



SAME Board of Direction Minutes

Tuesday, Oct. 31, 2023

Henry B. Gonzalez Convention Center, Rm 221

Voting Members

BOD Position	First	Last
ElectedDirector (RVP/Mbrshp)	Danielle	Barner
SLO - NOAA	Alice	Beittel
RegVicePresident, Pacific	Josh	Biggers
RegVicePresident, Northeast	Lisa	Brandon
ElectedDirector (IGE COIs)	Craig	Bryant
Treasurer	Mario	Burgos
RegVicePresident, Heartland	Robert	Burton
Chair, Energy & Sustainability COI	Norm	Campbell
RegVicePresident, California	Jim	Carter
ElectedDirector (HC)	Tiffany	Castricone
Chair, Small Business COI	Sally	Clark
Counsel	Craig	Crotteau
Vice President	Mike	Darrow
Chair, Leader Development	Roland	DeGuzman
AppointedDirector (Strategic Plan)	Rad	Delaney
ElectedDirector (IGE COIs/Bylaws)	Nick	Desport
RegVicePresident, Gulf Coast	Ryan	Elliott
SLO - USCG	Gory	Fagan
RegVicePresident, Tennessee/Kentucky	Ted	Foster
RegVicePresident, Mid Atlantic	Summer	Gladden
Chair, K-12 COI	Josh	Graham
ElectedDirector	Scott	Grainger
Chair, Young Member COI	Suzanne	Grix
SLO - OSD	Gregory	Hammond
ElectedDirector	Tony	Higdon
Chair, Resilience COI	Patrick	Hogeboom
Vice President	Mike	Huffstetler
RegVicePresident, Lakes	David	Johnson
RegVicePresident, Europe	Chris	Knutson
President-Elect	Sharon	Krock
ElectedDirector	Erin	Krug
Past President	Cindy	Lincicome
RegVicePresident, Southeast	Pamela	Little
SLO - OBO	Lauren	Luckett
Chair, Construction COI	Angie	Martinez
RegVicePresident, Ohio Valley	Alex	Masters
Vice President	Ben	Matthews
ElectedDirector (HC)	NK	Mbaya
Chair, Engineering & Construction Camp COI	Cindy	Miller
RegVicePresident, Carolinas	Frank	Mondo
RegVicePresident, Rocky Mtn	Aaron	Murray
Chair, Foundation	Dave	Nash
ElectedDirector (SMTF)	Dave	Newkirk
Chair, Architectural Practice COI	Cathy	Otis
Chair, Membership COI	Dana	Otto
SLO - USA	Matt	Parks
ElectedDirector (HC)	Arpan	Patel
ElectedDirector	Shane	Payne
President	Charlie	Perham
RegVicePresident, Missouri River	Julia	Pluff
RegVicePresident, Southwest	Bruce	Preston
ElectedDirector	Christina	Przygoda
SLO - USPHS	Kevin	Remley

RegVicePresident, Northern Tier	Caroline	Roberts
SLO - USAF	Nick	Saccone
RegVicePresident, North Atlantic	Carlos	Sanchez
SLO - VA	Ray	Savoy
AppointedDirector	Blair	Schantz
Chair, Joint Engineer Contingency Operations COI	Rick	Sloop
Executive Director/Secretary	Mike	Wehr
Chair, Environmental COI	Rick	Wice
RegVicePresident, TEXOMA	Eric	Wilbur
Chair, Enlisted COI	Brad	Wilson
SLO - USN	Emily	Wolff
Chair, Facility Management COI	Michael	Zapata
AppointedDirector (IGE COIs)	Lee Ann	Zelesnikar
Chair, College Outreach COI	Marilyn	Zenko

did not attend

Call To Order

Charlie Perham, SAME President, called the meeting to order at approximately 0900 and a quorum was established. He updated the BOD on his priorities: hiring our new Executive Director which has been successful, 2030 Strategic Plan formation which is underway, and support to Posts to help them on the other side of the pandemic. Agenda can be found in Encl 1. Slide presentation can be found in Encl 2. After the lunch break, Charlie showed a clip from *Hamilton* and after a brief history lesson, challenged the board to know and share SAME history. Leadership matters and no matter how mundane a decision may seem, it has consequential effects even years later. Charlie also asked board members to be honest with themselves and the Society on the need to step down from a leadership position if necessary. There is no shame in admitting that you can't do it all, but it is imperative that you do the right thing vs staying in a position for which you have no time to devote.

