

Class of 1964 Integritas Project- FAQ's

January 4, 2011

The following is a consolidated list of questions regarding the Integritas Project. The answers are provided based on what is known at this time.

1. What is the status, planning, progress and funding of the Project and how will it be administered?

Status: The Design Phase has been completed, funded by the advance of \$70,000 from Class Center for Ethical Leadership (CEL) funds in September 2009 by the Executive Committee. The Design Phase produced a concept paper of the vision for the product presented at our 45th reunion, a Director's Treatment which outlined the artistic approach and an initial detailed budget for the Project. This phase of the contract was administered by the Naval Academy Foundation.

Planning: Planning has been ongoing since the Design Phase. The Director has shown his personal commitment to the Project through his continued work on his own initiative and without the expectation of compensation. He has upgraded his scripts for branding as well as his film equipment. In addition, the Creative Director is developing a "way ahead" to produce a fewer number of "spots" to stay within a \$1.1 million budget cap while still accomplishing the original objectives of the Project (most likely going from 15 to 10/12 spots). If additional funds are raised to reach the \$1.8 million mark, then more spots can be included.

Funding: As of November 30, 2010, the Class has contributed \$ 778,763 in cash and pledges in support of the Integritas Project and has received an additional commitment of \$500,000 in matching funds (up to \$500,000 to "match" new gifts and pledges and any corporate matching gifts received after 30 September 2010) available for this Project, A&SP, and the Annual Fund from a Classmate donor who wishes to remain anonymous.

Administration: The Naval Academy Foundation (NAF) has the experience and expertise to negotiate and administer the contract. The Foundation has successfully negotiated and administered other media/video projects. The CEL is authorized to interact directly with the NAF and the Creative Director to ensure delivery of a quality product that meets the Project objectives.

2. Are additional costs and personnel required due to the Academy's decision not to use in-house resources?

No added costs and personnel are required as a result of the Academy decision. It is important to realize that our Class responsibility is to raise and donate funds to support our chosen projects, including the Integritas film Project. The NAF, along with the CEL is responsible to select chosen contractors to produce its desired product.

3. Where is the Project Plan (or when will it be available)?

The Project Plan is described within documents posted on the Class website: Letter of December 7, 2009 to the Class; Integritas Production Schedule and Budget dated January 18, 2010 and May 28, 2010. All documents may be viewed on the Class website. Additionally as stated in the description of "Planning" above, the Creative Director is developing a "way ahead" to produce a fewer number of "spots" to stay within our Class goal of \$1.1 million, while still accomplishing the original objectives of the Project (most likely going from 15 to 10-12 spots). If additional funds are found to reach the \$1.8 million mark, the original number of spots will be restored. Recognizing that delivery times are

dependent upon receipt of donations, it is likely that, prior to contract, the subject schedules will again be modified and finalized once contributions match our goal.

4. What are the Naval Academy's requirements for the film?

As stated in the description of the Integritas Project, posted on our Class website, the purpose of this Project is to: "Combine powerful storytelling, sophisticated tools of modern advertising and the flexibility of cutting edge communication media to "brand" in the hearts and minds of midshipmen the unremitting responsibility of naval leaders to make courageous decisions in the moment of ethical choice".

5. What are the Academy's official plans to support the use of the film-including how and when Midshipmen will see it? Have the Commandant and the Superintendent signed on to them?

The content of the Integritas Project will be delivered through a variety of media, including computers, TV spots, iPods, YOUTUBE, classrooms and the Center website. It is too early in the process to state exactly when and where midshipmen will view the spots. This is, of necessity, an evolving process. Please see the Integritas Project Description, "Delivering the product to the Brigade" on our Class website for more details.

In personal conversations with Class leadership and the Director of CEL, both the Commandant and the Superintendent solidly support the Integritas Project and see great potential for improving ethical behavior and decision-making by midshipmen through the utilization of this Project.

6. What expertise does the organization producing and procuring the film have in this type of film development and acquisition?

The Creative Director has over 30 years of experience in the film industry, producing Super Bowl advertisements, commercials, TV and film spots, working on projects with actors and singers in the film and music industry. He is a proven professional with the resources and crew available to deliver a quality product. More details can be found in Art Athens recent status report on the Project posted on the Class website.

The Naval Academy Foundation has successfully procured and administered other contracts of this type. For example, the NAF managed the contracting for five videos including the Class of 1965 videos *To Lead and to Serve* and *Leaders of Character*, both of which were shown in the Visitors Center and used by Blue and Gold Officers for a total of 13 years. The Foundation has stated that it has "sufficient, specific experience" to procure and administer these types of contracts.

