



# *History of the SAME Academy of Fellows*

*Society of American Military Engineers*

**DEDICATION**

*This History of the SAME Academy of Fellows  
is Dedicated to the Memory of*

*Brig. Gen. Gerald Curtis "Jed" Brown, USA  
(1942-2006)*

*Chair of the Organizing Committee  
Academy of Fellows (1994-1995)*

*and*

*First Chair  
Academy of Fellows (1995-1996)*

**ORGANIZING AN ACADEMY...**

In order to recognize those SAME members that had given so much of their time and leadership to SAME, the Society began to recognize “Fellows” in 1972. By the early 1990’s, the list of SAME Fellows was growing, as was the acknowledgement that to be an SAME Fellow was an honor. However, once selected as Fellows, there was no new or special direction. In addition, while it was recognized as an honor to be selected as an SAME Fellow, those selected, in the view of some, were not accorded the full recognition they deserved.

**AN IDEA TAKES SHAPE...**

In early 1994, discussions began among SAME leaders about the possibility of organizing the Fellows and granting Fellows greater recognition within SAME. Soon, the idea of elevating the place of Fellows in SAME and organizing the Fellows began to gain traction.

On June 1, 1994, an informal breakfast was held during SAME’s Annual Meeting to discuss how best to proceed with better honoring and recognizing of SAME Fellows. Nearly 80 Fellows attended—including several past National Presidents. The consensus was that a committee should be established, charged with considering how to elevate recognition of Fellows within SAME; to consider what more Fellows could do for SAME; and to consider an organization of Fellows.

What came to be known as the “Working Committee,” a group of 12 SAME leaders with professional experience across government and industry, would meet six times over the next several months, with the first meeting on June 30, 1994, and the final meeting taking place on January 26, 1995. These meetings would help establish the roles and responsibilities of Fellows; expand the process for how new Fellows would be selected; develop a specific Fellows logo and medallion; ascertain a path forward for what would ultimately become the Fellows’ premier events--the Academy of Fellows Investiture and the Golden Eagle Awards Dinner; and give direction to Fellows in helping SAME meet its goals and objectives.

The meetings were thorough and detailed—and ultimately very successful in accomplishing the committee’s goals. The Academy of Fellows began as an official organization within SAME on New Year’s Day 1995.

**INAUGURAL FELLOWS INVESTITURE...**

The first SAME Academy of Fellows Investiture was held October 19, 1995 at the Alamo, in conjunction with the SAME Texoma Regional Conference in San Antonio.

The Working Committee led to a planning committee for the Investiture chaired by a member of the Working Committee who in turn worked with the chair of the Texoma conference to plan and carry out that first Investiture. The Alamo was an ideal location. The Daughters of the Republic of Texas provided the use of a large room in the Alamo for the Investiture service itself and a private garden for a reception. Invitations were sent to family, friends and professional associates of those being invested. It was a formal event with full pomp and circumstance. The Investiture was presided over by Brig. Gen. Gerald C. “Jed” Brown, USA (Ret.), Chair of the Academy of Fellows, with 38 of the 56 newly selected Fellows in attendance.

### **GOLDEN EAGLE AWARDS DINNER...**

The Working Committee also developed the concepts for the Golden Eagle Awards Dinner which also was turned over to a planning committee presided over by multiple members of the Working Committee. The stated purpose of the dinner was to promote fellowship among SAME Fellows. The program would include a guest speaker of national prominence and brief remarks by recipients of the Fellows' Awards. Two awards would be presented at the dinner, one to an SAME Fellow and the other to someone not a member of SAME. Essentially, the criteria for award recognition for both awards included "singularly distinctive contributions to military engineering and the nation's defense and to the ideals of the Society," along with "outstanding achievements on behalf of the community or nation over an extended period of time."

The first Golden Eagle Awards Dinner took place on Saturday, February 17, 1996, at the historic Willard Hotel on Pennsylvania Avenue in Washington, D.C. Maj. Gen. Clifton "Duke" Wright, USAF (Ret.), former Air Force Civil Engineer and past SAME President, and at the time an executive with 3D/International, was honored for "contributions to military engineering," while Mr. Norman R. Augustine, then President of Lockheed Martin and formerly Under-Secretary of the Army and later Acting Secretary of the Army, received the Golden Eagle Award for "contributions to national defense."

The event was a great success and the following year it was moved to a larger venue to satisfy the high demand to attend.

### **LOOKING BACK...**

In the span of less than two years, SAME leaders, led by Gen. Brown along with many others, conceived, organized and established the Academy of Fellows and held the inaugural Investiture Ceremony and Golden Eagle Awards Dinner and redefined the Fellows selection process. In short order, the Academy of Fellows elevated the achievements of SAME Fellows and brought appropriate recognition to these devoted men and women.

### **MOVING FORWARD...**

As the Academy of Fellows grew in size and stature, its role within SAME's yearly calendar evolved as well. While in the first several years, the Investiture was held in connection with a regional conference, the ceremony later would be combined with the Golden Eagle Awards Dinner for a day-long event in the Washington, D.C. area, bringing together SAME Fellows, Sustaining Member firms, military engineering leaders and other invited guests to honor and recognize so many deserving individuals for their support to The Society and the nation.

In furtherance of its mentoring efforts in support of SAME, in 2004, the SAME Academy of Fellows established a Fellows Mentoring Award and presented it for the first time in March 2005 to recognize an SAME Fellow for outstanding mentoring efforts. In 2009, the SAME Board of Direction renamed the award the Gerald C. Brown Mentoring Award in honor of Gen. Jed Brown, who passed away in 2006, and who was so instrumental in establishing the Academy.

A detailed account of the formation of the Academy and its roles for the future is included on the following pages. Special thanks to Harold Rosen, F.SAME, and member of the Working Committee, for compiling this historical document.

# HISTORY OF THE ACADEMY OF FELLOWS SOCIETY OF AMERICAN MILITARY ENGINEERS

## BACKGROUND HISTORY OF SAME

The development of the Academy of Fellows followed a somewhat similar path to that of the development of the Society of American Military Engineers (SAME) itself. SAME was created by a committee of military engineers that recognized the need for maintaining and promoting the capabilities and partnership of the active duty military with their civilian counterparts that arose during World War I.

More than 11,000 military engineer officers and 285,000 enlisted men had become engaged in military engineering capacities during World War I. Following the close of the war, the Chief of Engineers of the Army, Maj. Gen. William M. Black, USA, appointed a board of active duty engineer officers to consider an organization that would include both military engineers from all military services and private sector engineers in the military engineering field. The year was 1919. At the time, the U.S. Army Corps of Engineers had its own organization of military engineers and was publishing a quarterly and then bi-monthly journal known as *Professional Memoirs* that included articles about subjects pertaining to the military and civil functions of the Corps of Engineers. Making a long story short, in 1920, the Society of American Military Engineers was born with a membership that included active duty military engineers, military engineers practicing from the civilian sector, and Reserve and National Guard engineers. While he was on active duty, the Chief of Engineers served as the first President of SAME. The Corps' *Professional Memoirs* publication was turned over to SAME and it became *The Military Engineer* magazine—the first issue of which was published under the banner of The Society of American Military Engineers on January 1, 1920.

Later, on December 5, 1924, SAME was incorporated in the District of Columbia as a not-for-profit entity. The charter approved by the District of Columbia stated the purposes of SAME as follows:

The Society of American Military Engineers exists in the interest of National Defense, bringing together all phases of United States engineering, civil sector and military, for the advancement of the knowledge of the science of military engineering and the rapid mobilization of engineering capabilities. The Society encourages, fosters, and develops a spirit of cooperation and helpful interest among the engineering profession in civil life, engineers in the military services, and the other arms of the military services . . .

That was the beginnings of the Society of American Military Engineers. Its first members were all individual members. Later, sub-categories of individual memberships were added to include honorary members, engineer members, international members and student members. SAME would also add Sustaining Member firms as a membership category, both to improve national readiness and as financial support to the Society. And, in 1972, the Society added Fellows to its categories of Society membership.

## REQUIREMENTS FOR ELEVATION TO FELLOW MEMBERSHIP

The Fellow classification of membership was intended to give recognition to those members of SAME who had rendered long-time dedicated and outstanding service to the Society and to the engineering profession. It was intended to recognize SAME members who were established leaders in the Society. It was an honorary recognition. Beyond recognition, there were no specified roles for Fellows.

Since the inception of the Fellows category in 1972, SAME's constitution has defined the basic qualifications to be a Fellow as follows:

Persons who have rendered dedicated and outstanding service to The Society and to the engineering profession. Nominees shall have been a member of SAME for a minimum of 10 years. All Fellows shall be members currently in good standing in The Society.