National Office Update

Mike Wehr gave an overview of finances, EMS, and membership. He highlighted the work that has been done by the SAME National Office Staff to bring our finances back in-house from being outsourced. He was pleased to announce that we had a clean audit for 2022. In summary, we are financially healthy, we received a clean 2022 audit, and we are reviewing the 2024 budget to be finalized and submitted for XC approval.

SAME National Audit & Finance Report

Mario Burgos echoed the fact that we got a clean audit. The auditors were happy with the cooperation and competence of the national office staff. There were things to fix (which is common): segregation of duties, lack of policy and procedure, and an approval matrix all of which are currently being addressed and corrected. Compared to other associations of the same size, SAME uses the best systems to improve operational efficiency and effectiveness.

- Assets: Mario explained the charts in his slides referring to assets, liabilities, revenue, and expenses. Cash and cash equivalent, property and equipment, and long-term investments account for 87% of SAME's total assets as of September 30, 2023. There was a decrease of 11% compared to September 30, 2022 due to the sale of the Century House. The money was not transferred to the Home Fund account until October 2022. It is also attributed to more cash collection (deferred revenue) for events and membership. Prepaid expenses increased by approximately 63% compared to September 30, 2022. The increase is attributable to the advance cash payment of \$ 1,700,000 to a catering vendor for SBC. Long-term investments account for approximately 48% of the association's total assets. Long-term Investments increased by approximately 22% compared to September 30, 2022. The increase is attributable to the RBC Home fund account opened in October 2022. As of September 30, 2023, the association had approximately \$117,000 in unrealized gain compared to \$1,700,000 in unrealized loss in the prior year 3rd quarter end. Mario noted that in years past,

the BOD would be reviewing June's financials, but we are viewing September which reflects best practices across the organization.

- **Liabilities:** As you see in the chart, the liability section of the balance sheet includes Accounts payable, accrued liabilities, deferred revenue, withholding tax payable, and Capital lease obligation. Accounts payable, Capital lease obligations, and Deferred Revenue account for 97% of the association's total liability as of September 30, 2023. Accounts Payable increased by 85% compared to September 30, 2022. The 85% increase is attributable to the advance cash payment of \$ 1,700,000 to a catering vendor for SBC. Deferred revenue increased by 18% compared to September 30, 2022. The increase is attributable to more exhibit and registration sales for SBC.
- **Net Asset (Unrestricted Reserve) Balance:** Unrestricted net asset reserve as of September 30, is \$7,726,647. The current reserve balance is above the 9 months and 6 months reserve balance requirement. This shows that we are financially healthy.
- **Revenue:** Our major sources of revenue are grouped as Dues, Advertising, Conference, and investment. Membership dues and Meetings and events account for 89% of the association's total revenue. Membership dues exhibited a 2% increase compared to September 30, 2022. The increase is after Membership due to restructuring that was expected to decrease the membership due amount. This shows the restructuring did not have a negative impact on the membership revenue. Meetings & Events increased by 27% compared to September 30, 2022. The increase is attributable to more exhibit and registration sales for JETC and SBC.
- **Expenses:** Salary and benefits increased by 16% compared to September 30, 2022. The increase was due to new staff hired in 2023 and the change in XD. Meeting and Event expense increased by 18%. This is due to inflation and additional cost to accommodate the record number of attendees.
- **Foundation – Post Investment:** There are many Posts investing with the Foundation which adds to the total corpus. Total Post investment is over \$2M which lowers the cost of investment fees.