7. What are the substitute acquisition procedures being followed in view of the Navy not using theirs? Who will administer and how will the Project be competed?

The experience gained through the Design Phase contract and discussions with legal and contracting experts led the Academy and Foundation to agree that the most effective contracting strategy would be to use the Foundation to contract for and administer this Project. This decision was based in part on the Foundation's previous success and experience with similar projects as well as the flexibility offered by the NAF to phase the contract and to accomplish work on the Project when funds became available from the Class. This plan is in contrast to a Navy procurement wherein all funds would be needed "up front" prior to executing a contract. The Navy JAG completed a legal review of the Integritas Project and determined that there were no legal obstacles to having the NAF contract for the Project and provides

end products as a gift to the Naval Academy. Staff at the Stockdale Center is also authorized to interact with both the Foundation and the Creative Director throughout the Project's production and post-production phases to ensure the products accomplish the established objectives. The CEL believes Mr. Finnegan to have the requisite experience, the abiding interest and creative vision to ensure a successful product. The Naval Academy has drafted a Letter of Acknowledgement for the Secretary of the Navy to inform the Secretary of the Academy's intent to proceed with the Project and request a gift acceptance at the end of the Project.

8. How does the Naval Academy plan to ensure the film will improve junior officer ethical decision making?

The Academy's metrics include website traffic counts, surveys, personal interviews and focus groups. While they recognize that no one program can ever ensure that people change behavior patterns, they do believe the Integritas Project has good potential to be an important tool to aid in the development of current and future leaders.

As a point of interest, our classmate Dr. Dave Tornberg, who has extensive involvement and experience with behavior modification and has reviewed the Project proposal, has stated that "Art has provided a sound rationale for proceeding and I am comfortable with the methods used to craft the message. Capturing hearts and minds is the business we are in and our success will ultimately be linked to the examples set by our Navy and Marine Corps leadership." Col. Athens welcomes Dave's assistance toward insuring the final product resonates with its target audience.

9. What are the Curriculum Vitae of Patrick Finnegan? What qualifies him to be the creative talent behind this type of film?

Please refer to Art Athens's Integritas **Film Project** Description posted on our Class website for Mr. Finnegan's CV.

10. The Academy, Foundation and Alumni Association are being audited. Does the audit concern the use of donations? Can we recommend that our classmates continue to make donations under the current conditions?

Neither the Foundation nor the Alumni Association is being audited, as was erroneously reported in the press. The current DoD Inspector General's audit of Academy financial procedures will not impact the use of Class donations to produce the Integritas Project, or the Academy's gift acceptance of the finished products. Support of this Project is a matter of personal choice, as evidenced by donations from 214 Classmates, or 37% of our Class during the period of December 1, 2009 through November 30, 2010. Of course, our Classmates may elect not to participate in this Project. Ultimately, we hope that all Classmates participate in at least one of our three selected projects.

11. Has the Project and its details been presented to the class for its approval?

Each of three activities selected for our 50th reunion gift to the Naval Academy has received widespread support from our classmates, and especially those who have been significant donors in previous fundraising campaigns, from whom we received universal support. Since there were no ideas for competing projects, and no dissenting voices heard during the evaluation phase in 2009, Class approval was ratified by the unanimous vote of the Class Executive Committee. A class-wide vote would have been a pro forma matter and is not required by our governing documents. In essence, we are

voting with our donations. Furthermore, submitting the question to a class-wide vote at this time unfairly penalizes those who have so generously contributed already.

In regard to Project details, as part of the Project Design Phase, a concept paper providing the broad vision for the Project was produced and a detailed presentation was made to our Class at our 45th reunion. A budget with projected delivery timeframes, based upon donation receipts, was produced and delivered to Class leadership in January 2010. A Director's Treatment was developed and delivered to our Class last spring. As mentioned in answer 3 above, budgets and delivery times were revised [May 28, 2010](#) and delivered to the Class last June. Documents may be viewed on our Class website.

12. How will we ensure that this Project meets predetermined delivery dates?

The Project production schedule is necessarily driven by cash flow donations of our gifts and pledges. The sooner all Classmates donate with cash and pledges, the sooner production may commence on this exciting Project!

13. Does USNA officially approve of the slogan "Don't Just Do It, Do It Right"- and are the Superintendent and Commandant behind its use by the Academy?

The Superintendent and the Commandant are both supportive of the Integritas Project to include the concept of using a slogan as part of the branding campaign.

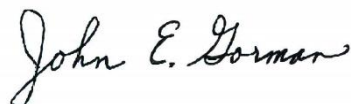
Additional Project information will be posted on our Class website as it is received.



Bill Natter
Class President



Denny Connolly
Fundraising Chair



John Gorman
Project Chair