




**Emerging Leaders  
Institute (ELI)  
ACEC Virginia**



**2023-2024 Program**  
8600 Mayland Drive, Richmond  
**Application Deadline:**  
**June 30, 2023**



The **ACEC Virginia Emerging Leaders Institute** gives participants the opportunity to broaden their horizons to learn aspects of running a business, making them more valuable to the engineering profession and to your firm. This comprehensive training program provides an understanding of the best business practices essential to navigating the engineering industry. The Emerging Leaders Institute is an unprecedented opportunity to hear and discuss issues typically not covered in academic and engineering programs but are critical to your firm's growth and future success. All sessions are taught by industry leaders and recognized experts in related business fields. The Emerging Leaders Institute is limited to 30 participants and is geared toward emerging leaders in all areas of your firm with approximately ten years of experience. Applicants, nominated by their firm leaders, are selected by the Institute's steering committee. **The application deadline is June 30, 2023.**

### **Program Dates:**

- September 27–28, 2023
- November 9, 2023
- February 15, 2024 (Engineering Excellence Awards)
- April 17, 2024
- May 22, 2024
- June 19–21, 2024 (Annual SummerConference, Hilton Virginia Beach )

**Enrollment Fee:** Members, \$2,000, Non-Members, \$4,000

Includes: Instructional Materials, up to 33 PDH's, Dinner & Etiquette Session, EEA Gala Registration, Annual Conference Registration; Meals/Snacks for each session

**Session Location (unless otherwise noted):** ACEC Virginia, 8600 Mayland Drive, Richmond, VA 23294

### **ELI Graduate Testimonial**

The Emerging Leaders Institute provided business and management training that has been very valuable to me as an engineer transitioning to a leadership role. It also was an excellent opportunity to network with other local professionals in the engineering community. The ELI also provided exposure to the many benefits and resources available to members of ACEC Virginia.

**Tim Cullen, P.E., Vice President, Blue Ridge Design, Inc.**

# September 27, 2023

## Introduction & Orientation, 1:00 pm – 2:30 pm

This session provides an overview of what participants can expect in the coming months of the Emerging Leaders Institute. The session provides an overview of ACEC national and ACEC Virginia, the makeup of the organizations, strategic goals, along with examples of recent and ongoing initiatives and seminars covered at the national and state level.

### Presenters:

**Chadd Yeatts, Schnabel Engineering**, currently serves as a Senior Associate and Senior Vice President at Schnabel, where he leads the firm-wide Power and Energy Initiative. In this capacity, Chadd ensures Schnabel's continued power and energy growth into new geographic markets, positions the firm for emerging markets within the power and energy sector, provides client development and management, and, most importantly helps our clients manage their project risks. Chadd's vision is to develop lifelong relationships for the firm and our clients, resulting in meaningful partnerships for the safe and successful completion of power infrastructure projects.

**Mike Matthews** is the CEO and founder of **The Structures Group, Inc. (TSG)**, a consulting engineering firm specializing in a diverse range of skills focused in the areas of: Structural Engineering, Forensic Analysis, Special Inspections, Risk Analysis, and Independent Plan Reviews. Founded in 1992, TSG services predominantly the East Coast, with its corporate office located in Williamsburg, Virginia. Mr. Matthews has been a licensed engineer for nearly thirty-six (36) years and is licensed in twenty-one (21) states, as well as the District of Columbia. His wide range of experience in many areas of structural engineering has facilitated the firm's participation in projects involving numerous types of structures, including museums, parks, churches, commercial buildings, bridges, hotels, industrial facilities, marine structures, educational facilities, historic properties, and institutional facilities in the eastern and southeastern United States.

## Networking Dissected, 3:00 pm – 5:00 pm

Everyone has a level of anxiety walking into a networking event. Whom do I talk with? What do we talk about? Is there a call to action? How do I break out of that conversation, and how do I start a new one? In "Networking Dissected," participants will have an opportunity to explore their personal anxieties with networking and strengthen their networking skills.

### Presenter:

**Danielle Kennedy is the CEO of Kadima Leadership**, a Leadership Development Consulting Firm committed to empowering people, optimizing time, and enhancing the profits of their clients. Her personal purpose of inspiring leaders to make intentional choices guide her work with clients.