Discussion

- What are we investing in? We just received our most current investment report which is a mix of stocks, bonds, etc.... YTD is 4% return. Money is invested together but tracked separately (Society/Foundation). We have a goal of 3% return. We have two different investment companies so that we can compare.
- August minutes state that revenue is supposed to be equally distributed between events, membership, and non-dues revenue (advertising). We haven't been able to get to the 1/3 rule, but when looking at net revenue are much closer.
- We currently conduct an annual review of the dues structure – we are still currently well below the average for our industry. There are two benchmarks to determine a dues increase: cost to serve a member and the 1/3 target revenue generation. If we were to propose an increase, it would be at the next board meeting.

Budget

Taha Seid gave an overview of the 2024 budget preparation. We are using Martus software for the first time which adds efficiency. A hybrid audit preparation methodology was selected to utilize all the knowledge and skills in each department and higher management levels. Mario was included on the team. We are currently in the review stage. XC will approve the final budget on December 13, 2023.

EMS

We have signed a contract with Higher Logic to truly help operationalize our COIs. We will conduct a pilot program that includes COIs, Posts, and governance groups to test. Our intent is that the pilot program is fully operational by JETC 2024. This will be an integrated platform with Nimble, but it will be seamless to the user.

Discussion

- This would be a great tool for continuity folders for RVPs or anybody needing that function.
- Will others on the board (besides COIs) be part of the pilot? Yes – the more people we can include, the less intimidating it will be for final roll-out and the more “influencers” we will have. We want to also make sure the NLT has the same testing access.
- POCs will be National Leaders.
- Posts will ultimately be able to use this and there will be a share-point – more information will be gathered on this during the pilot.
- There is a lot of flexibility and potential for communication between Posts and COIs.
- As leaders of the society, please “preach a little patience.” You should elevate any issues so that we can work through them, but the message is patience.

Membership

Mike gave a quick overview of membership numbers. There is a slight increase from August to October (not including students). 25K is still the best number to share. The restructure of membership did not negatively affect numbers as anticipated. Of note is that over 50% of our companies have 50 or less employees. Some Post observations: Large, Medium, Small are in place for streamer requirements – not an indication of post performance, leadership succession challenges and successes exist for both large and small posts, best practice sharing / lessons cut across all posts, current Regional distribution is working, and at end of year, we will redefine large, medium, small. Closing a Post should not be viewed as a negative – the standard is 3 companies and 20 individuals. Illini is falling short, but it’s a matter of serving members.

Foundation Update & Bylaws Change

Tim Byers gave an update on the Foundation on behalf of Dave Nash. He thanked Mike Wehr and the Society for their role in keeping expenses down for now which directly affects our charity ratings. We have received a couple major donations from Actalent and Baker-Hughes. We are really trying to focus efforts on securing corporate sponsors outside of SAME membership. We will continue to hold an annual campaign to membership, but will rotate solicitation to SAME corporate members and those outside SAME membership. The 2024 campaign is focused on engaging our Posts and Regions to assist the Foundation with securing contacts for them to solicit. Current SAME Foundation Balance is \$1,228,253.98. The Foundation gave \$232K to the Society this year. For the first time this year, the Ranking & Review Committee, led by Cindy Lincicome, was established to determine where the money is allocated. Cindy thanked the members of the committee, Rob Biedermann, NK Mbaya, Caroline Roberts, and Brad Wilson. Of most importance is the impact report that lets donors know the effect that their donation is having. There is increasing Post participation in Foundation investment with Louisiana being the most recent and others on the way. We have new board members who have already been recruited by the Fundraising Committee, but will begin their terms in January.

Major changes to the Foundation Bylaws are as follows:

- Removed limitation on number of board members (increasing the number of people actively raising funds).
- Allowed the Chair and Chair-Elect to remain on the board past expiration of their terms to ensure continuity and allow for experienced board members to lead.
- Changed the Vice President’s term to match the President.

The Board approved the proposed Foundation Bylaws changes in the Consent Agenda.

