. A major gift is a specific amount asked for in a one-on-one setting, either in-person or virtually. In other words, we ask someone specific for a specific amount, which would be meaningful to the donor and the SAME Foundation. And during the public phase, the remaining funds are raised by soliciting donations from a larger population of donors.”

A crucial factor to this is clear articulating the importance of this specific mission and then following up with the donors on the success of said mission so they feel a strong connection to the effort. Donors tend to want to give more and more often the stronger their bond is to the mission at hand.

2. GIVING NEEDS TO BE EASY

This is going to sound like common sense, but you may be surprised by how many organizations do not realize that giving needs to be easy. I had someone in my office who has never donated to the foundation before try to go in and donate to see test if giving to SAME is easy or not and they said they had no problems donating to our foundation, so we have that box checked.

Any barriers between us and our donors will reduce the success rate of our campaigns. The easier it is to give, the more likely it is that our campaigns will be successful. We need to provide mobile, text, and online giving options so that no matter the preferences of our donors, giving is straightforward and easy. As soon as you pull up the SAME Foundation page there is an easy donate button to find. We may want to look at adding an easy donate button to the SAME home page.

Lastly, we should make donations shareable. When someone donates to our campaigns, we should make it easy for them to post about their donation on Facebook, Twitter, Instagram, and other social media sites. Ideally, each donor will be prompted to share about their giving online immediately after donating. They can show that they care about our mission while also encouraging friends and family to do the same.

3. KEEP IT PERSONAL

I think we are already off to a great start on this one with the case statements being developed. What I gathered from my interviewees on this one is donors are much more interested in connecting with real people than an organization. When an advocate gets to talk to a passionate individual who cares about the same things as they do, they are more likely to get involved as donors. When we are talking to someone we don't need to always speak from a perspective of the whole organization, but rather, try to speak as individuals who care.

Maintaining a Customer Relationship Management (CRM) software is crucial and needs to be updated regularly in order to be effective. Later in the paper I go into more detail and compare a few different CRM softwares for consideration.

Instead of sending the same email campaign to every single person on our mailing list, we can do what is called segmentation. Segmentation divides our mailing list into smaller groups in order to more effectively target specific donors. We can adjust the language of our email to the person we are sending it to. For example, we can send one email to recurring donors and another with different language to people who have just donated one time.

Nonprofits do well to segment their email campaigns based on what they know about their mailing list, and a good CRM will collect more than just names and email addresses. The more data we have, the more successful we will be.

4. OFFER RECURRING GIFTS

Nonprofits must find ways to stretch each dollar for the biggest impact. That is why savvy nonprofits have started offering donors the option to set up monthly recurring donations. As a nonprofit, if we do not have a monthly giving program for donors, we are missing an opportunity to receive more money over an extended period. There are many benefits of recurring monthly donations for both our Foundation and our donors, not the least of which is predictable income for our organization. The top five reasons we should add monthly recurring donations to our toolbox are: increases revenue, increase donor retention, decreases operating costs, provides donor convenience, and builds better relationships with more loyal donors.

5. WHEN POSSIBLE, MAKE EVERYTHING AN EVENT

Creating unique events is a great strategy for highlighting stories, highlighting partnerships, and getting people in front of our nonprofit brand. Events can be in person or online, and they do not all have to be huge programs with a lot of planning. We can give partners a chance to participate by organizing and volunteering. More and more employers allow and encourage their employees to volunteer with community organizations, and some even allow the use of workday hours for that volunteering. Getting local partners involved in planning and facilitating events is a great way to broaden our audience and build networks. These connections can also lead to peer-to-peer fundraising because people will recruit their friends and family to join them at our events!

B. Measuring Success with Metrics and Key Performance Indicators (KPIs)

Nonprofits use these metrics at two different levels to evaluate their success in reaching targets. “High-level” KPIs are big-picture-focused and help track overall performance. “Lower-level” KPIs focus in on specific elements of the nonprofit’s overall strategy. Tracking KPIs is crucial as they:

- Gather a large amount of accurate data about our organization
- Create detailed donor prospect profiles
- Make informed, evidence-based decisions
- Eliminate the guesswork of evaluating our organization’s success
- Identify the strategies that are working and the strategies that aren’t working

There are a lot of different KPIs covered in this report, but we don’t want to use them all at once because too much data could hinder the process. I will use this list when I start working with the foundation to develop our 5-year plan. A good practice is to select a combination of lagging and leading KPIs and then adjust as needed by removing and adding until we find the right combination that works for us.

