

ACEC

AMERICAN COUNCIL OF ENGINEERING COMPANIES
of Virginia

Celebrating 50 Years of Service



EMERGING LEADERS INSTITUTE

INSTITUTE DATES

September 19-20, 2019
November 12, 2019
February 6, 2020
April 16, 2020
May 21, 2020
June 17-19, 2020

APPLICATION DEADLINE

June 28, 2019

LOCATION

ACEC Virginia
8600 Mayland Drive
Richmond, VA 23294

ENROLLMENT FEE

Members - \$1,900
Non-Members - \$4,000

Includes:

- Instructional Materials
- Up to 40 PDH
- Dinner and Etiquette Session
- EEA Gala Registration
- Annual Conference Registration
- Meals, Beverages, Snacks

QUESTIONS

Contact Nancy Israel
804-477-6573 or
nIsrael@acecva.org

The ACEC Virginia Emerging Leaders Institute gives participants the opportunity to broaden their horizons to learn other aspects of the business, making them more valuable to the engineering profession and to your firm.

This comprehensive training program provides an understanding of 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 28, 2019**.

" The ACEC Virginia Emerging Leaders Institute program was an instrumental and essential experience for my career as it introduced me to the world of business in engineering covering topics such as leadership, company acquisition, law and human resources. Without these experiences, I am confident that I would not be where I am today.

*Matthew N. Haltiner, Vice President
Thompson Consulting Engineers Inc.*

SEPTEMBER 19, 2019

INTRODUCTION AND ORIENTATION

1:00 pm - 2:30 pm

Session Information:

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.

Presenter Information:

DONALD BOOTH is President of DJG and has more than 22 years of design and management experience. With an Architecture degree from Virginia Tech, he worked his way from an Architectural Intern to President/Owner of DJG Inc. in Williamsburg. Donald has a specific focus on planning, programming and conceptual design. He has the knowledge, understanding and experience to deliver successful complex multi-disciplinary architectural and engineering projects. As a licensed architect, he has

successfully designed and executed projects from the planning and programming phases through construction. **JEFF LIGHTHISER** is President and CEO of Draper Aden Associates. When he started with the firm in 1975 they had approximately 20 employees in one Blacksburg office. Today the firm has over 330 employees in eight offices. A 1977 graduate with a BSCE from Virginia Tech, he also serves on the Alumni Advisory Boards of the Department of Civil and Environmental Engineering and the Land Development Design Initiative.

TARA ESCHENFELDER is both the Human Resources Administrator and a Project Manager with Delta Airport Consultants, Inc. In her HR role, Tara works to keep the company running with compliance items, recruiting new employees and by helping coworkers with training, benefits and their development plans. She balances this with her Project Management role doing site development on airports during design and construction. She completed the ACEC/VA Emerging Leaders Program in 2018 and recently was awarded ACEC/VA's Rising Star Award!

NETWORKING DISSECTED

3:00 pm - 5:00 pm

Session Information:

Everyone has a level of anxiety walking into a networking event. Who 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 Information:

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 guides her work with clients.

BUSINESS AND DINING ETIQUETTE

Short Pump Hilton

6:00 pm - 8:00 pm

Session Information:

This will be an interactive business and dining session designed to promote civility, diplomacy and tact, empowering you to present yourself with confidence, authority and a professional image.

Presenter Information:

JACQUELYN SMALL THOMAS, a certified consultant, is the owner and director of The Etiquette and Protocol School, LLC. She is an experienced educator, owned and operated The Children's Center of Richmond, Inc. for thirteen years. She received training and certification as a Children's Etiquette Consultant and Corporate Etiquette and International Protocol Consultant from the Protocol School of Washington.

SEPTEMBER 20, 2019

THE BUILDING BLOCKS OF HIGH PERFORMANCE TEAMS

8:30 am - 4:30 pm

Session Information:

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.

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Presenter Information:

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 guides her work with clients.

NOVEMBER 12, 2019

RECRUITING AND RETENTION, IT’S ALL ABOUT ENGAGEMENT!

8:30 am - 4:30 pm

Session Information:

Having the right team requires intentional planning. Ensuring engagement is also an effort worthwhile. This session will introduce you to practical exercises in behavioral interviewing, situational management and tools to help with engaging others.

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Presenter Information:

PATRICIA DAVISON is an experienced HR professional within the A/E industry with a passion for balancing people and business for a well-rounded organization. She is a graduate of Saint Leo University where she obtained her BA in Business and her MBA concentrating in Human Resource Development. Patti is also a graduate of the ACEC/VA Emerging Leadership Institute!



FEBRUARY 6, 2020

UNDERSTANDING CONTRACT BASICS

The Jefferson Hotel

10:00 am - Noon

Session Information:

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 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.

Presenter Information:

KATHLEEN A. BLANCHARD, CIC, RPLU

Professional Liability – Senior Vice President
McGriff Insurance Services, Inc. – Richmond, VA
Kathy leads the design professional liability practice group for McGriff Insurance Services which is the 5th largest independent insurance agency in the country. Her practice specializes in working with Architects, Engineers and Environmental Consultants. Kathy's team helps clients objectively compare and select their insurance programs, as well as advise them on a broad range of risk management and loss prevention issues.

ETHICS - IN WHICH DIRECTION DOES YOUR ETHICAL COMPASS POINT?