This set the basic criteria a member had to meet to be bestowed recognition as an SAME Fellow. The process for identifying and selecting Fellows varied over time. At one point, individuals were chosen to be so honored by the SAME Executive Director. By the time the subject of an organization of Fellows was considered, SAME's National Medals & Awards Committee reviewed nominations. Those approved as Fellows by the Executive Director or the Medals & Awards Committee were presented to the National Board of Direction for approval. In 1994, the year before the Academy of Fellows came into existence, the Board considered 17 candidates proposed as Fellows, approving of 15.

## THE GENESIS OF THE ACADEMY OF FELLOWS

Just as SAME itself, many years earlier, was crafted by a committee appointed to study an organization of those involved in military engineering, the SAME Academy of Fellows came into being through the efforts of a committee appointed to study how to further engage and recognize the Fellows. And just as it was thought that an association of those involved in military engineering could benefit the nation and the national defense, so too it was believed that an organization of Fellows could benefit SAME and in turn the nation and its defense.

In the early 1990's, the list of SAME Fellows was growing. It was recognized that to be selected as an SAME Fellow was an honor. Those approved were major leaders of the Society. However, once approved as Fellows, there was no new or special direction. In addition, while it was recognized as an honor to be selected, those selected, in the view of some, were not accorded the full recognition they deserved.

In early 1994, discussions began to arise among Society leaders about the possibility of organizing the Fellows and granting Fellows greater recognition within SAME. Two of those leaders were Brig. Gen. Gerald C. "Jed" Brown, USA (Ret.), and Ms. Suzanne DiGeronimo, who earlier had been selected and inducted as a Fellow of the American Institute of Architects (AIA). AIA held a formal event at which its new Fellows were presented to the rest of that association. It left an impact on her, and she felt SAME could benefit from a similar elevation of the level of recognition of its Fellows.

Early discussions encountered some reservations. One objection was that by further elevating the Fellows, both individually and particularly as a group, the Fellows could be perceived as elitist. Others felt that activities for Fellows would be duplicative of other activities and events within SAME. Some felt that “the system wasn’t broke” and therefore “need not be fixed.” However, there were many in favor of considering elevation of the recognition of Fellows, and there were also those who supported the idea of an organization of Fellows as it would help better direct the efforts of Fellows for the benefit of SAME.

The idea of elevating the recognition of Fellows and organizing the Fellows began to gain traction. The SAME Executive Committee discussed the subject in early 1994 and endorsed the concepts. The SAME President at the time, Rear Adm. Jack E. Buffington, USN, and the Executive Director, Vice Adm. Bruce Beran, USCG (Ret), agreed with a proposal from Gen. Brown that a meeting of Fellows be held during the SAME 1994 annual meeting and convention in Nashville, Tenn. The purpose: to explore Fellows’ interest in elevating recognition of Fellows and in establishing an organizational structure for the Fellows. At that time, records indicate there were approximately 550 to 600 Fellows in the Society.

An informal breakfast meeting of Fellows was held on June 1, 1994. It had been 22 years since Fellows were first recognized in SAME, and it was the first time that a meeting had been called for Fellows attendance only. Nearly 80 Fellows attended the breakfast meeting— including several past National Presidents and a former long-time Executive Director of SAME. The breakfast discussion was led by Gen. Brown.

The first topic was how to better recognize and honor SAME’s Fellows. It then moved to a discussion of the role of Fellows in the Society and what more Fellows could do for SAME. The meeting also addressed whether the Fellows should be organized into a structured organization to further the goals and objectives of SAME.

The consensus from the meeting was that a select group of SAME Fellows should be appointed as a committee for the purpose of considering how to elevate recognition of Fellows within the Society, and to consider what more the Fellows could do for the Society and whether an organization of Fellows would be beneficial. Overall, the discussions were supportive.

The Board of Direction met June 3, 1994 and was briefed by Gen. Brown on the discussions and conclusions from the breakfast meeting. The Board authorized the Executive Director to appoint a committee of Fellows to pursue means of elevating the recognition of Fellows within the Society including the possibility of forming an organization of Fellows. Gen. Brown was asked to chair the committee. The committee was selected and identified to the Board by the time the minutes of the June 3 meeting were released 12 days later.

### **THE WORKING COMMITTEE**

The 12-member committee appointed to pursue means of elevating the recognition of Fellows within the Society and to discuss the idea of forming an organization of Fellows included:

- Brig. Gen. Gerald C. “Jed” Brown, USA (Ret.), Committee Chair;
- Maj. Gen. Joseph “Bud” Ahearn, USAF (Ret.) and formerly The Civil Engineer, U.S. Air Force, and past national President of SAME;

- Brig. Gen. Walter O. Bachus, USA (Ret.), past Executive Director, SAME;
- Ms. Suzanne DiGeronimo, Principle of DiGeronimo Architects, a Sustaining Member firm;
- Brig. Gen. Jimmy G. Dishner, USAFR (Ret.);
- Mr. Seymour S. “Steve” Greenfield, Chairman of the Board, Parsons Brinckerhoff, and a past national President of SAME;
- Maj. Gen. James E. McCarthy, USAF (Ret.) , formerly The Civil Engineer, U.S. Air Force, and past national President of SAME;
- Brig. Gen. Robert C. Lee, USA (Ret.);
- Lt. Gen. John W. “Jack” Morris, USA (Ret.), former Chief of Engineers of the Army, and past national President of SAME;
- Lt. Gen. Max W. Noah, USA (Ret.), former Comptroller of the U.S. Army; and
- Mr. Harold I. “Hal” Rosen, Esq., partner of the law firm Seltzer and Rosen.

Early on, the group came to be called the “Working Committee.”

As an added 12th member of the Working Committee, Vice Adm. A. Bruce Beran, USCG (Ret.), who was then the Society’s Executive Director, was an active leader and participant throughout the Working Committee’s deliberations. In addition, he provided administrative support to the committee through SAME headquarters.

Other individuals worked closely with the Working Committee regarding particular aspects of its efforts. These included Col. Karsten Rothenberg, USAF, who at the time was serving as Chair of the SAME Constitution and By-Laws Committee, and Cdr. John Amarantides, USN, then-Chair of SAME’s Medals & Awards Committee.

The Working Committee held six meetings of the group as a whole, with the first meeting taking place on June 30, 1994, and the final meeting on January 26, 1995. The Academy itself began as an official organization within SAME on January 1, 1995. Adm. Beran and Gen. Brown prepared summary minutes of the meetings of the Working Committee. The Working Committee membership remained unchanged until it was disbanded at the close of its final meeting and shortly after the first officers of the Academy of Fellows took office.

### **THE FIRST MEETING OF THE WORKING COMMITTEE**

The first meeting of the Working Committee was held at SAME headquarters, known as Century House, on June 30, 1994. Working Committee members in attendance included Generals Brown, Ahearn, Bachus, Dishner and McCarthy and Ms. DiGeronimo. Other attendees included Adm. Beran and Col. Rothenberg. Topics of discussion at the first meeting included (1) improved recognition of Fellows; (2) particular events that might be employed to provide greater recognition of the Society’s Fellows; (3) a “vision” for an organization of Fellows; (4) the goals and objectives for such an organization; and (5) the existing Fellows selection process and changes that might be made in that process.

As the committee discussed what the Fellows might better do in furtherance of the Society and, in particular, events the Fellows might conduct, it became clearer that there should be an organization of Fellows. Such an organization of Fellows early on was referred to as the “Academy of Fellows.” The “Academy” reference came about because it was felt that such an organization should be of the dignity

of the military service educational academies such as West Point, the Naval Academy, the Air Force Academy and the Coast Guard Academy. That was the derivation of “Academy of Fellows.”

At the first meeting, a division of labor among the Working Committee members began to take place that was both horizontal across the full scope of such an Academy organization and vertical covering specific functions or events of an Academy.

At that first meeting, Gen. Ahearn offered his views of the “vision” for an Academy of Fellows. His view was that such an Academy of Fellows should make a difference in leadership to fulfill the SAME mission. He offered to present at the next meeting of the Working Committee a draft visionary statement for the nascent Academy.

Gen. Bachus then led a discussion of goals and objectives for an Academy of Fellows. The Working Committee at the meeting concluded that the goals of such an Academy should be focused on: (1) promoting the profession of military engineering; (2) supporting the Society’s objectives; (3) providing professional opportunities for Fellows; (4) enhancing recognition of Fellows; and, (5) promoting fellowship among Fellows. It was understood that further specific goals and objectives would become clearer as the Working Committee continued its deliberations. However, these goals that were developed at the first meeting of the Working Committee never changed.

As to events, the first meeting of the Working Committee focused on what since have become the two premier events of the Academy: the Fellows Investiture and the Golden Eagle Awards Dinner. The Golden Eagle Awards Dinner initially was referred to as the Annual Fellows Awards Dinner until later, when the American Eagle was selected as the form of the awards to be presented at the dinner.