IGE Update

Rob Biedermann gave an overview of IGE projects. Two new projects were presented to the EAG: Electric Vehicle Infrastructure Challenge – led by the Energy & Sustainability COI and Warfighting – the Future Challenge and Installations’ Requirements – led by the Architectural Practice COI. Listening sessions both at the national and local levels continue to add value for both government and industry. Charlie encouraged the BOD to hold listening sessions at Post and Regional level events.

AOF Update & Journey to Fellow Program

Cindy Lincicome, AOF Chair, gave an update on Fellow activities. We are well underway with Class of 2024 Fellows review. The AOF put a Task Force in place to evaluate the Golden Eagle Award for contributions to the nation due to challenges with sustainability and other issues. They would like to keep the award, but reimagine it through a better program – potentially through the Foundation. We will hold on presenting the award for 2024, but continue with the Golden Eagle Award for contributions to the industry. We are unveiling the Regional Fellows award which will be given by RFPOCs to exceptional Fellows at the Regional/Post level – similar to RVP medals. We are also unveiling the Journey to Fellow program which will create awareness and cultivate members for the Academy of Fellows, thus fortifying the Society for a sustainable future. The program will assist SAME members on their SAME journey towards Fellowship and spread awareness on the importance and benefits of being a Fellow. Finally, the AOF will sponsor a Silent Auction to benefit the Foundation at Capital Week.

Discussion

- How can RFPOCs who are exceptional get nominated? We would encourage people to nominate RFPOCs for national awards or current RFPOCs can nominate immediate past RFPOCs.
- The Journey to Fellow initiative is going to be important to engaging our service members earlier in their careers vs waiting until they retire.
- How is the Journey to Fellow being communicated to RFPOCs? In addition to promotional products, Russell Patterson serves as the VC of Outreach and responsible for communicating the program to RFPOCs.
- Mike pointed out that LTG Semonite had asked him to focus on getting service members engaged with SAME earlier in their careers – not just to attain Fellow, but to also attend to the journey. Even though we were not able to brief the USACE Executive Governance Meeting, they have the briefing and we are making progress.

Marketing & Business Development Working Group Presentation

Mindy Hinsley was unable to make it to the BOD meeting, so Charlie made a few comments. He wanted to ensure that the BOD was aware of the Working Group’s existence and is spreading the word. They represent a significant portion of the Society and aim to become a COI. Sally Clark elaborated on the composition of the committee and the work they are doing to include a survey to membership and program development. There are already 140 members wanting to join and expressing interest in the group becoming a COI. The mission is to focus on how government and industry professionals engage and coaching professionals to becoming better connectors.

Ground Truth – Post Level Effort Update

NK Mbaya in her role of Elected Director briefed the board on a task she received from Charlie. NK was able to connect with a number of members in her business travels. Some of things that members said we are doing well: IGE (would like to replicate for STEM Pipeline), cadence on email communications from the national office, Webinar Wednesday, COIs allow connection across the country regardless of location, programming for events, and ease of navigation on the national website. Items she identified for improvement: portray value more prominently, focus on the basics regarding Post support, deconflict regional and Post events, Post websites are challenging, look for an enterprise level platform for Posts to host events (registration), more Post Leader training outside PLW, tools to improve engagement with government employees. She will continue her engagement and report at JETC – this will include survey data.

Discussion

- RVPs should keep their RFPOCs in mind with regard to mentoring and assisting them in their duties.
- Could we use results from our Membership Survey from last year? We need to make sure we are coordinating efforts on surveying members and resulting data.
- What are we trying to replicate on IGE in STEM and are we sharing that information with the 2030 Strategic Planning Group? IGE has been the focus of the Society for over 100 years – some people would like to amplify STEM. There are friction points, but we do need to be unified in the Strategic Plan.
- We like the idea of Post Leader training videos on more than just positions, but also on actions such as streamers – could have select Posts involved in the training.
- There are competing entities at the Post level for volunteer positions. If we want to grow our impact, we need to grow our membership.
- Charlie charged the RVPs to coordinate with Posts to deconflict event dates far enough in advance.