## **Business and Dining Etiquette, 6:00 pm – 8:30 pm**

### **Location: The Place at Innsbrook**

To understand the importance of table manners in a business scenario and gain the skills and confidence needed to navigate the table setting. Upon completion of our exclusive dining etiquette training, each participant will be able to dine with ease resulting in more client engagement and retention.

### **Presenter:**

**The Flemming Academy of Etiquette and Protocol** is dedicated to enhancing social skills, improving communication techniques, and developing leadership qualities necessary to succeed personally and professionally. **Christine Carmichael** is a certified etiquette consultant, motivational speaker and TV personality. With a strong career track of over 25 years in customer service, human development and behavior. Christine has trained and spoken in various venues to hundreds of people across the country. She brings a wealth of diverse experience in helping individuals, regardless of education or professional background, achieve greatness in understanding their humanity and applying etiquette in their personal and professional lives.

## **September 28, 2023**

### **The Building Blocks of High-Performance Teams**

#### **8:30 am – 4:30 pm**

We are assigned formal leadership roles and expected to deliver exceptional results yet we rarely dive deep into the components of a high-performing team and how we navigate our team from where they are to where we want them to be. In “The Building Blocks of High-Performance Teams” participants will participate in interactive exercises supporting the development of both their leadership and their team’s performance.

### **Presenter:**

**Danielle Kennedy is the CEO of Kadima Leadership**, a Leadership Development Consulting Firm committed to empowering people, optimizing time, and enhancing the profits of their clients. Her personal purpose of inspiring leaders to make intentional choices guide her work with clients.



**November 9, 2023**

## **Inclusive Leadership: Cultivating Exceptional Team Culture, 8:30 pm – 4:30 pm**

In this session, attendees will learn how to create an exceptional leadership legacy while building inclusive, motivated, and engaged teams. We will focus on maximizing employees' potential (and your own!), developing effective relationships, and leading with compassion and respect. Participants will learn how to harness the power of connection through action and retain the best talent for their teams.

### **Presenters:**

**Caitlin Crockett, MBA, SPHR, ATCS, PLC**, is a Talent Acquisition Leader that's passionate about finding top AEC talent, as well as providing a superior candidate & employee experience. There is nothing more satisfying to her than helping candidates launch their dream careers. She also loves making an impact on company culture and supporting excellent quality of life in the workplace.

**Jaret Demcher, ATCS**, is a Senior Noise Project Manager who has 10+ years of experience in preparing preliminary and final design noise analyses for multiple DOT's across the mid-Atlantic region. These DOT's include, but are not limited to; SCDOT, Penn DOT, ODOT, MDSHA, NCDOT, VDOT and various private clients. As part of these studies, he has led and participated in several public meetings to help DOT's deliver the noise analysis results and convey those findings in a clear and concise way to the public. He has served as the technical lead on numerous noise analyses varying in complexity and size. His experience also spans into the GIS field in which he uses 3D Analyst to complete his design efforts. His responsibilities at ATCS include project management, coordination, noise modeling, noise barrier acoustic design, barrier optimization, noise technical report preparation, noise analysis review (QAQC) and public presentation. Mr. Demcher oversees the ATCS southern noise market including design build projects. He is currently a mentor for staff and chair of the ATCS managers group which helps identify the needs of managers within our organization, voice suggestions/concerns to ownership, and assist in creating an environment where employees feel "heard" by action-based improvements to our organization.



**February 15, 2024**

**Understanding Contract Basics, 10:00 am – 12:00 pm**

**The John Marshall Hotel, Richmond**

Congrats – Your firm just got awarded a new project! Now the contract is on your desk and it needs to be reviewed, signed, and returned. Do you know how your professional liability insurance can be jeopardized if you aren't negotiating the correct terms and conditions? This session won't turn you into a legal expert but it provides an overview of best practices to keep in mind when reviewing a contract and suggestions on how to review a client drafted agreement.

### **Presenters:**

**Matt B. Gough**, is the president and an equity partner of **Ames & Gough**. He heads the operations of the McLean, VA office as well as provides risk management consulting services to a group of large design-firm clients. He frequently conducts seminars for the A&E community and other industry trade associations. Additionally, Matt is very involved in various American Council of Engineering Companies (ACEC) chapters, including being a member of ACEC National's Management Practices Committee.