Based on her earlier experience with her installation as a Fellow of AIA, Ms. DiGeronimo presented her views of an Investiture ceremony. She advocated for a formal event to install new Fellows with pomp and circumstance and at a venue having architectural or engineering significance to military engineers. Although subsequently reconsidered, the initial thinking for the Investiture was that it would be a part of a luncheon held in conjunction with the SAME national conference (later named the Joint Engineer Training Conference and Expo). Gen. McCarthy offered to lead further development of the concepts for the Investiture. Shortly after the first meeting, Gen. Morris offered to lead the development of the concepts for the Awards Banquet.

Discussion of the Fellows selection process was deferred at the first meeting due to the passage of time. However, Gen. Bachus offered to undertake evaluation of the current process and changes that might be made to that process and present his ideas at the next meeting of the Working Committee.

Without much discussion and again due to time limitation, Ms. DiGeronimo offered to study and report back to the Working Committee on symbolism and Fellows recognition. Gen. Dishner offered to report back to the Working Committee on the roles that Fellows might undertake to further enhance SAME. Lastly, Adm. Beran agreed to study and report on an organizational structure for the Academy of Fellows.

## **THE SECOND MEETING OF THE WORKING COMMITTEE**

The second meeting of the Working Committee took place at SAME headquarters on July 28, 1994. Those in attendance included Generals Brown, Ahearn, Bachus, Dishner, Lee, Morris and Noah, Ms. DiGeronimo, and Messrs. Greenfield and Rosen. Capt. Amarantides attended in his role as Chair of the Medals & Awards Committee. SAME Executive Director Adm. Beran also was an active participant.

Topics from the first meeting were substantially advanced. Specifically, the Working Committee furthered its discussions on the subjects of vision and mission; goals and objectives; the organizational structure of the Academy; the role of Fellows within SAME; Fellows programs; and the Fellows selection process. Gen. Ahearn led the discussion on vision and mission and goals and objectives. Gen. Dishner addressed the subject of the role of Fellows in the Society. Gen. Bachus led the way on Fellows selection. Adm. Beran spearheaded the effort on the Academy's organizational structure. Gen. Morris carried forward on the Annual Awards Banquet, and Ms. DiGeronimo picked up with recognition of Fellows through the concept of an Investiture. By this point, concepts already were beginning to turn to planning both for the Awards Dinner and Investiture.

There was extensive discussion at this meeting regarding programs for the Academy of Fellows. It was concluded that it was preferable to undertake a limited number of events and to do them successfully to the high standard expected of Fellows rather than to take on a multiplicity of events and programs. It was recognized that over time, additional programs might be developed. There also was discussion at this meeting about a third event, a Fellows Annual Business Meeting.

By this time, it was apparent that the Working Committee was considering events that would involve significant cost. Even though an organizational structure was still being considered, the group concluded that the Fellows organization should not be profit motivated. Scholarships were to remain the prerogative of the Posts and it was recognized that the Academy should not "compete" with Post scholarship programs.

The Working Committee recognized that a new Academy would have expenses for things such as lapel pins and medallions and expenses in promoting and putting on its planned events. The Awards Dinner was seen as an event that might generate revenue; yet the Working Committee wanted to ensure that a quality event took priority over revenue. With the Fellows Investiture, the Working Committee agreed that charges to new Fellows should be limited, if there were to be any at all. It was understood that the Academy would rely on the reserves of the Society for such things as event location deposits, medallion and pin orders, and, if necessary, financial losses.

The view was that there should be no "membership" dues to belong to the Academy of Fellows and that all Fellows should automatically be members of the Academy.

## **THE VISION AND MISSION AND GOALS AND OBJECTIVES OF THE ACADEMY**

At the second meeting, a question was raised regarding whether the focus of the Academy should be on the Fellows as individuals or whether the focus should center on the Academy as an overall institution. It was agreed that the focus should be upon the Fellows as individuals through things such as the Investiture but that the focus also should be on the overall Fellows organization as a whole to

accomplish things for SAME. With that duality in mind, the Working Committee agreed upon the following vision and mission for the Academy:

*Vision:* SAME Fellows advancing military engineering through leadership and fellowship.

*Mission:* SAME Fellows will foster incremental and breakthrough advancements in military engineering; provide recognition for noteworthy professional achievement; and enhance fellowship through The Society and engineering profession.

At the second meeting, the Working Committee also moved to a set of goals and objectives for the Academy of Fellows. After discussion, it was agreed that the goals and objectives of the Academy should be simple, brief and direct. With that underlying philosophy, the Working Committee settled on a set of three goals and objectives for the new Academy as follows:

1. Support the objectives of The Society.
2. Enhance the professional recognition of Fellows.
3. Promote fellowship.

With these vision and mission and goals and objectives, it became clearer that the Academy would exist fully within the framework of SAME. Therefore, Mr. Rosen, who had been appointed to the Working Committee in part to consider a constitution and by-laws for a new organization of Fellows, reported that a separate constitution and set of by-laws would not be necessary and that the new Academy could operate fully under the SAME constitution and by-laws with some changes to those documents promulgated by the Constitution and By-Laws Committee chaired by Col. Rothenberg.

## **THE ROLE OF FELLOWS**

Tied with the vision and mission of the nascent Academy was the subject of the role Fellows should play in the Society. Aside from elevating the recognition and status of Fellows, it was clear to the Working Committee that Fellows were the leaders of the Society and that Fellows could do more on behalf of SAME in leadership roles. Thus, the Working Committee, at its second meeting on July 28, 1994, took up the subject of how Fellows could be further engaged to advance SAME. At the meeting, Gen. Dishner made a presentation that would call upon Fellows to (1) be leaders within the Society; (2) promote mentoring of members; and (3) promote the professional growth of Society members. Because of time, this portion of the meeting was limited to Gen. Dishner's presentation, with the understanding that there would be further extensive discussion about the role of Fellows in SAME.

## **THE THIRD MEETING OF THE WORKING COMMITTEE**

That led to the third meeting of the Working Committee, which would take place at SAME Headquarters on August 25, 1994. Generals Brown, Ahearn, Bachus, Dishner, Lee, Morris and Noah, Ms. DiGeronimo and Mr. Greenfield of the Working Committee attended the meeting. Adm. Beran attended as did Col. Rothenberg in his role as Chair of the Constitution and By-Laws Committee.

The meeting focused on developing the Academy's program events -- the annual Investiture, the annual Awards Dinner and a business meeting to be conducted at SAME's national conference. The Working Committee had already spent considerable time developing concepts for both the Awards Dinner and the Investiture. As a result, the Working Committee concluded that further planning for the Investiture and the Annual Dinner would be turned over to special planning committees chaired by members of the Working Committee. Ms. DiGeronimo undertook to chair the planning committee for the first Investiture, and Gen. Morris agreed to chair the planning committee for the inaugural Awards Dinner.

### **PLANNING FOR THE FIRST FELLOWS INVESTITURE**

The Working Committee early on concluded that the Academy's two highlight events would be carried out to the highest of standards. The annual Awards Dinner was always thought of as a formal event that would be conducted in the Washington, D.C. area every winter. The Engineering Service Chiefs and special guests for such a dinner mostly were located in the nation's capital, making attendance more available.

Concepts for the annual Investiture evolved over a longer period of time. By the second meeting of the Working Committee, focus had shifted from a luncheon in conjunction with the SAME annual conference to an event in a time period separate from the Awards Dinner and in a locale that would, unlike the Awards Dinner, change from year to year. The Working Committee realized that the Academy of Fellows could gain more regional and Post involvement by holding the Investiture in conjunction with the fall Board of Direction meeting. Further, SAME officers and leaders and the Board of Direction members attended that conference and therefore would be available for the Investiture. This had the benefits of spreading the Fellows main events—the Awards Dinner and the Investiture—over the year and throughout the country.

With that in mind, Ms. DiGeronimo began to develop much of the outline for the event, including the pomp and circumstance she envisioned for such a distinguished event. There would be a processional, posting of the colors, benediction, keynote address and the introduction of each new Fellow along with a reading of accomplishments. A medallion would be presented to each new investee. After each Fellow was introduced, accomplishments read and medallion on ribbon placed around their neck, there would be a "charge" to the new Fellows, followed by a response to the charge by one of the new Fellows. Colors would then be retired and the ceremony would close with a departing processional. The ceremony would be followed by a cocktail reception to be hosted by the Regional Vice President.

Invitations were to be sent to family, friends and professional associates of those being invested. Civilians being inducted as Fellows would wear graduation robes. Military investees would wear dress uniform. A photographer would be engaged to take a picture of each new Fellow receiving his or her recognition. A booklet containing the names and accomplishments of each new Fellow would be provided to all attendees. By the third meeting of the Working Committee, these concepts had been fully developed and agreed upon.

At the third Working Committee meeting on August 25, 1994, it was decided that the first Investiture would be held in the fall of 1995. It was common at the time for the location of each fall Board meeting to be determined one year in advance. The location for the fall 1995 Board meeting would not be determined until the fall 1994 Board meeting scheduled for October 1994. This slowed but did not stop the planning.

