




Emerging Leaders  
Institute (ELI)  
ACEC Virginia



ACEC

AMERICAN COUNCIL OF ENGINEERING COMPANIES  
*of Virginia*

**2021-2022 Program**  
8600 Mayland Drive, Richmond  
**Application Deadline:**  
**July 9, 2021**



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 July 9, 2021.**

**Program Dates:**

- September 29–30, 2021
- November 3, 2021
- February 3, 2022 (Engineering Excellence Awards)
- April 14, 2022
- May 18, 2022
- June 15–17, 2022 (Annual Conference, Boar's Head Resort )

**Enrollment Fee:** Members, \$1900, Non-Members, \$3800

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 29, 2021

## 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:

**Eric Burke** is the Vice President and Business Unit Leader for the Richmond office of Moffatt & Nichol and serves on the firm's Alternative Project Delivery Risk Management Committee. He is currently the President-Elect of ACEC Virginia, Chair of ACEC/VA's Political Action Committee, and is an active member of the Advocacy and Transportation Committee. Eric has been involved with other ACEC committees at both the state and national level since 2008 and previously served a 3-year term on the Board of Directors for ACEC South Carolina from 2010–2013 before relocating back to Virginia. He also regularly participates in annual meetings with Congressional delegations representing the engineering consulting businesses' interests. He is an alumnus of Virginia Tech, where he received both his Bachelors and Master's degrees in Civil Engineering.

**Janet Webster** a licensed structural engineer in Virginia and a passionate advocate and mentor for women who are developing engineering or other STEM careers. She has served on the Virginia Structural Engineer's Council as a board member, including two years as chair. She is currently the first female president of the American Council of Engineering Companies of Virginia for the 2020–2021 year and is a 2012 graduate of their Emerging Leaders Institute. She graduated from Old Dominion University with a Bachelor of Science in Civil Engineering and currently serves on the ODU Alumni Association board of directors. She holds a Master of Science in engineering management from George Washington University.

## 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: Short Pump Hilton**

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.

## **September 30, 2021**

## **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 3, 2021**

## **Under Construction: Building Blocks to Becoming a Great People Leader, 8:30 pm – 4:30 pm**

In this session, attendees will learn the foundation, framework, and finish to become a great leader in and out of their organization. With a focus on interpersonal skills, participants will come away with more tools in their boxes for retaining the best talent for their teams.

### **Presenter:**

**Tara C. Brown, MHR, SHRM-SCP** Tara has over 20 years of experience in management and human resources, providing strategic leadership in formal and informal roles in multiple industries. Her experiences have led to substantial contributions in strategic planning and organizational, talent, and leader development. Tara's passion and focus remain on organizational leadership and development. She believes strongly in the premise of growing people to become their best possible selves!

Currently, Tara serves as the Vice President of Human Resources at Froehling & Robertson, Inc., the oldest engineering testing firm in the United States. Previously, she served in HR leadership roles in the Virginia Community College System, manufacturing, and government contractors in VA, KY, and TN. Tara is a US Army veteran and honed her leadership in the military, graduating with honors from the Army's Management and Leadership course.

Tara holds an Associate's of Arts from Methodist University in Fayetteville, NC; a Bachelor's degree in Business Administration from Austin Peay State University in Clarksville, TN; a Master's degree in Human Resources from David Lipscomb University in Nashville, TN, and a Master's of Divinity degree from Virginia Union University, Richmond, VA.





**February 3, 2022**

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

## **The Jefferson Hotel**

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 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** is President of Wiley|Wilson and a member of the ACEC College of Fellows. His previous experience with Wiley|Wilson includes positions as a project engineer in the Structural Engineering Department, Manager of the Structural Engineering Department, Project Manager, Vice President in charge of Wiley|Wilson's Building Design Group, Chief Operating Officer, and Director of Business Development. Tim holds both a Bachelor of Science and Master of Science in Civil Engineering from Virginia Tech.

# April 14, 2022

## 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. He is currently the President and COO for Froehling & Robertson, a 400-person Environmental, Geotechnical, and CMT firm. Mike is past president of ACEC/Virginia, past vice-chair of the ACEC national Executive Committee, and Past-Chairman for 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 topics such as 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 at Old Dominion University and an MBA from the University of Richmond.







**May 18, 2022**

## **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.

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## **Presenter:**

**Steve Hall** is Senior Vice President of Advocacy for ACEC. Before joining ACEC, Steve was a 14-year veteran of Capitol Hill, serving as Chief of Staff and Legislative Director for Congresswoman Sue Kelly (R-NY). He also served two years as Senior Legislative Assistant on the staff of Congressman Bill Zeliff (R-NH), where he handled the Congressman's work on the Transportation and Infrastructure and Government Operations Committees. He began his Hill career in 1987 as a legislative assistant in the office of Congressman John Hiler (R-IN).

## **The "November Effect" and How the Virginia General Assembly Impacts Your Profession, 3:00 pm – 4:30 pm**

This session will provide an overview of the impact of the actions of state government on the engineering profession and why your legislators should become your new best friends.

## **Presenter:**

**Patrick Cushing, ESQ.**, is a lawyer and seasoned state lobbying professional and a member of the Williams Mullen Government Relations Team. He provides industry legal, lobbying, and government relations services. He has extensive experience in developing legislation and policy priorities in the fields of public procurement, disruptive technologies, economic development, energy, tax, and transportation-related fields.

## **ACEC Virginia Annual Conference June 15–17, 2022, Boar's Head Resort**

## **Presenter: TBD**



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**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 13, 2021 and invoiced for the cost of the ELI full program.

## Investment

The investment for this training is \$1,900 per member representative and \$3,800 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 Boar's Head Inn, Charlottesville, VA on June 15- 17, 2022. 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.







# **2021-2022 Emerging Leaders Institute (ELI)**

## **Nomination Form**

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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