Lagging KPIs are the metrics that measure past performance, or what actually happened. Some examples include average gift size, number of gifts secured, and event attendance.

Leading KPIs are rates or percentages that may predict future performance. Some examples of these are donor retention rate, average donor growth, and average donation growth.

Here is a list of 29 KPIs that I believe will be most beneficial to our foundation.

1. **COST PER DOLLAR RAISED (CPDR) AND FUNDRAISING RETURN ON INVESTMENT (ROI)**
Cost per dollar raised is one of the most used fundraising success metrics. CPDR answers a simple question... Did we raise money, lose money, or break even? CPDR is useful to know for individual fundraising events so we can understand how individual campaigns worked but can also give us an indication of our overall fundraising success.
2. **CONVERSION RATE**
Conversion rate shows a nonprofit how successful a given campaign was at getting people to complete an action, like donating or attending an event. Conversion rate is one of the most cut-and-dry methods of evaluating the success of a given request for action. Measuring conversion rates can help our organization better understand our supporters’ giving preferences as well as the relative success of each of our outreach methods.

3. GIFTS SECURED

Gifts secured is a measure of how many gifts received over a given period. If we track gifts secured over time, it's common to say we are tracking "donation growth." This allows us to see what specific audience we are engaging with successfully and where we may want to do more research. We can also separate this metric by type of gift with categories like:

- Major gifts
- Planned gifts
- Mid-level gifts
- Small gifts
- Annual fund donations
- Monthly donations

4. EVENT CONVERSION RATE

Event conversion rate is the percentage of event attendees who become donors (or increase their giving level) after coming to an event. This fundraising metric is especially useful when evaluating how well our nonprofit team is doing at following up with people who participate in our organization's events.

5. PLEDGE FULFILLMENT PERCENTAGE

Pledges are funds promised to be paid to over a specific period. Tracking pledge fulfillment percentage lets us see how many donors are following through with their promised funds. We will want to know if our pledges are following through or not because the implications for our accounting team are significant. Funds pledged are accounted for as cash in our annual budget. If donors are consistently backing out of pledge promises, we may need to reevaluate our pledge-acquiring strategies.

6. RECURRING GIFT PERCENTAGE

Recurring gift percentage tells us how many of our total gifts for a given time period were part of donors' recurring gift schedules. This number can provide a baseline for recurring gift campaigns or give us an idea of expected funds in the future, even though they can't be officially accounted for in next year's annual budget.

7. BOARD MEMBER PARTICIPATION RATE

Many nonprofits have a policy requiring board members to make a personal contribution on an annual basis. Board member participation rate tells us what percentage of our board members are doing so. As high-level team members, we would want our board members to be as invested as possible in the organization. Use this metric to leverage a fundraising conversation with them.

8. DONOR RETENTION RATE

Donor retention rate tells how many donors are retained on a year-over-year basis. To limit donor acquisition costs, we will want our donor retention rate to be as high as possible. Ideally, our acquisition and retention rates would improve concurrently. Tracking our retention rate can reveal important insights about our organization's performance, including:

- How successful various communication channels are.
- If our donor recognition efforts are sufficient.
- Which donation methods are preferred for returning donors.

If we do have a less-than-ideal donor retention rate, look to our stewardship practices first. What is our acknowledgment process? When do we follow up? How do we continue communicating with our donors? This should be a good starting point for reevaluating our donor retention efforts.

9. LAPSED DONOR RATE / DONOR CHURN RATE

Lapsed donor rate exposes the percentage of donors who were not retained from one year to the next. This is also referred to as donor churn rate. Like a low donor retention rate, a high number or a high rate of lapsed donors is an indicator that you should investigate our donor retention efforts, like donor recognition and continued engagement campaigns.

10. DONOR GROWTH RATE

Donor growth rate measures an increase or decrease in our organization's total number of donors over a given period. Measuring donor growth ensures that you are paying attention to our overall performance and allows our nonprofit to address any concerns early and quickly.