In the meantime, Ms. DiGeronimo put together a committee to further the planning. The planning committee for the first Investiture, chaired by Ms. DiGeronimo, included Rear Adm. David Bottorff, USN (Ret.), Col. Frank Finch, USA (Ret.), Capt. William Kozak, USCG, and Mr. Hal Rosen of the Working Committee. Brig. Gen. Robert Herndon, USA (Ret.) and then Mr. Sandy Whitney later joined the planning committee.

### **PLANNING FOR THE ACADEMY'S FIRST GOLDEN EAGLE AWARDS DINNER**

The third meeting of the Working Committee also was pivotal with regard to the Awards Dinner. The possibility of such an event had been discussed as early as the breakfast meeting in Nashville. The Working Committee and nascent Academy took guidance from the Army Engineer Association (AEA), which two years earlier had held a black-tie awards dinner in Los Angeles honoring "Builders of America." Gen. Morris had been involved in organizing and planning that dinner. AEA elected to not make its affair an annual event. Gen. Morris, with the assistance of Gen. Lee, both members of the Working Committee, carried forward from the AEA experience in planning for the SAME Academy of Fellows Annual Awards Dinner. From the beginning of planning, the underlying philosophy for the Awards Dinner was that it would be, in Gen. Morris' words, "nothing but first class."

Gen. Morris presented an outline for the first Awards Dinner at the third Working Committee meeting on August 25, 1994. The stated purpose of the event was to promote fellowship among the Society's Fellows. It was not to be a supplement to nor a competitor of the Society's annual awards event conducted at the national conference. It would be a formal dinner. The program would include a guest speaker of national prominence and brief remarks by recipients of the Fellows' Awards. Two awards would be presented at the dinner, one to an SAME Fellow and the other to someone not a member of SAME. Essentially, the criteria for award recognition for both awards included "singularly distinctive contributions to military engineering and the nation's defense and to the ideals of the Society," along with "outstanding achievements on behalf of the community or nation over an extended period of time." The only difference was that one award would go to an SAME Fellow and the other would be bestowed upon a non-member.

At that point, the Golden Eagle had not been determined as the award to be presented to the honorees. However, it was understood that a memento appropriate to the occasion would be determined and presented. Gen. Morris would later determine the form of the award.

At the third meeting of the Working Committee, since planning concepts were well advanced, Gen. Morris asked that a planning committee, under his direction, be established to continue the planning and then execution of the first dinner. The Working Committee accepted the concepts and recommendations. Shortly thereafter, a "who's who" of Society military leaders agreed to serve on the first dinner committee, including, in alphabetical order, in addition to Gen. Morris, Maj. Gen. Bud Ahearn, USAF (Ret.), Brig. Gen. Walter Bachus, USA (Ret.), Donald Bentley, Brig. Gen. Jed Brown, USA (Ret.), Rear Adm. Peter Bunch, USN (Ret.), Rear Adm. Robert Gallen, USN (Ret.), Maj. Gen. Stan Genega, USA (Ret.), Steve Greenfield, Lt. Gen. Vald Heiberg, USA (Ret.), Brig. Gen. Robert C. Lee, USA (Ret.), and Maj. Gen. James McCarthy, USAF (Ret.). The committee quickly began to put together the details for the first of what has since become the annual Golden Eagle Awards Dinner.

## THE FELLOWS SELECTION PROCESS

While the Working Committee had turned over planning for the Investiture and Awards Dinner to planning committees chaired by its members, the Working Committee continued to review the Fellows selection process. There were two parts to this. The first, which had received attention from the time of the first meeting of the Working Committee, was the nomination review process itself. The second involved evaluation criteria by which to judge the credentials of Fellow nominees.

There had been differing practices in earlier years. In the year just prior to the establishment of the Academy, the national Medals & Awards Committee reviewed nominations and reported to the Board of Direction. The Board then reviewed the nominations based upon the information made available along with the recommendations from the Medals and Awards Committee. The SAME "Fact Book," a booklet setting forth background and understandings of the Society, contained a form for the nomination of an individual to be elevated to Fellow with the notation to "attach narrative justification." There was no requirement for endorsements. There were no formal evaluation criteria. As happened on occasion, the Board would send nominations back to the Medals & Awards Committee to gather additional information regarding nominees.

At the Working Committee's second meeting, it was concluded that nominations should be received by SAME headquarters and then forwarded to the Academy of Fellows for review and recommendations in place of the Medals & Awards Committee. For those recommended by the Academy, it was felt that the SAME Executive Committee should be informed of the recommendations but that concurrence or non-concurrence should not be required and that the recommendations should be presented to the Board of Direction. However, rather than having the Board review nominations, the intent was to develop a process by which the Board would approve a slate without reviewing each nomination. Given that one consideration of the Working Committee was to elevate the recognition of Fellows, the Working Committee concluded that only the Board of Direction should confer the honor of being recognized as a Fellow.

The nomination and review process was governed by the requirements of the SAME by-laws. The SAME constitution noted only that to be a Fellow, one must have "rendered dedicated and outstanding service to The Society and to the engineering profession" and have been a member for a minimum of 10 years. The constitution setting forth those requirements did not require revision to accommodate the Working Committee's views. However, as the Working Committee continued with its review of the nomination and review process, it became clear that changes to the by-laws would be necessary. It also became clear that more specific evaluation criteria should be developed.

At the third Working Committee meeting on August 25, 1994, Gen. Bachus provided additional input on the Fellows nomination review process. To be included with by-laws changes, he recommended that there be five endorsements accompanying every nomination. It was his further recommendation that within the five endorsements, there be an endorsement from the nominee's Post President and one from the Regional Vice President. Overall, the recommendation was that of the five endorsements, three be from SAME members. The Working Committee agreed to carry this to the next meeting of the SAME Executive Committee.

## **PRESENTATION TO THE SOCIETY'S EXECUTIVE COMMITTEE**

Having developed a vision and mission statement for the new Academy and setting a short-list of goals and objectives at the second meeting of the Working Committee and with the extent of planning for the Investiture and Awards Dinner, Gen. Brown was ready to present the status and developments on the Working Committee's behalf to the SAME Executive Committee at its meeting set for September 16, 1994.

The Executive Committee met that day at SAME headquarters. A read-ahead briefing package was forwarded to the Executive Committee, and Gen. Brown gave a complete briefing of the proposed vision and mission and objectives of the Academy of Fellows. He also reviewed the Fellows selection process and presented the Working Committee's recommendation that the Academy of Fellows review nominations in place of the Medals and Awards Committee while leaving final approval authority with the SAME Board of Direction.

Gen. Brown also explained the two keystone public events proposed by the Working Committee: the Investiture and the formal Awards Dinner. The third event explained by Gen. Brown was the annual Business Meeting of the Academy of Fellows, which was recommended to be held in conjunction with the SAME national conference, a format similar to the breakfast meeting in Nashville that gave rise to the Working Committee.

As presented by Gen. Brown, the plan was to have the Board of Direction approve the beginnings of the Academy of Fellows at the upcoming fall Board meeting, with the first Investiture taking place as an adjunct to the fall 1995 Board meeting and the first Awards Dinner taking place in winter 1996.

The Executive Committee approved all of the steps and recommendations of the Working Committee at its September 1994 meeting.

## **FOURTH WORKING COMMITTEE MEETING**

Shortly after the approvals by the Executive Committee, the Working Committee convened for its fourth meeting on September 29, 1994. Attendees included Generals Brown, Ahearn and Lee, and Ms. DiGeronimo and Mr. Rosen, as well as Col. Rothenberg as Chair of the SAME Constitution and By-Laws Committee, and Cdr. Amarantides as Chair of the Medals & Awards Committee.

At this meeting, Gen. Lee, in Gen. Morris' absence, gave a complete Awards Dinner planning committee report, including the fact that the Willard Hotel had been selected as the location for the first dinner. After discussion about the best day of the week for the dinner, the Working Committee decided that it should be held on a Saturday evening with a social event the evening before and a variety of tourist events for the day Saturday. Gen. Lee accepted taking on the additional activities as part of the planning.

Ms. DiGeronimo gave a report on the Investiture committee's planning to date. Since the Board of Direction had not yet met to determine the location for the fall Board meeting, some of her planning committee's activity was in abeyance. However, she did provide a report about the Fellows medallion, which would be presented to Fellows at the Investiture and made available to all Fellows.

## DESIGN OF THE FELLOWS LOGO AND MEDALLION

With the consent of the Working Committee and as plans for the first Investiture proceeded, Ms. DiGeronimo took on the assignment of developing a logo specific to the Academy. It was thought that the logo would serve as the basis for a new Fellows medallion. The SAME insignia had been in existence since the 1920 origins of the Society. She proposed a redesign to be specific to Fellows and also something that could be cast in form for a Fellows medallion. After researching the heraldry of the SAME insignia, she carried the assignment back to the architects in her office. Her office then took the basic design elements of the existing SAME logo and juxtaposed those elements into a similar logo, but with a more modern look.