Bylaws Review & Proposal

Nick Desport briefed the board on proposed bylaws changes which were divided into four categories: Counsel, XD, Treasurer, and other changes resulting from the annual review (Encl 3). We wanted to codify term limits and processes for certain positions to ensure we are in compliance and follow in practice. We looked at industry standards and benchmarked with Strategic Partners. We also had key discussions with past and current members serving in those positions of focus.

Counsel

For this position, we eliminated the term limit – appointment and continuation will be performance based. We also added qualification language. **The BOD voted to approve the bylaws changes for Counsel.**

Executive Director

For the XD, we updated the bylaws to reflect our practice of hiring the XD. We removed the term limit in the bylaws, but term limits remain in the hiring contract. Succession procedures were also added. All elements of this governance will be referenced in the “Executive Director Management & Succession Procedures” which outlines governance and authorities and will be housed on the website with all other governance documents.

Discussion

- How will board members expose any issues with the XD and can somebody make the term limit too long? The contract will include the term limit (3 years). The Compensation Committee (President, President-Elect, Foundation President, Treasurer) finalize the contract and would be the governing body to make any changes. All of this information was presented to the Executive Committee (XC). This information will be available to all board members (not the contract itself) in XC minutes. The Compensation Committee will do a review short of three years to determine whether or not another term is warranted.
- It is not sustainable to have long terms in order to keep the position current and vibrant. Mike would like to ensure that there is a deeper bench of potential XDs.
- The XC is appointed and not elected – what is the BOD’s role in approving the continuation of the XD? There is a portion of the XC who is appointed – others are elected. All are approved by the BOD. The BOD does not have a specific role in hiring or approving continuation of the XD, however, any board members who have issues should feel comfortable approaching the Compensation Committee, the NLT, or the XC.
- We are protected against any one person having too much control over the process.

The BOD voted to approve the bylaws changes for Executive Director.

Treasurer

The Treasurer will now be a voting position and we will abide by the term limit already in the bylaws with the option to extend for one term. We also added qualification language. Research showed that it made sense to make the

Treasurer a voting member of the board. This position had the most discussion and most believed that the Treasurer needed to be more engaged than in the past.

Discussion

- Why was the Treasurer non-voting in the past? In the past, there was an actual CPA as the Treasurer, but he really didn't want to go to board meetings and participate.
- Really like the term limit and the decision to make it a voting position which reflects what is happening (or should be happening) at the Post level.
- With the institution of the Foundation and allocation of funds, the role of the Treasurer becomes even more important.
- All of us have a role in succession planning – which now includes the Treasurer.

The BOD voted to approve the bylaws changes for Treasurer.

Other recommended bylaws changes

- Current Bylaws state that the President-Elect will chair the Selection Committee for the Foundation Board. This is incorrect in practice and according to the Foundation Bylaws. Recommend removal.
- Added Foundation Chair in places (as practiced). Ex: Executive Committee
- Added Foundation Impact Report as general duty of the XD (similar to Society Annual Report).
- Added language to codify the strategic planning process.
- Awards creation and removal is approved by the NLT (National Officers). Adjusted language accordingly.

The BOD voted to approve the additional recommended bylaws changes.

Consent Agenda (unanimously approved)

- BOD Meeting Minutes – May 2023
- Foundation Meeting Minutes – April 2023
- Foundation Meeting Minutes – August 2023
- XC Meeting Minutes – August 2023
- Foundation Bylaws Changes
- Moody-Valdosta Post Closure

The BOD voted to approve the Consent Agenda.