**Jonathan C. Shoemaker, Lee/Shoemaker, PLLC**, believes that the best solution to most problems is often the simplest: what does the contract say? Jonathan begins every new engagement seeking to understand how the parties on a construction project elected to allocate risk and responsibility before the project, and then work with his client to develop a plan for bringing the issue to resolution as expeditiously as possible consistent with the client's goals. Jonathan's experience includes noteworthy appellate work on behalf of design professionals and the design professional industry, including both advocacies on behalf of parties involved in litigation and on behalf of industry leaders, including ACEC, AIA, ASCE, and NSPE, related to amicus briefing.

## **Ethics – In Which Direction Does Your Ethical Compass Point?**

**1:00 pm – 4:00 pm, The Jefferson Hotel**

This is NOT a review of multiple complex ethics case studies. Instead, you'll explore how the ethics of the engineering profession stacks up relative to other professions. You'll also learn subtle ways in which our approach to ethics is shaped by our experiences and surroundings.

### **Presenter:**

**Tim Groover, Groover Consulting**, held numerous technical positions with Wiley | Wilson from Design Engineer through Project Manager. In his final years with the company, Tim assumed the role of Senior Director after stepping down as President. As Senior Director, Tim focused on sustaining and growing the 100% employee-owned company's unique culture of relentless and selfless service. He also guided the company's career and leadership development initiatives while continuing as the Director of Business Development. In addition to his time with Wiley|Wilson, Tim also worked for two large design-build contractors (CBI and Haskell) and for a commercial nuclear industry technical services company (Framatome). Upon retirement, Tim's passion for lifelong learning resulted in the birth of Groover Consulting, LLC. Through this single member LLC, Tim offers career development and leadership consulting services to individuals and organizations.



# April 17, 2024

## Accounting and Finance for A/E Firms, 8:30 am – 4:30 pm

The closest most engineering students get to accounting and finance is a course on engineering economics. Understanding business financial reports and metrics are key in understanding a business's performance. Topics covered in this one-day class will include:

- Accounting basics
- Trending and benchmarking
- Key financial ratios for A/E firms
- Balanced Scorecard
- Valuation
- Revenue and expense forecasting
- Budgeting
- Cash flow analysis

### Presenter:

As a CEO, **Michael Matthews** led his A/E firm from \$4 million to over \$40 million in revenue, culminating that part of his career in the sale of the firm to a \$3.7 billion company. He then served as the CFO for a 200-person IT services company. Following that position, Mike served as President and COO for Froehling & Robertson, a 400-person Environmental, Geotechnical, and CMT firm. Mike currently works as a business consultant for PSMJ Resources with a focus on Mergers and Acquisitions, Ownership Transitions, and Strategic Planning. Mike is past president of ACEC/Virginia, past vice-chair of the national ACEC Executive Committee, and Past-Chairman of the Virginia Council of CEOs. He also serves on the executive advisory board for Virginia State University College of Business. In addition to teaching an MBA class on Professional Services Management and the University of Richmond, Mike has guest lectured numerous times at the University of Virginia's Engineering School, the University of Richmond's Robins School of Business, Virginia Commonwealth University's MBA School, and Virginia State University College of Business. Mike is often called upon to give presentations and teach classes on Corporate Finance, Professional Services Management, Business Ethics, Staff Development, Business Growth, Ownership and Leadership Transition, and Pathway to Management. Mike earned a bachelor's degree in mechanical engineering from Old Dominion University, an MBA from the University of Richmond, and is currently a Ph.D. candidate in Organizational Leadership at Regent University.





**May 22, 2024**

## **Designing Your Firm: Strategic Planning Tips, Tricks & Traps, 8:30 am–Noon**

Without an engineering firm's success as a business, the lofty goals of any engineer can dwindle to little more than reality-based frustrations. Today's competitive marketplace demands that engineering firms plan and design their own future much in the same way that they design projects for their clients. Meaningful strategic business planning analyzes, addresses and improves every aspect of a firm – for the short and long-term. The tips and tricks that make planning work for an engineering firm... and the traps to avoid... revolve around the key elements – progressing from analysis to concept design to the details, all contributing to a high-impact strategic plan.

### **Presenter:**

**Ray Kogan** is the president of **Kogan & Company**, specializing in strategy and management consulting for design and construction firms. He brings more than 35 years of experience in the practice, marketing, and management of engineering, architecture, and construction services, including his work with many leading firms in the industry.