Ms. DiGeronimo presented the concept for the medallion at the Working Committee's fourth meeting. Essentially, the concept was for the medallion to recognize the history of SAME, yet be a distinct Academy of Fellows medallion. With the approval of the conceptual presentation at that meeting, she then proceeded with a prototype, which ultimately became the Fellows medallion.

The Fellows medallion is a modified version of the SAME insignia. At the center is an eagle holding a sheaf of arrows and a laurel branch in each talon. The eagle itself signifies "power, pride and strength." The laurel branch signifies "victory" in the spiritual sense of "peace, protection and perseverance." The engineer castle in the center is the symbol of the U.S. Army Corps of Engineers from which SAME traces its beginnings and connotes "dignity, impregnability, authority and an embattled spiritual power ever on watch." The engineer castle sits squarely on a shield representing "defense, protection and virtue." The shield is divided into two counterbalanced parts, signifying "cooperation, tact and diplomacy." Surrounding the shield is a second laurel branch with berries, representing "friendship." The banner along the bottom is intended to symbolize "victory, triumph, and protection." All of these symbols were intended to recognize the history and philosophy of SAME and to carry that into the new Academy of Fellows.

It was intended that the medallion be worn on a ribbon around the neck at all formal SAME functions. Gen. Brown and Ms. DiGeronimo asked Gen. Robert Herndon of the Investiture's planning committee to consider the ribbon for the Fellows' medallion as well as a presentation box. Gen. Herndon selected the red, white and blue ribbon, symbolic of the American flag and the core values of the Society. He also selected a simple hard presentation box with velvet lining, embossed center top with the new Fellows' logo as the presentation box.

## THE ACADEMY OF FELLOWS FLAG

At the same time the logo and medallion were being designed, the Working Committee decided that the Academy of Fellows should have its own flag. Gen. McCarthy of the Working Committee recommended that since the SAME flag was Army red, the Fellows flag should recognize the other uniformed services. Thus, in recognition of Navy, Air Force and Coast Guard colors, a blue field for the Fellows flag was accepted with the new Fellows logo in center.

## THE ORGANIZATIONAL STRUCTURE OF THE ACADEMY

Also at the fourth meeting of the Working Committee, there was extensive discussion regarding the organizational structure of the new Academy. Earlier, at the second meeting of the Working Committee, it had been concluded that there should be a Chair. At the fourth meeting, Gen. Brown presented an organization chart, which included a Chair and a Chair-Elect, both positions to be elected by the Fellows as a whole. The Chair would serve for a one-year term and the Chair-Elect would serve in a secondary role that same year and then assume the Chair position for the subsequent year. Under the structure presented by Gen. Brown, there were to be four Vice-Chairs, each responsible for a standing committee. These included a Vice Chair for Nominations and Selection, a Vice Chair for Investiture, a Vice Chair for the Annual Dinner and a Vice Chair for Administration and Finance. It was Gen. Brown's proposal that the Chairs of the Academy appoint the Vice-Chairs.

After discussion, the Working Committee agreed with this organizational structure. The Working Committee also determined that until an election cycle, the SAME Executive Director, in consultation with the SAME President, should appoint the first Chair and Chair-Elect of the Academy. After that, the Executive Director was to begin to conduct Chair-Elect elections on an annual basis.

## REGIONAL POINTS OF CONTACT

In addition to officers at the national Academy level, the Working Committee felt that the regional officers would be an important integral part of the Academy. As a part of that connection, and particularly with the Investitures intended to be conducted in conjunction with regional conferences, it was important that there be regional as well as Post assistance both in planning and carrying out each Investiture. It was decided that each SAME region should have a designated point of contact within the Academy of Fellows. Thus, on November 2, 1994, SAME headquarters sent a memo to all Regional Vice Presidents asking that each designate a Fellow within their region to serve as "Regional Fellow" for coordinating between the Academy and its Fellows, and to specifically assist with the annual Investiture.

The first such Regional Fellow representatives were as follows:

Mirko Rakigijija, USAF	Europe
Col. Richard W. Craig, USA	Great Lakes
John H. Almond	Lower Mississippi
Maj. Gen. Joseph Ahearn, USAF (Ret.)	Middle Atlantic
Joseph D'Emidio	Middle East
Larry Myers	Missouri River
Edward C. Morris	New England
Eileen Schulman	North Atlantic
Leo Van Scheben Jr.	Northwest
Carl R. Smith	Ohio Valley
Lt. Cdr. Frank Aucremano, USN	Pacific
Rear Adm. Robert Esterbrooks, USNR	Rocky Mountain
Brig. Gen. Ralph Locurcio, USA	South Atlantic
Howard Boatman	South Central
Capt. James Delker, USN	Southwest
Charles Liebl Sr.	Texoma

## **NECESSARY CHANGES TO SOCIETY GOVERNANCE DOCUMENTS**

The Working Committee early on determined that changes would be required to the by-laws to both recognize an organization of Fellows and to provide further definition to the Fellow's selection process. Col. Rothenberg, as Chair of the Constitution and By-Laws Committee, developed the language needed for the changes. He prepared a new article for the by-laws, titled "Classification of Fellows." The article as later presented to the Board of Direction for approval had three parts as follows:

1. Society Fellows, under such policies and directions as may be established by the Board of Direction, shall have the right to organize themselves as an Academy of Fellows for the purpose of advancing military engineering through leadership and fellowship. All Society Fellows are members of the Academy of Fellows.
2. The Academy of Fellows will foster incremental and breakthrough advancements in military engineering; approve recognition for noteworthy professional achievement; and enhance fellowship through The Society and engineering profession.
3. The Academy of Fellows will report its activities and seek the approval of the Board of Direction.

The SAME constitution spelled out the membership by office of the SAME Executive Committee and SAME Board of Direction. Once the organization structure for the new Academy was agreed upon, it was clear that changes to the Society's constitution would be required to include the Chair of the new Academy on either the Executive Committee, or Board of Direction, or both. Ultimately, it was the mutual decision of the Working Committee and the Board of Direction that the Chair of the Academy should be a member of both. Col. Rothenberg prepared the necessary revisions to the SAME constitution to accommodate this.

## **THE FALL 1994 BOARD OF DIRECTION MEETING**

Gen. Brown gave a full briefing to the national Board of Direction at its fall 1994 meeting, on October 7, 1994, in Colorado Springs, Colo. The briefing covered the proposed organizational structure of the Academy and its goals and intended programs. The Board was brought up to date on the planning for the Investiture and Awards Dinner and the proposed new process for Fellows nominations. Proposed constitution and by-laws changes and additions were presented as well.

The Board was formally asked to approve the Fellows organizing into an Academy of Fellows and to authorize the SAME President to appoint interim officers until elections could be held. Approval also was sought for the recommended constitution and by-laws changes. The Board of Direction granted blanket approval. The Board specifically and unanimously approved the Fellows of the Society organizing as an Academy of Fellows in accordance with Gen. Brown's proposal. The Academy was authorized as soon as it was ready to officially begin operation.

Importantly for Investiture purposes, as another agenda item, the Board heard presentations regarding the site for the fall Board meeting. San Antonio was selected for the site of the 1995 fall Board meeting to be held in conjunction with the Texoma Regional Conference. That permitted further Investiture planning to proceed.

### **FIFTH MEETING OF THE WORKING COMMITTEE**

Following the fall 1994 Board of Direction meeting, the Working Committee, on October 26, 1994, held its fifth meeting. Attendees included Generals Brown and Morris, Ms. DiGeronimo, and Messrs. Greenfield and Rosen. Col. Rothenberg attended to follow-up with the constitution and by-laws changes.

One question had been raised by the Board of Direction at its meeting about whether—aside from the Post President and Regional Vice President endorsements—the five Fellows nomination endorsements should include three from Fellows. This was considered at the fifth meeting of the Working Committee, and it was decided that endorsements from three or more SAME members was sufficient and that requiring endorsements from three or more Fellows would be too restrictive. The by-laws changes proposed by Col. Rothenberg and presented to the Board of Direction needed no further changes. That closed out Col. Rothenberg's efforts with the constitution and by-laws changes and additions.

Gen. Morris updated the Working Committee on plans for the Awards Dinner. He confirmed the overriding theme of a "first class" honors dinner. He explained revisions he had made to the planning committee's structure. As now structured, there would be an overall steering committee, which he chaired, with subcommittees that included a program subcommittee, a promotion and advertising subcommittee and a separate financial subcommittee. The flag and general officers on his planning committee remained on the committee with each now having more specific assignments.