11. NUMBER OF DONORS BY TYPE

Also referred to as fundraising diversity or diversity of fundraising sources, this metric talks about the makeup of the donor base. The "types" commonly used for this metric are:

- Individual
- Foundation
- Government
- Corporation

Understanding what types of donors contribute to our organization can help us identify places to improve and strategize about fundraising going forward.

12. DONOR ACQUISITION COST

Donor acquisition cost (DAC) is a representation of how much money is spent to acquire one donor. DAC data is especially useful when compared across campaigns, or time periods. If you can demonstrate that one channel has a lower DAC than others, we should be able to defend our choice to invest further in that specific campaign.

13. DEMOGRAPHIC METRICS

Tracking simple demographics like age, location, gender, or profession can help better understand our pool of donors.

14. GIFT FREQUENCY

Gift frequency tells us the average number of gifts we receive from our donor pool within a set time period.

15. AVERAGE GIFT SIZE

Average gift size is the average donation amount in a given donor group, campaign, or time period. This is a metric best used when tracked on a recurring basis. That way, we can see if our gift size is growing, staying the same, or decreasing. There are a few ways of going about this. Measure average gift size:

- At the same event year-over-year to see our progress.
- At all of our events for the year (or, multiple years) to determine which events drew the largest donations.
- Over a repeated, fixed time frame (like six months or a year) to track general changes.

Average gift size can be an immense help in evaluating the success of our fundraising and major gift efforts.

16. AVERAGE GIVING CAPACITY

We all know the expression “Don’t leave money on the table.” In fundraising, sometimes “leaving money on the table” is securing a certain donation amount when we could have asked for and received a larger one. The best way to avoid these situations is to know our individual prospects’ giving capacities, or how much they are able to give. Comparing average giving capacity to average gift size should tell us if we are “leaving anything on the table.”

17. AVERAGE GIFT SIZE GROWTH

Average gift size growth measures the percent increase in average gift size year-over-year. This KPI is useful to determine donor growth. If donor growth is increasing but average gift size is not, we might want to spend less time focusing on bringing in new donors and more time cultivating the ones we have.

18. FREQUENCY OF CONTACT WITH DONORS / OUTREACH RATE

Also known as outreach rate, this metric simply tells us how often our team is reaching out to our individual donors over a set period of time. We can find this valuable for individual donors, but it is most useful when averaged across a donor group. For example, to see if the frequency of donor contact influences conversion rates, determine the average contact frequency in the groups that did and did not convert and compare them.

Determining a good rhythm for donor contact is often a point of difficulty for nonprofits. Too much contact can become a nuisance and turn donors off, while too little risks losing potential donors. This value can help you establish a baseline from which to work to an optimal contact schedule.

Different communication channels that we can use are:

- Phone calls
- Discussions at events
- Meetings
- Emails

We will need to be mindful of including touchpoints from different communication channels in the same calculation. A lengthy in-person conversation and a single email blast might each qualify as “one contact” in our computer but lumping them in together could skew our data.

19. FUNDRAISING PARTICIPATION RATE

As peer-to-peer fundraising and various iterations of “a-thons” grow in popularity, fundraising participation rate is more important to track now than ever before. Fundraising participation rate tells us how many of those who attended or donated to our fundraiser or fundraising event actually did fundraising themselves. If this rate is lower than we want it to be, we’ll know to increase our marketing efforts to highlight the individual fundraising aspect of our fundraisers. Event attendees who donate and double as fundraisers are unquestionably assets. Examining this rate can tell us if our organization is missing out on a valuable opportunity.

20. ASKS MADE

Asks made is the number of direct requests for contributions made to a given donor or group of donors. We can further focus asks made to specific campaigns or periods of time for more specific data. Asks made elaborates on donor contact and provides a metric for how aggressive our fundraising efforts are. Use asks made along with frequency of contact with donors to examine differences in conversion rates for various campaigns. We may find that more asks led to a higher conversion rate or vice versa, which can help us come to an optimal outreach strategy for the future.