Ray co-authored the book, *Strategic Planning for Design Firms*, published by Kaplan AEC. Ray also co-authored the section on strategic planning in the newest edition of the *Architect's Handbook of Professional Practice* published jointly by the AIA and John Wiley & Sons, Inc. His other major publications include the *ZweigWhite Insider's Guide to Strategic Planning*, for which he was the primary author. Ray was a co-founder and charter member of A|E Advisors, a national network of industry-leading consultants providing specialized and complementary business skills and services to architecture, engineering, environmental, and construction firms.

A registered architect and AIA member since 1979, Ray received his B.S. in Architecture from The Ohio State University

## **Key Issues in Congress and the Importance of Political Advocacy, 1:00 pm – 2:30 pm**

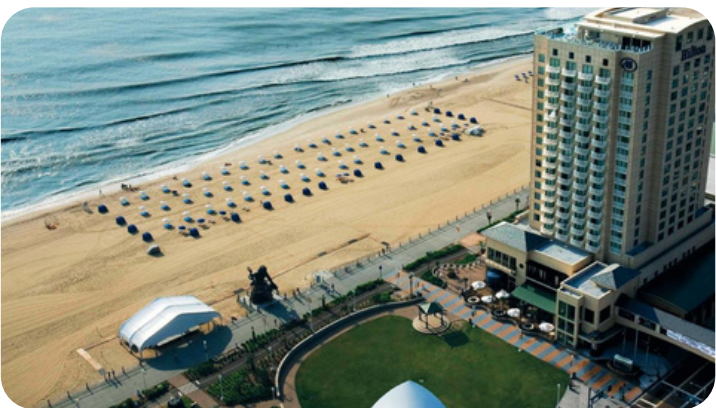
Aggressive legislative and political engagements are essential to protecting the interests of the engineering industry at the state and national levels. From investment in infrastructure to tax and regulatory policy, this session will provide essential information on how policies at the national level impact their firms, ACEC's advocacy program, and the importance of grassroots engagement to promote the industry's agenda. The importance of political engagement, the role of ACEC/PAC, and the state PAC in supporting elected leaders will be reviewed.



**ACEC**

AMERICAN COUNCIL OF ENGINEERING COMPANIES  
*of Virginia*





**The Emerging Leaders Institute (ELI)** is tailored for individuals with approximately ten years of experience. In order to enrich the learning experience for Institute participants, class size is limited. To be considered for the Institute, applicants should submit a nomination form and **a one-page cover letter** that addresses the following:

- The motivation for applying to the Institute
- Expectations from the program
- Long-term benefits envisioned due to participation in the program

The ELI's steering committee will select suitable candidates from individuals nominated by their firms. Firms may nominate multiple individuals. Successful applicants will be notified by August 18, 2022 and invoiced for the cost of the ELI full program.

## Investment

The investment for this training is \$2,000 per member representative and \$4,000 per non-member representative. The fee includes registration for all sessions of the Institute, the EEA Gala & Annual Conference, a dinner and etiquette session, resource materials, meals, and breaks. All participants completing the course will receive a certificate of leadership training and will be recognized at the ACEC Virginia Annual Conference, to be held at the Hilton Virginia Beach, on June 19- 21, 2024. The leadership training provides up to 33 Professional Development Hours. Costs associated with the sessions (i.e. overnight stays and optional activities) are the responsibility of the individual/firm.

## ELI Expectations

Each participant accepted into the ACEC Virginia Emerging Leaders Institute is **EXPECTED TO ATTEND ALL SESSIONS AND ASSOCIATED ACTIVITIES** in order to graduate. We understand that emergencies/work situations arise. A participant may miss one session but is expected to make up the material from the missed session (approved by ACEC Virginia) before the next session of the Institute in order to graduate.





# **2023–2024 Emerging Leaders Institute (ELI) Nomination Form (submit to [malbertson@acecva.org](mailto:malbertson@acecva.org))**

Name of Nominee:

Nominating Principal:

Firm:

Address:

Telephone:

Email Address:

LinkedIn Profile:

Applicant Commitment Pledge: I understand the purpose of the ACEC Virginia Emerging Leaders Institute and, if selected, will devote the time and resources necessary to complete the program. By signing the application, I agree to be bound by this commitment.

I grant ACEC Virginia permission to use any photographs taken of myself or my property in connection with the Emerging Leadership Institute program in print and electronic media.

Applicant Signature:

Nominating Principal: This application has the approval of this firm and the applicant has our full support, which includes the time required to participate in the program.

Nominating Principal Signature:

Date:



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