One of the items left to Gen. Morris' Awards Dinner planning committee was the selection of the form of the awards to be presented to the two recipients. Gen. Morris ultimately selected a soaring eagle made of crystal mounted on a wooden base. The eagle had been recognized as an emblem of America since 1782 because of its long life, great strength and majestic looks. The Working Committee felt that the eagle represented the strengths that the Fellows represented to SAME, and that the eagle was an excellent choice for the awards, further representative of both the nation and SAME. The Working Committee approved the golden eagle award at its fifth meeting. From that decision, the dinner became the Golden Eagle Awards Dinner.

Ms. DiGeronimo then gave a brief report on the planning for the Investiture, confirming that the Board had selected San Antonio as the site, and that she had already been in contact with San Antonio Post officers and had added to the block of hotel rooms being held for the regional conference. She reported on her intention to visit San Antonio in December to look at possible sites for the first Investiture, a list of which was to be developed by the Post.

### **SETTING EVALUATION CRITERIA FOR FELLOW NOMINATION REVIEWS**

With the first Investiture coming up in San Antonio and with the Academy of Fellows now approved to review the Fellows nominations, attention began to focus on the evaluation criteria by which the

Academy would judge Fellow nominations. The Constitution's requirements to be a Fellow, including the requirements to have provided dedicated and outstanding service to SAME and to the engineering profession, remained intact, but the Working Committee was committed to more specific evaluation criteria by which to measure service to the Society and service to the profession.

The Working Committee earlier had asked Adm. Beran, SAME Executive Director, to cull from SAME Posts their views of what it was that made individual members at the Post level stand out as Fellows. At the time, Lt. Col. Kenneth Haveman, USAR (Ret.), of the Houston Post was serving as an SAME Vice President. He had been a leader of the Houston Post, was a Fellow and had a great interest in the Fellows selection process. Adm. Beran turned to Col. Haveman, who in turn carried the assignment back to the Houston Post. By letter dated October 28, 1994, Col. Haveman reported a long list of activities that individuals could do that might set them apart as Fellows. Col. Haveman's letter divided the list into five separate categories depending on the Society level. The list covered service at the national level, at the regional level, at the Post level, for the engineering profession, and lastly for the country and community.

Gen. Brown turned the guidance from the Houston Post over to Mr. Rosen and asked him to develop evaluation criteria to be used for the first nomination review process of the Academy that was coming up in early 1995.

#### **COMMUNICATING THE ACADEMY CONCEPTS THROUGHOUT THE SOCIETY**

As planning for the Academy and its key events moved forward, communications within SAME became a consideration for the Working Committee and SAME headquarters. Many knew that the Academy was being organized but they did not know details of the intended purpose, structure or planned events. On October 14, 1994, the SAME Executive Director sent a memo to the Regional Vice Presidents, updating them on the status of the Academy and specifically the planning for the first Investiture. This was the same memo by which the Executive Director asked the Regional Vice Presidents to designate a point of contact between the regions and the Academy of Fellows. A letter was also sent to all Fellows explaining the new organization.

In furtherance of communications within SAME about the new Academy, Gen. Dishner offered to draft a "creed" for the Academy. The creed was intended to be a writing that explained the Academy and how it was to be organized and what it would do. Although Gen. Dishner could not attend the fifth meeting of the Working Committee on October 26, 1994, he provided a draft to Gen. Brown, who led a discussion of the Working Committee based on Gen. Dishner's draft. Mr. Greenfield expressed his view that the purposes of the "creed" were already set forth in the agreed upon vision, mission and goals of the Academy. Further thought would later be given to the "creed."

Following further subsequent drafts and comments, Gen. Brown dropped the concept of a "creed," and settled on a final version of a paper that set forth what it was that the Academy was intended to be all about, including its relationship to SAME as a whole and what it was that Fellows were expected to do for the Society. After multiple drafts, the document was finalized as of December 6, 1994. It was intended as a key communication document within the Society explaining the new Academy of Fellows.

Other steps were taken later to communicate the creation of the new Academy and its events. Gen. Brown authored an article about the new Academy that was included in the *The Military Engineer*

magazine in January 1995. Articles were planned and later published in the SAME newsletter, including an article on the design of the Fellows medallion in the March 1995 edition, an article in the May 1995 edition regarding the plans for the first Investiture, an article in the July 1995 edition addressing the Golden Eagle Awards Dinner plans, and an article in the October 1995 edition about the Fellows selection process and the selection results.

In addition, in preparing for the SAME Executive Committee meeting in December 1994, Gen. Brown prepared a lengthy paper entitled “Calling All Fellows—SAME Establishes an Academy of Fellows” that also was intended for publication throughout the Society. All of this was part of the communication plan to educate the full SAME membership about the existence, functioning and purposes of the new Academy of Fellows.

### **EXECUTIVE COMMITTEE APPROVES THE START OF THE ACADEMY**

At the close of the fifth meeting of the Working Committee, Gen. Brown explained that the organizing phase of the Working Committee’s activities were closing and that further planning for events and Academy functions would continue by special planning committees, as had already been ongoing for the planning for the Investiture and Golden Eagle Dinner. Nonetheless, a final meeting of the Working Committee was scheduled for January 26, 1995.

On December 14, 1994, the SAME Executive Committee met at SAME headquarters. There were 21 members of the Executive Committee who attended along with 10 other invited attendees. Gen. Brown was unable to attend; however, the Executive Committee had been provided a series of slides that were presented and discussed at the meeting. Included in the slides was Gen. Brown’s article explaining the relationships of SAME, the Society’s Fellows and the Academy of Fellows. The writing, in its entirety, is as follows:

### **The Society of American Military Engineers Academy of Fellows**

#### **The Society**

The Society of American Military Engineers was founded in 1920. Chartered in the interest of the national defense, The Society brings together all phases of United States engineering, civil sector and military, for the advancement of the knowledge of the science of military engineering and the rapid mobilization of engineering capabilities. The Society encourages, fosters, and develops a spirit of cooperation and helpful interest among the engineering profession in civil life, engineers in the military services, and engineers in the other uniformed services.

#### **The Fellows**

Since 1972, The Society has given the membership classification of Fellow in special recognition to Society members who have rendered dedicated and outstanding service to The Society and to the engineering profession. The Fellows set the standards to which others aspire within The Society. Special

leadership, competence, commitment and character distinguishes The Society's Fellows. Fellows promote membership in The Society, participate and encourage participation in the work of The Society, foster advancements in military engineering, improve professional knowledge and skill, develop a spirit of helpful interest among military and civil sector engineers, recognize professional achievement, improve the public appreciation of military engineering, preserve the memory of military engineer services performed for the United States and maintain the best standards and traditions of The Society.

### **The Academy of Fellows**

The Academy of Fellows brings together all Society Fellows in the interests of The Society. Building upon the individual achievements of the Fellows, The Academy of Fellows is organized to promote The Society in continued military engineering excellence for the national defense. The Academy is dedicated to the highest standards of professionalism, commitment and stewardship. Professionalism embodies ethical behavior, superior knowledge, and skill in the military engineering profession. Commitment is dedicated participation in the affairs of The Society. Stewardship is support for the goals and objectives of The Society, especially through the mentoring of Society members.

In addition, the presentation to the Executive Committee included a complete paper discussing the roll of Fellows; the concept of the Academy of Fellows; the mission and vision and goals of the Academy; the organizational structure; and a review of the intended programs of the Academy, including the Investiture and Golden Eagle Dinner. At that point, as had been previously authorized by the Board of Direction, the Executive Committee accepted and welcomed the Academy of Fellows officially into SAME.

In furtherance of authorities earlier granted to the SAME President and the Executive Committee by the Board of Direction, the President through the Executive Committee meeting appointed Gen. Brown as the first Chair and Gen. Ahearn as the first Chair-Elect of the Academy of Fellows to hold those positions until elections could be held in the winter and spring 1996. The Academy of Fellows was officially to become operational effective January 1, 1995, under the appointed leadership.

### **THE ACADEMY OF FELLOWS BECOMES OFFICIAL (JANUARY 1, 1995)**

On December 28, 1994, Gen. Brown forwarded a memo to the members of the Working Committee notifying them that the Academy of Fellows was approved. He thanked the members for their efforts. He also scheduled one final meeting of the Working Committee to be held on January 26, 1995, to serve as a close-out and hand-off meeting to the new Academy of Fellow officers. In that same memo, Gen. Brown listed the first officers of the new Academy. The first officers of the Academy of Fellows were:

Chair	Brig. Gen. Gerald C. "Jed" Brown
Chair-Elect	Maj. Gen. Joseph "Bud" Ahearn
Vice Chair for Investiture	Ms. Suzanne DiGeronimo
Vice Chair for Golden Eagle Dinner	Lt. Gen. John "Jack" Morris

Vice Chair for Nomination and Selection  
Vice Chair for Administration and Finance

Mr. Harold Rosen  
Col. Edwin “Ted” Geesey, USA (Ret.)