21. ONLINE GIFT PERCENTAGE

Online gift percentage is a measure of how many of our donations come from online vs. other channels like fundraising events and mail-in donations. Our online gift percentage, if lower than anticipated or lower than peer organizations’ rates, may indicate we need to step up our digital marketing and/or email campaigns. We can also use online gift percentage when planning a marketing strategy. For instance, the percentage of donations that come from online vs. direct mail can guide our budgeting process and help us allocate funds to the most useful channels.

22. EMAIL OPEN RATE

Email open rate is the percentage of email recipients who opened the given campaign, newsletter, or request. Email open rates are incredibly useful for guiding our email marketing choices. Once we have a baseline open rate, try changing one thing about your emails at a time. Consider altering:

- Subject line
- Sender name/email address
- Time of sending

The open rate results after every change will be invaluable evidence for the success or failure of each change we make, helping us build a strategy supported by the numbers.

23. EMAIL CLICK-THROUGH RATE

Email click-through rate describes the percentage of people who click on links in our emails to access other pages, like our website or donation page. Used in combination with email open rates and conversion rates, this metric can help us identify where our marketing is weakest. If we have a low email click-through rate, try repositioning our calls-to-action to more prominent or clear locations and personalizing our emails as much as possible through smart donor segmentation.

24. EMAIL OPT-OUT RATE

Email opt-out rate is a representation of how many of our email subscribers “unsubscribe” from the email stream. If too many people unsubscribe from an email stream or newsletter, the communication stream gets labeled as spam and begins getting filtered out from our subscribers’ inboxes. Email opt-out rate can help us keep track of opt-outs before it gets to that point, giving us time to reconsider our email approach.

25. WEBSITE PAGE VIEWS

Website page views refers to the number of times users access pages on our website. It’s important to note that website page views are not a metric describing how many people accessed a site; it’s merely the number of times the page was loaded/viewed. There is no way to account for repeat viewings, so if a volunteer trying to find information for an event accesses the same page 10 times, which will increase that page’s views by 10.

Website page views are useful especially in combination with other digital metrics like email open rates and click-through rates to try to pinpoint what part of your digital marketing needs improvement. If we have high open rates, high click-through rates, and high page views, but low conversion rates, it’s probably an indicator of a weakness in our website’s content or design. We can try moving our calls-to-action to more prominent locations, increasing emotional appeals, and clarifying our mission/purpose on our website.

26. LANDING PAGE CONVERSION RATE

Landing page conversion rate measures how many of our page visitors complete the goal on the page, like donating or downloading something. After we've done the hard work of getting donors to our landing page, the last thing we want them to do is click away because a form is too long or confusing. A lower-than-expected landing page conversion rate may indicate room for improvement on our landing page, such as streamlining or shortening the requested fields on our donation form.

27. AMPLIFICATION RATE

Amplification rate tells us the ratio of shares per social media post to the number of overall followers. This makes this metric handy for understanding how often our followers are sharing our social media content, thus spreading our content through their own personal networks of family, friends, and coworkers.

28. APPLAUSE RATE

Applause rate is the number of approval actions (such as likes) a single post received relative to the number of followers we have on that platform. Understanding our applause rate can help us know which types of posts get the most attention from our audience on each platform we are using.

29. SOCIAL MEDIA CONVERSION RATE

Social media conversion rate shows us how often people take an action (like donating) after clicking on a link in a social media post relative to the total number of people who visited the web page where the task can be completed. Knowing our social media conversion rate can help us better understand where our website visitors are coming from to complete important actions like donating, subscribing to newsletters, and more.

C. Software to Manage the Metrics and KPIs

CRM software records past involvement and basic donor data, helps nonprofits implement tailored outreach strategies, and gives organizations insights through reports. Nonprofits can use CRM software to better organize data, manage supporter relationships more effectively, and all-around practice more efficient and successful fundraising. CRM software is important because with detailed insights, nonprofits can tailor outreach strategies to speak to supporters' habits and preferences, leading to more participation.

There are a lot of different softwares available on the market to help with fundraising efforts. I picked three of the more popular ones to quickly provide a quick comparison.