The Jefferson Hotel

1:00 pm - 4:00 pm

Session Information:

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 Information:

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 16, 2020

MAXIMIZING THE INVESTMENT VALUE IN YOUR BUSINESS

8:30 am - 4:30 pm

Session Information:

As an engineering firm grows it requires more staff, and leaders are called upon to manage not just multiple projects and clients, but personnel issues, payroll, business management, and a host of business matters that most engineers did not study in school. The need for a more structured organization, short and long-term planning and “principal-level” leaders also increases as the firm grows. In addition, the firm becomes a big part of the founders’ or key leaders’ net worth and owners need to receive a return on investment for their labor.

This session will help emerging leaders connect the dots between project management, business management and investment management. Your firm is an “investment” and we will show you the metrics that you need to understand to guide your investment successfully. This one-day session starts with business management fundamentals - an operator’s crash course on essential accounting, financial and business practices. After showing you how to manage the triggers of success in your firm, we will show how the firm’s financial success relates to investment success. Your

firm’s strategy plays a significant role in this. Eventual exit strategies will also be reviewed so that by the end of the session you will have learned what is needed to maximize the financial success of your firm and the ability to recoup that investment by either transferring internally to the next tier of leaders, employing an ESOP, or selling externally.

Presenter Information:

MATT FULTZ, ASA, is a Vice President with Matheson Advisors where he specializes in business valuations, ownership transition and succession planning, and mergers and acquisitions as part of exit strategies and strategic plans. He also conducts seminars on valuation and ownership transition planning for the design industry, as well as leading in-house educational presentations for firms nationwide. He has assisted clients with all facets of ownership transition planning including analyzing the financial makeup of the company, designing stock valuation formulae, testing the financial feasibility of various stock transition options and making recommendations for the shareholder’s agreement.



MAY 21, 2020

DESIGNING YOUR FIRM: STRATEGIC PLANNING TIPS, TRICKS & TRAPS

8:30 am - Noon

Session Information:

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 Information:

RAY KOGAN is the president of Kogan & Company, specializing in strategic planning and management consulting for design and construction firms. Ray has served as Corporate Director of Strategic Planning and Marketing for Dewberry, an ENR top-50 E/A firm. Previously at ZweigWhite, Ray led the firm's Strategic Business Planning Group. Ray recently co-authored *Strategic Planning for Design Firms*, a book published by Kaplan AEC. He has been a top-rated speaker at many professional association national conventions, including ACEC.

KEY ISSUES IN CONGRESS AND THE IMPORTANCE OF POLITICAL ADVOCACY TO YOUR FIRM

1:00 pm - 2:30 pm

Session Information:

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.

Presenter Information:

STEVE HALL is Senior Vice President of Advocacy and External Affairs for ACEC. Prior to 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

Session Information:

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 Information:

PATRICK CUSHING, ESQ., is a lawyer and seasoned state lobbying professional and a member of the Williams Mullen Government Relations Team. He provides the 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.

JUNE 17-19, 2020

ANNUAL CONFERENCE AT THE BOAR'S HEAD INN ADAPTIVE LEADERSHIP

Session Information:

Most leaders have their 'style' of management. They have had at least some success using this style, so they rely on it and use it regularly. After a while, the leadership style may get 'hardwired' with the leader and the style may come to define them. They may use this style almost exclusively, and while they may not intend it to be this way, their people have to adapt to the leader's style. However, the best leader recognizes that to help their people perform to a maximum level, they (the leaders) themselves have to adapt their leadership style(s) to their people, rather than expecting their people to adapt to the styles of the leaders. This is not necessarily an easy thing to do, but it is certainly a part of 'servant leadership'. These leaders are flexible with their leadership styles, and while they may tend to lean toward their natural style, they can, and are willing to, shift into other styles as necessary to fit the needs of their people. This seminar module will help participants identify and understand the four major leadership styles and will help them to identify the style(s) they are most likely to use. The module will also help them assess other employees to try to determine the styles to which they will best respond.

Presenter Information:

BUD WRENN is the principal of Pinnacle Consulting and Coaching Group, a management consulting firm specializing in organizational and team health. He serves clients in the healthcare, governmental, technology, engineering and faith-based sectors. Bud has also spent the past ten years as a Consulting Partner with the Table Group, the consulting firm of Patrick Lencioni, the author of *The Five Dysfunctions of a Team*, and other business best-sellers.

Bud has had lengthy tenures in both the for-profit and non-profit worlds. During a ten-year career with AT&T, he held various supervisory and mid-level management positions, and served as the CFO for the government contracting and manufacturing arm of the company. Bud is the founding pastor of Integrity Church, a growing innovative congregation, and the founding director of the Innovative Church Community, an organization providing a practical forum for learning for leaders of non-profits. Bud's book *Innovative Planning: Your Church in 4-D*, with a foreword by Rick Warren, is a practical guide for organizations seeking to develop a culture of continuous improvement through healthy alignment, member ownership and sustainability. Bud holds MBA and D. Min. degrees.



NOMINATION FORM

SUBMIT BY
June 28, 2019

The Institute 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 one page cover letter that addresses the following:

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

The Institute'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 12, 2019 and billed for the cost of the Institute's full program.

COST

The investment for this training is \$1,900 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 Boar's Head Inn, Charlottesville, VA on June 17- 19, 2020. The leadership training provides up to 40 Professional Development Hours.

Costs associated with the sessions (i.e. overnight stays and optional activities) are the responsibility of the individual/firm.

INSTITUTE 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.

ONE FORM PER NOMINEE. PLEASE TYPE OR PRINT.

Name of Nominee: _____

Nominating Principal: _____

Firm: _____

Address: _____

Telephone: _____ Fax: _____ Email: _____

LinkedIn Profile Link: _____

APPLICANT'S 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 _____ Date _____

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 _____