Five of the six officers had served on the Working Committee. The sixth, Col. Edwin “Ted” Geesey, USA (Ret.), had served for many years as SAME Treasurer.

The first meeting of the officers of the Academy of Fellows was held on April 24, 1995. The agenda included planning for the first Annual Business Meeting of Fellows to be held May 17, 1995, in conjunction with the annual Society conference in Omaha, Neb. Other agenda items included status reports on the nomination and selection process including the recommended list of new Fellows to be presented to the Board of Direction at the upcoming Board meeting, the Investiture planned for San Antonio and the first Golden Eagle Dinner. In addition, the communications plan for the new Academy was discussed.

### **THE FIRST FELLOWS SELECTION UNDER THE ACADEMY (FEBRUARY 28–MAY 19, 1995)**

The nomination deadline for that first review was February 28, 1995 in order to meet the intended upcoming fall 1995 Investiture, leaving time for evaluations and recommendations and then presentations to the Executive Committee and ultimately, the Board of Direction. Mr. Rosen had proceeded to develop a preliminary set of evaluation criteria, which he and Gen. Brown reviewed during November 1994. Those original evaluation criteria were divided into two major categories—the first category being service to SAME and the second category addressing service to the engineering profession. There were 11 evaluation criteria devoted to service to SAME and 14 devoted to service to the engineering profession in the original draft. Mr. Rosen and Gen. Brown then narrowed the criteria to 10 devoted to SAME service and 10 devoted to engineering service. This was completed in January 1995.

With the setting of evaluation criteria and a new process within a new Academy of Fellows for reviewing nominations, it was recognized by the Working Committee that a period of consistent application of the criteria was important and that acceptance of the process would require an extended period of time. As a result, it was intended that the Vice-Chair for Nominations and Selection remain in place for multiple years. Gen. Brown asked Mr. Rosen to make that commitment.

It was understood that the first review would be transitional in that the evaluation criteria could not be widely disseminated in time to require that the nomination packages, which were due February 28, 1995, address the new criteria. Instead, that first year, it was decided that the nominations would come in on the nomination form that simply called for a “narrative” to provide “justification to support nomination.” However, the new criteria were going to be used by the review committee members when evaluating the nomination packages as an aid in understanding what was pertinent to a showing of dedicated and outstanding service to SAME and the engineering profession.

The original evaluation criteria used that first year by the nomination review committee were:

#### **DEDICATED AND OUTSTANDING SERVICE TO THE SOCIETY**

1. Service as national, regional and Post officer.
2. Support of Society charter, long range plans and annual plans.
3. Support of national, regional and Post meetings and functions.
4. Mentoring.

5. Support of education promoted by Society.
6. Authorship of Society publication articles.
7. Support of membership retention and growth.
8. Efforts to involve the public in activities of the Society.
9. Efforts to involve the Society in activities of the public.
10. Activities to promote best standards and traditions of Society.

#### DEDICATED AND OUTSTANDING SERVICE TO ENGINEERING PROFESSION

1. Achievements in engineering and related professions.
2. Support improved professional knowledge and skill.
3. Foster advancements in engineering in general and military engineering, in particular.
4. Mentoring.
5. Participation in other engineering and professional societies.
6. Support of engineering education.
7. Authorship of engineering publications.
8. Improvement of public appreciation of military engineering.
9. Support of veteran and other military organizations.
10. Support of highest ethical and esthetic standards.

Sixty-four nominations were received for that first review. SAME headquarters gathered the nomination packages including the endorsements and checked membership records to confirm active membership and ten years of membership for each nominee. Two of the nominees were found to have been SAME members for nine rather than the required 10 years. The nomination packages, including those two, were then turned over for review by the nomination review committee chaired by Mr. Rosen.

That first year, there were six members of the review committee. The Working Committee previously had concluded that the review committee should have membership from each of the military engineering services. Adm. Beran, by memo dated November 17, 1994, to the Engineering Service Chiefs updated them on the status of the Academy of Fellows and specifically requested that they appoint a Fellow from their command to serve as a member of the nomination review committee.

Ultimately, along with Mr. Rosen, the first nomination review committee included Mr. Frank DeGrace of the Coast Guard, Gen. Dishner, who was also a member of the Working Committee, Ms. Olga Lansing of the U.S. Army Corps of Engineers, Capt. James Rispoli, USN, and Rear Adm. J. Austin Yeager, NOAA (Ret.).

The review committee held its first meeting on February 28, 1995, the final day of nomination submittals. Gen. Brown attended the meeting and provided the committee with an overview of the development of the Academy of Fellows, its purposes and its organization. Mr. Rosen then reviewed the Fellows criteria from the SAME Constitution and the newly developed evaluation criteria to be used by the committee members in reviewing the nominations. Copies of the nomination packages were turned over to the committee members. Each committee member was asked to review each nomination against the evaluation criteria and to provide two scores, one score for service to SAME and one score for overall service to the engineering profession. Scores were to be turned in to SAME headquarters by March 15, 1995, and a master "score sheet" was then prepared by headquarters staff. The committee held its second meeting on March 22, 1995 to discuss the evaluation of the nominations. A third

meeting of the committee took place on April 4, 1995, to complete the reviews and finalize the recommendations.

The committee recommended approval of 58 of the 64 nominees, including the two nominations of members having only nine years of SAME membership. Those two approvals were subject to an additional year of membership and would be held for Investiture in the subsequent year. Six nominees were not recommended as Fellows.

The recommendations of the Academy were presented to the Executive Committee and then were approved unanimously by the SAME Board of Direction at its meeting on May 19, 1995. On both occasions, there were full and complete briefings on the process and recommendations so that the Executive Committee and Board of Direction could understand how the Academy was undertaking its reviews.

The first SAME Fellows selected in 1995 under the aegis of the new SAME Academy of Fellows were:

William C. Allanach Jr.	Roderick R. Kirkwood
Roger S. Austin	Michael M. Kishiyama
Brandon H. Backlund	John N. Lambrecht
Harold E. Balbach	Thomas U. Lueschen
William T. Bersson	John K. Magee
John L. Booth	Phillip Carl McMillan
M. Paul Brott	Walter J. Mikucki
Louis J. Circeo Jr.	Robert L. Moeller
John Coats	R.M. Monti
Donald L Conner	David J. Nash
Patrick M.Coullahan	Jack E. Newhard
F.L "Les" Currie	J. David Norwood
Thomas A.Dames	Laura S. Perritt
Thomas B. Delaney Jr.	Sigmund R. Petersen
Patrick W. Drennon	Glenn S. Phelps
Harry V. Dutchyshyn	George R. Prince Jr.
Frank R. Finch	Carl F. Raba Jr.
Ernest E. Fricks	Louis H. Richie
Clair F. Gill	Karsten Rothenberg
Edward E. Gilvey	John W. Seibert III
Albert J. Gravallese	Michael W. Shelton
Thomas E. Gunn	Garrett V. Sidler
Daniel F. Hall	Martin D. Stein
Michael Haratunian	Ted B. Trueblood
Robert L. Herndon	Leo Von Scheben
Marvin L. Jacobs	Robert D. Wolff
Peter E. Jobs	Roger F. Yankoupe
James R. Jordan	Guy P. York
James Paul King	Harry H. Zimmerman Jr.

For those not approved, letters were sent to the nominators advising them and explaining that the nominations did not provide sufficient information to establish dedicated and outstanding service to SAME or to the engineering profession or to both. It was made clear that it was not being concluded that the individuals did not have the qualifications. Instead, it was simply that the qualifications had not been adequately demonstrated. No further explanations were provided, and there were no debriefs.

With the Board approval of this first class of recommended new Fellows, planning for the installation of the 56 new Fellows eligible for the first Investiture proceeded at a brisk pace.

### **THE FIRST ANNUAL BUSINESS MEETING (MAY 17, 1995)**

The first business meeting of Fellows to which all Fellows were invited took place on May 17, 1995, in conjunction with the SAME national conference in Omaha. Such meetings, and particularly this first business meeting, were intended to foster communication within and about the new Academy of Fellows. Adm. Beran opened the meeting, and then turned the meeting over to Gen. Brown to give the attendees an overview of the new Academy and its progress to date. Ms. DiGeronimo then gave a status report on the planning for the first Investiture, followed by Gen. Morris, who gave a report on the planning for the first Golden Eagle Awards Dinner. Mr. Rosen reported on the Fellows nomination review process and the status of the first review being presented to the Board of Direction. Gen. McCarthy then gave a presentation on mentoring and youth initiatives. There was general discussion and then Gen. Brown gave closing remarks and thanked all for attending.