Software	Bloomerang	DonorSnap	Neon CRM
Starting Pricing	\$119/ month	\$39/ month	\$99/ month
Best For	1-1000+ users Small and growing nonprofit organizations that focus on individual fundraising.	1-1000+ users DonorSnap serves nonprofits of all type, shape, and size. The system can be easily customized to suit the needs of almost any organization. We'll let you know if DonorSnap won't work well for you.	1-1000+ users Neon CRM, a cloud-based fundraising solution, is a great fit for growing organizations of all sizes from small local community groups to large national organizations and membership associations.
Features (all three have the same)	Alumni Management CRM Campaign Management Contribution Tracking Donor Discovery Donor Management Event Management Gift Matching Management Grant Management Membership Management Mobile Giving Payment Processing Pledge Management Recurring Giving Volunteer Management		

Conclusion

To recap, my LDP project was to analyze how other non-profit organizations successfully fundraise. I accomplished this by research and interviewing a few different non-profits. I'm hopeful that my findings will be a good basis to build a successful 5-year plan with. I will continue this effort forward working directly with the SAME Foundation. I will start with gathering information from the board to develop what our current baseline strategies are for fundraising, how we measure success and if our current Nimble software is or could be used as a CRM. Once I have a good understanding of our baseline I will know where we can improve. I will use the information within this report and additional research if necessary to help develop a new successful 5-year SAME Foundation fundraising plan.



FOUNDATION STEWARDSHIP REPORT

Stewardship Committee kicked off a Review and Update of the Foundation Stewardship Policy to:

- **update with** recently revised Foundation **Board Organization**
- ensure the Policy **supports/enables new Fundraising initiatives**
- ensure **guardrails** in place for stewardship responsibilities as defined by **Charity Ratings best practices, etc.**

Board Members are asked to **participate in the input** phase of this initiative by:

- providing Stewardship **planning criteria for today and the future**
- Identifying **out-of-date sections** and providing specific **updates**
- identifying **Stewardship Best Practices (Board Source, etc.)**
- Identifying important **Fundraising/Stewardship relationships**
- Identifying **inhibitors and enablers that impact SAME Foundation mission success**

Way Forward Schedule:

- **15 May 2023 – Board Member input due (changed to 22 May)**
- Week of 22-26 May 2023 – Input Review Team meet virtually to review and provide guidance on inputs
- 30 June 2023 – First Draft completed and out for review
- 30 July 2023 – Review comments due
- 30 August 2023 – Final Draft completed and submitted to the Board for approval
- Next Board Meeting (?) – Approve Revised Stewardship Policy

Dedicated to National Security Since 1920



Governance & Nominations Committee Update

May 2, 2023



Agenda

- Succession Planning
- Bylaws changes
- Nominating new Board Members



Succession Planning

- We are currently short one Director– we only filled 4 of 5 vacancies last cycle
- We need to renew Randy Gardner and Sal Nodjomanian
 - Randy needs to get permission from his agency
 - Sal is willing to continue

