

Strategic Education International, Minutes of Board meeting
24 November 2019

Meeting convened IAW SEI by-laws at 10:02am, 24 November 2019, Dick Gilligan, president.

Present: Sue Bryant (non-voting), Karen Burke, Arnel David (non-voting), Dick Gilligan, Christie Jones (non-voting), Laura Junor, Francis Park (secretary), Jay Parker, Mark Troutman

1. Old Business- Update General Operations

- ❖ Since we started last December, there have been 3 iterations of the Strategy Essentials Class.
- ❖ The 2 DEC 2019 class has been postponed tentatively to 3 FEB 2020 based on potential budget bill and/or government shutdown.
- ❖ There was another class run for the Army Future Studies Group.
- ❖ The Security Cooperation Planners Course for NCOs may not occur again.

2. New Opportunities

- ❖ Motive International has asked for four classes, one of which is a 2-day strategic communications class on writing and communications for SOF members to be able to interact with members of a country team. Final decision on contract to be made by January
- ❖ COL Trent Mills (coming to British Army HQ) is interested in getting SEI to teach two courses. We have offered a gratis seat to the UK for the Feb Strategy Essentials Class, which will have at least one Canadian. There are considerable bureaucratic challenges to making this happen.
- ❖ We may be looking for a Briton as an interlocutor to the British Army.
- ❖ There is a proposal for a Dense Urban Studies seminar to support Army with a proposal to compete planned for 2 DEC 2019. Decision to be made o/a 11 DEC 2019, program to be delivered in March 2020. Ideally, plan to run two in 2020. This is pending potential economies being explored within the Department of the Army in its "night court" processes. It may be possible for SEI to be an interlocutor to organizations such as the Asymmetric Warfare Group, USMA Modern War Institute, and the National Center for Urban Operations.

3. Budget Overview:

- ❖ Numbers are as of 21 NOV. ~\$563K of business, we are owed a number of invoices, incl. an \$8K cancellation fee for the Strategy Essentials class that moved to March. \$4.5K in remaining collection from Duke IDB, who has not paid yet. In all, about \$575K of business in the first year.
- ❖ SEI's current overhead rate is about 28%. Our goal is an overhead rate of 15%, which we should be able to get with some efficiencies. Our overhead footprint is light, but sufficient, and we do quite a bit on efficiencies.
- ❖ Had SEI done the program in December, we would've added \$180K in revenue and no overhead. That would've dropped overhead to 21%, so we are in better shape than 28% otherwise looks.

- ❖ Calendar year 2019 will close out with about \$85K in capital, which gives a few months of operations in CY2020. Cost to establish the company was about \$17K; expected cost to rebrand and protection of intellectual property we create may add \$10K.
- ❖ Business protection insurance was added in September 2019.
- ❖ There is a challenge to our trademark from in the form of a cease and desist letter from a massage training institute in Rhode Island. The lawsuit is believed to be frivolous but a scare tactic.
- ❖ Overview of potential interest from other than US Army – preliminary discussions with UK and involvement of two Canadians.

3. People

- ❖ Possible involvement with LTG(R) David Barno and Nora Bensahel at Johns Hopkins.
- ❖ MG(R) John Ferrari is now an adjunct professor for SEI.
- ❖ Other potential leads are BG(R) Kim Field at Texas A&M University, Paul Edgar is at UT Austin, and Joel Kuppersmith at Georgetown.

4. New Business

- ❖ Christie Jones (who is recently ABD at the School of Conflict Analysis and Resolution at GMU) is part of the team, helping with program administration.
- ❖ Board voted unanimously that two-year mark for board term would occur at December 2020.
- ❖ Board voted unanimously to add Dr. Rebecca Patterson at Georgetown University to the board.
- ❖ There is some work to rebrand SEI to make it easier for people to find the company and its services. We are working with Sagetopia in Loudoun County, VA on this effort. The full cost for a full website is \$50,000, but it is possible some of that (to include graphic design elements) can be done internally for much less, about \$10,000.
- ❖ Such a rebranding would retain the existing name of the company, but require a new brand name, new logo, and new website URL.
- ❖ Mr. Gilligan made motion to obligate \$10,000, seconded by Dr. Parker. Dr. Junor and Ms. Burke voted in favor.

Meeting adjourned at 11:11am.