### **THE FIRST INVESTITURE IS HELD (OCTOBER 19, 1995)**

With the Board of Direction having earlier approved San Antonio as the location of the fall Board meeting to be held in conjunction with the Texoma Regional Conference, Investiture planning was able to accelerate quickly. The chair of the Regional Conference, Maj. Gen. Gary Alkire, USAF (Ret.) would take on aspects of planning for the Investiture in coordination with Ms. DiGeronimo. Since the Working Committee had agreed that Fellow Investitures should take place at a location distinct from the regional conference events but reasonably nearby and at a militarily significant or otherwise appropriately historic forum, focus immediately was placed upon the Alamo.

The Alamo is a private museum owned by the Daughters of the Republic of Texas. While not often made available for private events, the Daughters were extremely gracious to the Academy of Fellows. The Alamo became the easy choice for the Investiture.

An early question with the first Investiture was the unexpected added cost brought to bear on the Texoma Region and its Posts. The Investiture costs were not anticipated in the conference budget. Ultimately, SAME provided a stipend to the region and its Posts to offset the added costs. This was done for subsequent years as well.

Among other things, the list of activities for the Investiture included the development of biographical citations for each new Fellow. It was decided that Mr. Rosen, who was also a member of the Investiture planning committee, would draft these from the information contained in the nominations and would then forward the drafts to SAME headquarters for review and finalization. On July 17, Mr. Rosen forwarded the drafts. SAME headquarters then edited the information and produced a booklet with a listing and photograph of each new Fellow along with specific biographical data regarding their Society and professional achievements. The booklet was provided to every attendee, as has been the practice each year since.

As to other aspects of the planning for the Investiture, the newly designed Fellows medal to be presented to each new investee was ordered by Col. Finch as part of his activities as a member of the Investiture planning committee. Gen. Herndon worked with the Texoma Region to organize the reception following the Investiture. Mr. Whitney of the planning committee prepared a full script for the Investiture ceremony.

In the end, the first Academy of Fellows Investiture took place on Thursday, October 19, 1995, at the Alamo. The Daughters of the Republic of Texas had provided the use of a large room in the Alamo for the Investiture itself and a private garden to the rear of the room for a reception. The Investiture began at 3:00 p.m. It was presided over by Gen. Brown as Chair of the Academy of Fellows, with 38 of the 56 newly approved Fellows in attendance. Rear Adm. Edward Barrett, USCG, SAME 1st Vice President, delivered remarks. Ms. DiGeronimo read the citations and introduced each Investee. Mr. Greenfield, past SAME National President and member of the Working Committee, gave remarks and then the Charge to the new Fellows. The original Charge to the first class of Fellows under the new Academy was as follows:

SAME FELLOW: I charge you to support the Society's Motto, its long range plans and annual plans. A Fellow has a global perspective and vision for future change. Both perspective and vision are needed to ensure a growth in membership and individual professionalism. May the Eagle on your medallion remind you to strive toward the lofty goals established by The Society.

SAME FELLOW: I charge you to be a Mentor. A Fellow establishes the highest ethical standards and encourages others to follow. A Fellow espouses continued professional development. A Fellow participates in related engineering societies, seeking leadership positions, and supporting joint meetings. A Fellow shares knowledge of the profession with members and non-members alike. May the castle on your medallion remind you to be a stronghold of ethical strength for others.

SAME FELLOW: I charge you to support The Society regions. A Fellow actively participates in informational exchanges for the enrichment of a region. A Fellow improves a region by sharing experience, insight and enthusiasm. May the laurel branch with berries on your medallion remind you of the value of friendship among peers in your Region.

SAME FELLOW: I charge you to be loyal to The Society's posts. A Fellow dedicates time, energy and leadership to the post. A Fellow actively works toward improving post programs to benefit all members. A Fellow encourages young member and student member involvement, and challenges them with appropriate post duties. A Fellow seeks to improve post scholarship programs thereby ensuring the vigor of the profession. May the banner on your medallion remind you to recognize and proclaim post achievements with pride.

SAME FELLOW: I charge you to be courageous. A Fellow proclaims allegiance to country and national cause. A Fellow participates in programs that assure readiness and strengthen emergency preparedness. A Fellow seeks opportunities to contribute to civic work programs. A Fellow respects and honors veterans. May the divided shield on your medallion remind you always of the unified duality in a democracy.

Following the Charge, the new Fellows took the following Pledge:

I realize my obligation to my associates, to my country and to The Society. I will at all times attempt to lead by example, to assist others, to live honorably, courageously and with loyalty to my nation and profession. To this I pledge.

Following the Pledge by the group, one of the newly invested Fellows, Mr. Carl Raba, gave the Fellows' response to the Charge, acknowledging the responsibility of this first class of Fellows under the new Academy of Fellows.

Immediately following the ceremony, at 5:00 p.m., a reception was held in the private Alamo garden. From there, all in attendance were invited to the cocktail icebreaker for the whole of the Texoma Regional Conference starting at 6:00 p.m., with a dinner to follow at 7:00 p.m. All of the newly installed Fellows were introduced at the icebreaker. At the Dinner itself, the new Fellows were asked to stand by region, with the idea that it might generate competition among the regions for the most new Fellows. The first Investiture was a great success.

### **THE FIRST GOLDEN EAGLE AWARDS DINNER (FEBRUARY 17, 1996)**

By the time of the first meeting of the new Academy's Executive Committee on April 24, 1995, much planning for the Golden Eagle Awards Dinner had already been completed. Gen. Morris was able to report that the Willard Hotel was committed and that the banquet menu and price were established. He also presented an example of the Golden Eagle Award. Gen. McCarthy's subcommittee had selected the two award recipients, and Gen. Ahearn briefed his plan for promotion of and invitations for the dinner.

The first Golden Eagle Awards Dinner took place on Saturday, February 17, 1996, at the historic Willard Hotel, sometimes referred to as the Hotel of the Presidents, on Pennsylvania Avenue in

Washington, D.C. Sustaining Member firms reserved full tables. Other tables were held for individual members. Invited guests were assigned seats for the dinner throughout the room.

The recipients of the first Golden Eagle Awards were Mr. Norman R. Augustine, who received the non-member award and Maj. Gen. Clifton “Duke” Wright Jr., USAF (Ret.), who received the Fellow award. Mr. Augustine was then the President of Lockheed Martin Corp., previously serving as Chairman and Chief Executive Officer of Martin Marietta Corp. from 1988 to 1995. Prior to that, he served in numerous government positions with the Office of the Secretary of Defense and as Under-Secretary and then Acting Secretary of the Army. At the time of the inaugural Golden Eagle Dinner, Gen. Wright was Senior Vice President and Advisory Member of the Board of Directors of 3D/International, having previously served as Chairman of the Board and Chief Executive Officer of 3DI, its project management subsidiary. Before that, he served for 31 years in the U.S. Air Force, rising to the Air Force’s senior engineer position, The Civil Engineer. Gen. Wright also served as SAME President 1984–1985. He later served as Chair of the Academy of Fellows 2000–2001.

The Golden Eagle Awards Dinner was a huge success. The event was oversubscribed, leaving some unable to attend. As a result, the dinner was moved to a larger venue the following year.

### **CLOSING THE FIRST YEAR OF THE ACADEMY OF FELLOWS**

The Golden Eagle Awards Dinner closed the first year of the new Academy of Fellows. From the time of the breakfast meeting in Nashville in June 1994, when Fellows gathered to discuss how to further honor and utilize Fellows, through the appointment of the Working Committee and its meetings, from June 1994 into early 1995, the Academy of Fellows was organized and had held its (1) first review of Fellows nominations; (2) its first Business Meeting; (3) its first Investiture in the fall of 1995; and (4) the first Golden Eagle Awards Dinner in winter 1996.

Everything SAME could have anticipated in the early years from a new Academy of Fellows was achieved and more. In one of the papers presented by Gen. Brown to the SAME Executive Committee at its meeting in December 1994, the meeting at which the Academy of Fellows was authorized to begin operation, he expressed his views of the Academy of Fellows, which all Fellows of SAME were about to embark upon, in these words in the “conclusion” section of his writing:

#### Conclusion

The Academy of Fellows will bring together all Society Fellows in the interest of The Society. Individually, the Fellows have accomplished much, and The Society has given special recognition for their dedicated and outstanding service. Together they can accomplish more. Through the Academy’s organization and strategic direction, Society Fellows will build on their past individual achievements by working together to promote the Society in continued engineering excellence in the national defense. The Academy will define the role of Society Fellows and provide opportunity for continued service. It will meet a need of The Society and its Fellows. In addition to professional

satisfaction, the Fellows will enjoy continued fellowship in their service to SAME and the nation.

From conception in June 1994 to inception on January 1, 1995, and then through a Business Meeting on May 17, 1995, a first Fellows nomination review cycle ending on May 19, 1995, the inaugural Investiture on October 19, 1995, and a first Golden Eagle Awards Dinner on February 17, 1996, the SAME Academy of Fellows was off to a remarkable beginning in fulfilling the visions of Gen. Brown, the members of the Working Committee, the SAME Executive Committee, the Board of Direction, the Fellows of SAME, and the SAME membership-at-large.