Last Name	First Name	First Last	Class of	1st Term Start	1st Term End	1st Term Months	Go for Second Term?	Second Term Start	Second Term End	Second Term Months	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Bryce	Tim	Tim Bryce	2019	1/1/2020	12/31/2023	36	Y	1/1/2022	12/31/2024	36														
Flannery	James	James Flannery	2020	1/1/2020	12/31/2023	36	Y	1/1/2022	12/31/2024	36														
Noble	David	David Noble	2020	1/1/2020	12/31/2023	36	Y	1/1/2022	12/31/2024	36														
Schlesinger	Bob	Bob Schlesinger	2020	1/1/2020	12/31/2023	36	Y	1/1/2022	12/31/2024	36														
Thames	Susan	Susan Thames	2020	1/1/2020	12/31/2023	36	Y	1/1/2022	12/31/2024	36														
Gardner	Randy	Randy Gardner	2021	1/1/2021	12/31/2024	36	Y	1/1/2024	12/31/2026	36														
Nodjomanian	Sal	Sal Nodjomanian	2021	1/1/2021	12/31/2024	36	Y	1/1/2024	12/31/2026	36														
Silva	Ron	Ron Silva	2022	1/1/2022	12/31/2024	36	Y	1/1/2025	12/31/2027	36														
Wilcox	Sally	Sally Wilcox	2022	1/1/2022	12/31/2024	36	Y	1/1/2025	12/31/2027	36														
Mendenhall	John	John Mendenhall	2022	1/1/2022	12/31/2024	36	Y	1/1/2025	12/31/2027	36														
Jackson	Ed	Ed Jackson	2023	1/1/2023	12/31/2025	36	Y	1/1/2026	12/31/2028	36														
Herrington	Meredith	Meredith Herrington	2023	1/1/2023	12/31/2025	36	Y	1/1/2026	12/31/2028	36														
Blount	Will	Will Blount	2023	1/1/2023	12/31/2025	36	Y	1/1/2026	12/31/2028	36														
Benjamin	Frank	Frank Benjamin	2023	1/1/2023	12/31/2025	36	Y	1/1/2026	12/31/2028	36														
Dirac	New	New Dirac	2024	1/1/2024	12/31/2026	36	Y	1/1/2027	12/31/2029	36														
Dirac	New	New Dirac	2025	1/1/2025	12/31/2027	36	Y	1/1/2028	12/31/2030	36														
Dirac	New	New Dirac	2025	1/1/2025	12/31/2027	36	Y	1/1/2028	12/31/2030	36														
Dirac	New	New Dirac	2026	1/1/2026	12/31/2028	36	Y	1/1/2029	12/31/2031	36														
Dirac	New	New Dirac	2026	1/1/2026	12/31/2028	36	Y	1/1/2029	12/31/2031	36														
Dirac	New	New Dirac	2026	1/1/2026	12/31/2028	36	Y	1/1/2029	12/31/2031	36														
Dirac	New	New Dirac	2027	1/1/2027	12/31/2029	36	Y	1/1/2030	12/31/2032	36														
Dirac	New	New Dirac	2027	1/1/2027	12/31/2029	36	Y	1/1/2030	12/31/2032	36														
Dirac	New	New Dirac	2028	1/1/2028	12/31/2030	36	Y	1/1/2031	12/31/2033	36														
Dirac	New	New Dirac	2028	1/1/2028	12/31/2030	36	Y	1/1/2031	12/31/2033	36														
Dirac	New	New Dirac	2028	1/1/2028	12/31/2030	36	Y	1/1/2031	12/31/2033	36														
															14	15	15	15	15	15	11	10	8	5



Bylaws Changes

<p>BYLAWS OF THE SOCIETY OF AMERICAN MILITARY ENGINEERS FOUNDATION A Nonprofit Corporation Adopted April 28, 2016 Amended by Foundation Board January 30, 2020 and June 22, 2022 Approved by the Society Board May 26, 2020 and November 1, 2022</p> <p>ARTICLE 1. GENERAL</p> <p>1.1 Name. The name of the corporation is the Society of American Military Engineers Foundation (the "Foundation").</p> <p>1.2 Incorporation. The Foundation is a nonprofit corporation without members, incorporated in the District of Columbia. The principal office of the Foundation is as determined by the Foundation Board of Directors.</p> <p>1.3 Affiliation. The Foundation is affiliated with the Society of American Military Engineers (the "Society").</p> <p>1.4 Purposes. The purposes of the Foundation are as stated in the Articles of Incorporation.</p> <p>ARTICLE 2. MANAGEMENT</p> <p>2.1 Foundation Board of Directors. The Foundation shall be managed by its Board of Directors (the "Foundation Board").</p> <p>2.1.1 Responsibilities of the Foundation Board. The Foundation Board shall have fiduciary, legal, strategic and fundraising responsibilities, including the responsibilities of planning, developing and implementing the cultivation, solicitation and stewardship of Foundation supporters and funds, and determining and implementing appropriate development and fund management policies. The Foundation Board shall establish the policies and programs of the Foundation and exercise all such powers of the Foundation and do all such lawful acts and things as are permitted by statute, the Articles of Incorporation, and these Bylaws.</p> <p>2.1.2 Chair of the Foundation Board. The Chair of the Foundation Board shall be a member in good standing of the Society and shall have served on the Society's Board of Directors or the Foundation Board of Directors or the Foundation's Council of Advisors. The Chair of the Foundation Board shall be selected by the Foundation Board and appointed by the Board of Directors of the Society. The Chair of the Foundation Board shall also serve as President of the Foundation.</p>	<p>ected by hall then e-President</p> <p>all consist of e members ation Board e Executive us serve on</p> <p>e structured sial and component</p> <p>ve t, and each e</p> <p>e three (3) ree (3) year d by the s one-year</p> <p>tion of the</p> <p>y time by moved by a</p> <p>ng of the aries any</p> <p>ed to be members of</p> <p>pected to h.</p>
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Bylaws Changes

- Increase the number of allowed Directors or remove the limitation?