Strategic Plan Update & Assessments

Technical COIs

Ben Matthews gave an update on technical COIs which include: Architectural Practice, Construction, Energy & Sustainability, Environmental, Facility Asset Management (Geospatial), Joint Engineering Contingency Operations, Resilience, Small Business (Business Development), and Health Engineering Task Force. He recognized the devotion of the chairs and steering committees of the COIs to both the national and Post levels. Succession planning is important and must remain deliberate. Ben mentioned the necessity of work plans that force COIs to focus on achievable outcomes. Many have IGE projects as major initiatives within their work plans and many force COIs to work together with each other and other entities to achieve their goals. He reiterated the need for COI Chairs to speak to RVPs and vice versa in order to bring that value to our Posts. He echoed NK's report on the success of Webinar Wednesdays to add predictability and continuous value to members. He wants to ensure that technical COIs are part of the Ranking & Review Committee deliberations and that they should continue to include resource requests with their annual work plans. Strategic Partners are an opportunity for technical COIs to widen the net and focus on collaboration.

Human Capital COIs

Mike Darrow gave an overview of Human Capital COIs and the National Camps Program. He talked about Guided Pathways and defining the links between our various programs. There are gaps right now that need to be addressed by the Guided Pathways Task Force led by Arpan Patel. He gave some positives and challenges on each COI: K-12 STEM, College Outreach, Young Professionals, Leader Development, and Enlisted. K-12 STEM just received another grant for STEM Pathways for \$119K. Need to ensure there is visibility on what the HC COIs are doing at the Post level. YPs have solid programming with groundwork being conducted all by members as opposed to primary reliance on national staff. Leader Development Program is well received with programming developed and conducted by members as well. He mentioned the presentation that was accepted and delivered at the International Leadership Association in Toronto, Canada, by Susan Thames and Eric Wilbur. Mike noted that for the Enlisted COI, you don't have to be enlisted to be a member.

Discussion (about COIs in general)

- Patrick Hogeboom mentioned the importance of the weekly meeting that LDP has and how he has instituted that for the Resilience COI.
- Is there a need for Leader Development volunteers at the Post or regional level for which the AOF can assist? Programs vary at the Post level – they can always use volunteers to speak. Once the Knowledge Network is operational, this will be easier. The AOF is definitely a great bank of speakers for this.
- Have we been tracking COI member numbers? We haven't really noticed a trend but will focus more on tracking from year to year. What does the board think about COIs taking on a larger role? COIs are a great way to get service members involved earlier in their careers. Counsels are more open to the nature of COI work vs an in-person event with contractors present. This needs to be further explored.
- Additionally, COIs provide an opportunity for those in remote locations (USPHS).
- Posts can use COIs for program development. Craig Bryant gave an example in Tulsa. Many members became aware of COIs in general for the first time. COIs are definitely becoming a resource for Posts.
- Post members that are active in COIs can only enrich Posts vs take away volunteers.
- APCOI will be bringing an IGE Project to a local Post. It helps to broaden their volunteer base, not just for the project, but also for the COI.
- We could have too many COIs – they shouldn't be the solution for lack of engagement – we could dilute the Society. Those COIs that did their due diligence and are providing value are great, but we shouldn't create a COI for every group of people. 10% of our members belong to COIs (most belong to multiple COIs).

Camps

Mike Darrow described the progress toward standardizing a National Camps Program. There is significant risk to the Society, to campers, directors, mentors, etc.... There is a lack of transparency and consistency currently. We are creating Camp Affiliation Agreements. Mike Wehr is doing a lot of work in reaching out to camp directors and others to get a handle on the current situation. The National Office is NOT trying to take over camps – they are trying to alleviate the administrative burden and protect all from risk. Areas of consideration include: consistency in policy, marketing, grant money & scholarship distribution, financial requirements, procedural requirements, and succession planning. Scott Grainger is taking the lead on developing a Camp Operations Manual to capture all the issues and provide direction to the National Office and Camps themselves. There will be a new camp in 2024 – SAME Navy STEM Camp at NAS Jacksonville, FL. We will be developing an approval process and providing mentorship from established camps. All camp directors and Camp COI will be involved in the development of the Camp Operations Manual. It will not be completed before the 2024 camp season (which has already begun). There are a lot stakeholders related to our camps to include our uniformed services. Camps are meant to be self-sufficient. Currently sustaining members can donate to the camp program when they renew their membership – there is currently no process for distributing that money. Additionally, money such as this should be funneled through the Foundation; this process will be reviewed. Companies are not being thanked for their sponsorship – but the Foundation has a system in place. We are currently spending about \$700K on camps each year. One potential

course of action would be to hire a full-time camp manager – another would be to outsource to a company. There is currently research on options underway.