2.1.4 Composition of the Foundation Board. The Foundation Board shall consist of ~~up to fifteen (15) Directors but~~ not less than five (5) Directors. All Directors must be members in good standing of the Society throughout their term of membership on the Foundation Board. All Directors other than the Chair of the Foundation Board shall be appointed by the Executive Committee of the Society's Board of Direction. All Board appointments shall give due consideration to contribution levels to the Foundation. The Executive Director shall serve on the Foundation Board in an *ex-officio*, non-voting capacity.

- Allow the Chair & Chair -Elect to remain on the Board past the expiration of their terms?



2.1.7 Term of Directors. All Directors of the Foundation Board shall serve three (3) year terms. Terms shall be staggered. Directors may serve two (2) consecutive three (3) year terms; the second term contingent upon a letter of intent from the Director approved by the Executive Committee. Thereafter, Directors may be re-selected to the Board after a one-year gap following the close the second three-year term. **If a Director is elected to serve as Chair -Elect, they may extend their second term until the end of their tenure as Chair of the Foundation Board.**



Bylaws Changes

- Change the Vice President's Term to match President's?

2.1.3 Chair-Elect of the Foundation Board. The Chair-Elect shall be selected by the Foundation Board, **shall serve as Chair-Elect for a minimum of one year** and shall then succeed as Chair of the Foundation Board. The Chair-Elect shall also serve as Vice-President of the Foundation.

3.1.1 President.

3.1.1.1 Qualifications. The President shall be the Chair of the Foundation Board.

3.1.1.2 Term. **The President shall serve a two (2) year term as President.**

3.1.1.3 Vacancy. Vacancy in the office of President-Board Chair shall be filled for the unexpired portion of the term by the Vice President-Chair-Elect.

3.1.2 Vice President.

3.1.2.1 Qualifications. The Vice President shall be a member of the Foundation Board and shall serve as Chair-Elect of The Board. The Vice President shall succeed to Chair and President.



~~**3.1.2.2 Term.** The Vice President shall serve a three (3) year term and may be elected to serve an additional term.~~



Bylaws Change Process



NOMINATIONS
ARE OPEN

Nominating New Board Members



Hanging Chads From the Last Year....

- Who can nominate candidates for the Board? Board members? Fellows? **Anyone?** **No self-nominations. Each Board member encouraged to nominate.**
- Clarify level of SAME activity required for candidates. Active in Post? At National level? **Leave criteria as is for 2023.**
- ~~What's a volunteer? Do we want alternates? If so, what's the definition?~~
- Expand what we are looking for in terms of "fundraising" experience. Is it major fundraising? Foundation management experience? Temper this with being too limiting on the candidate pool. **Leave criteria as is for 2023.**



Prior Nomination Criteria

- Demonstrated commitment to the Foundation's purposes as described at www.same.org/foundation and the Society's mission, vision, and strategic plan, with an emphasis on advancing the goals of Developing Leaders for the Profession, Enriching the STEM Pipeline for the Nation, and Preparing Service members and Veterans for the A/E/C Industry. **25%**
- Experience with either/or/and:- **40%**
 - (i) fundraising for philanthropic organizations;
 - (ii) financial management;
 - (iii) marketing;
 - (iv) stewardship of donations (gift acceptance policy; donor recognitions)
- ~~Unquestioned ethics, behavior, loyalty and integrity 15%~~ **Make this a prerequisite**
- Strong multi-level communications skills (speaking and writing) **15%**
- Previous high-level leadership in military service or corporate private sector **10%**
- Preferably, diverse backgrounds within the full spectrum of Society membership; yet outside perspectives are also welcome. While active SAME members of substantial tenure are desired, nominees with limited SAME tenure, and those new to the Society but who meet the stated qualifications, are also welcome. **10%**