Discussion

- Would you consider a virtual/part-time camp manager? Yes, we just need the right person.
- As board members, we are all responsible for all Society programs whether or not you are directly involved.

RVPs

Mike Huffstetler gave an update on the progress of our Regions and Posts. RVPs are a critical connection between the national level and Posts. They conducted a “health test” of our Posts. The minimum requirements for a Post to be a Post are leadership in place, succession plans, at least 10 individual members and 3 corporate members. We have 94 Posts now (two Post closures and one Post consolidation). There are tools available for struggling Posts. While most Posts are fully functioning (65%), every Post identified an area for improvement. There is an improvement from 2022 to 2023 on health assessment. Two Posts were identified as struggling – Southern Nevada and Tularosa (both small Posts). The top five challenges per the RVP scoring were: preparing veterans for the AEC industry, utilization of COIs, student chapter w/Post mentor engaged, supporting veterans, and utilizing LDP grads at the Post to support activities/mentor others.

Membership

This COI has always been an extension of the national staff to the Posts and a forum for sharing best practices. There is now a Membership POC call that strives to meet the Posts where they are and connect them to others. The Membership COI and DEI Committee would like to be involved in the 2030 Strategic Planning process. Following on the efforts of the Service Member Task Force, the Military & Government Engagement committee is working to continue to identify actions that the Society can take. They want to revisit marketing materials, encourage Posts to identify an NCO rep, and identify a liaison to attend Membership COI and other COIs to reduce the silo effect. Their 2023 workplan focuses on continuing the three topics of execution of the DEI Action Plan, educating Posts on the benefits and uses of the SAME EMS, and developing a portfolio of communications to reinforce SAME’s impact to the nation across all segments of membership.

Discussion

- College students get free membership. Enlisted service members who are the same age do not get free membership. The COI is looking at that with the Enlisted COI. There needs to be a broader conversation regarding students vs vocation vs enlisted.

Awards

The committee reviews/recommends/denies any new award proposals, recommends consolidation and/or sunset of awards, and reviews criteria for awards. They had four recommendations this year that were approved by the NLT:

- Establish the “Leader Development Award” as a new individual award
- Consolidate the Tudor and Sverdrup medals and rename as “Young Professional Excellence in Engineering Leadership” medal; preserve the heritage of both original medals in all nomination materials/website
- Replace the word “sustaining” with “corporate” on all company awards to be consistent with new membership structure/terminology
- Remove the Post size references (Small, Medium, Large) from the STEM Post Award

The committee created a comparison chart for future committees to use and will ensure that all changes are incorporated into the National Awards Manual for use in the 2024 awards season (i.e. 2024 JETC).

2030 Strategic Plan Update

Sharon Krock, Brian Duffy, and Al Romano provided an update on the 2030 Strategic Plan development. The Strategic Plan is the glue that holds us all together – that is how we assess the health of the Society. We generally

maintained the same mission and vision with a few minor tweaks. Sharon thanked all those that have been involved in the process thus far. The authority for the development is the SAME Strategic Plan Development Charter approved by the XC in March, 2023. We followed the military decision making process as our approach to development. We have two primary groups assisting us – an advisory group (SAG) and a working group (SPWG) that is representative of our Society to include external stakeholders. Feedback includes in-person feedback at the 2023 PLW, member-wide on-line input, and input gathered from the SAG and SPWG. The team shared their current version of mission, vision, and goals and described rationale for each (Encl 2). The BOD broke into groups to discuss elements of the plan and then re-convened for discussion. Some elements that will move forward regardless of the final wording of the plan include assessment of progress toward the goals and objectives, review and alignment of COIs, governance structure, and update of streamer guidance and alignment. The plan will be finalized for the BOD at 2024 JETC.

Discussion

- There is no “Strategic Outcome” – will that be included? No – the team felt that it really wasn’t necessary. The goals frame the outcome.
- Was the removal of “building leaders” in the Mission intentional? Yes, we didn’t want to exclude non-leaders and we felt that it wasn’t the primary focus – but it is in a goal. Need to examine that.
- Need to clarify the “when” in the plan. It is on-going.
- Should the mission go before the vision?
- “Professional” has a different connotation in construction. Focus on “people” and not “professional.”
- Need to include “membership” in mission and/or vision.
- Many groups provided alternative wording to the mission and vision – some contradictory.
- “Dedicated to patriotism and national security, an association of engineers that want to bring engineering professionals from the public and private sectors together to ensure that we never again lose a conflict because of the engineers.” – that is from 1920 founding statement. We need to be true to our history and purpose.
- We do more than build leaders in the human capital domain – so we need to be careful about including that in the mission statement.
- How do we fit veterans in the plan (last one had them in there twice)?
- Need to make sure the vision includes the “what” ...to do what? Talent was a word that came up in regard to including HC.

Closing Remarks

Mike Wehr mentioned the importance of the R2C and asked the board to get the word out, adding credibility to our processes. Charlie stated how proud he was of the BOD and in particular, the 2030 Strategic Plan team. We benefit from the process of strategic plan development. He thanked the national office and the SLOs who were present. He recognized the XC for doing the “extra lift” for the Society. Board members are selected by the President and XD based on their participation, willingness to serve, and strategic need.



MG Mike Wehr, P.E., USA (Ret.)
Executive Director

Encl 1: Agenda

Encl 2: Presentation

Encl 3: Tracked Changes Bylaws

ENCLOSURE 1: Agenda

TIME	AGENDA	RESPONSIBLE
0830 - 0900	Continental Breakfast	
0900 – 0910	Call to Order, Pledge, XD Intro	Charlie Perham
0910 – 0940	National Office Update <ul style="list-style-type: none"> • Finance • Membership • Enterprise Management 	Mike Wehr
0940 – 0950	Foundation Update & Bylaws Change	Tim Byers
0950 – 1000	IGE Update (new Pressing Issues)	Rob Biedermann
1000 - 1010	AOF Update & Journey to Fellow Program	Cindy Lincicome
1010 – 1025	Marketing & Business Development Working Group Presentation	Mindy Hinsley
1025 – 1035	“Ground Truth” Post level effort update	NK Mbaya
1035 – 1120	Bylaws Review & Proposal - Decision	Nick Desport
1120 – 1130	Consent Agenda (<i>items without unanimous vote will be moved from the Consent Agenda</i>) <ul style="list-style-type: none"> • BOD Meeting Minutes May 2023 • Foundation Meeting Minutes Apr 2023 • Foundation Meeting Minutes Aug 2023 • XC Meeting Minutes Aug 2023 • Foundation Bylaws Changes • Moody-Valdosta Post Closure 	Charlie Perham
1130 – 1230	Lunch & Networking	
1230 – 1245	Technical COIs <ul style="list-style-type: none"> • Assessments • Strategic Review 	Ben Matthews
1245 – 1315	Human Capital COIs <ul style="list-style-type: none"> • Assessments • National Camps Program Update • Strategic Review 	Mike Darrow
1315 – 1330	Regions/Posts <ul style="list-style-type: none"> • Assessments • Membership COI • Awards Committee 	Mike Huffstetler
1330 – 1450	2030 Strategic Plan Update <ul style="list-style-type: none"> • Structure - Composition • Timeline • Breakout Discussions 	Sharon Krock, Brian Duffy, Al Romano
1450 – 1500	President’s Closing (Review Actions and Direction)	Charlie Perham
1500 – 1730	Break	
1730 – 1900	President’s Reception	Charlie Perham