



SAME Board of Direction Meeting Minutes

1300 – 1700, Tuesday, Oct 30, 2018

New Orleans Morial Convention Center

Attended		
John Accardi	Joe Angell	Buddy Barnes
Bob Bevins	John Blaisdell	Mike Blount**
Karen Buniak	Michelle Chambliss	Rick Cox
Mike Darrow**	Rad Delaney**	Marvin Fisher
Jackie Hacker	Bill Haight	Ramon Herrera
Rich Houghton	Dave Howe	Scott Jarvis
Bob Keyser	Sharon Krock	Anita Larson
Cindy Lincicome	Kevin Lovell	Jay Manik
Joe Manous	Ben Matthews	Patrice Melancon
Cindy Miller	John Mogge**	Shawn Moore
Tricia Muxlow	Kenny New	Dave Newkirk
Sal Nodjomian	Tamara Olson	Dave Packard
Charlie Perham	Tony Petrocitto	Caroline Roberts**
Hal Rosen**	Chris Scannell	Blair Schantz
JJ Tang	Lisa Thoele	Mark Tomassoni
Janette Tudor	Eric Warner	Heather Wishart-Smith
Joe Schroedel**	Allison Ingram**	Ann McLeod**
Stephen Karl**	Kathy Off**	Jill Murphy**

Cannot Attend (no call-in)		
John Cawthorne	LT James Coburn**	CPT Zeb Coulter**
Col Tony Higdon	Rich Khalil**	Maj Seth Lorimer
Scott Prosuch	LT Beth Runco**	Yvonne Simon
Bo Temple**	Capt Ronda Underwood**	Candis Hamilton
Marci Snyder		

**Non-voting

Call To Order

BOD Day was executed in accordance with the format approved at the August 2018 XC Meeting. Marvin Fisher called the meeting to order at 1300 hrs. A majority quorum of 2017-2018 voting Board members was established (see non-attendance list above). Marv reiterated that the fiduciary responsibility of Board members is to the members of our Society.

Consent Agenda

- [BOD Meeting Minutes May](#) - approved
- [XC Meeting Minutes Aug/ National Governance Summary](#) – approved. Joe Schroedel gave examples of highlighted items that are currently being worked on – example: C&C Workgroup (see Action Tracker – Encl 7). The Governance Summary will be reviewed annually and used by the National Office to track assessments and subsequent actions.
- [XC Meeting Minutes Oct](#) - approved
- [Foundation Meeting Minutes May](#) - approved
- [Foundation Meeting Minutes Aug](#) - approved

- Enlisted Committee Proposal - approved (Encl 2) – Marv asked the board to consider how they can help the new Enlisted Committee fill vacancies in their organization chart with those who have an affinity for the area of responsibility, not necessarily enlisted members.
- National Leader Development TF – approved (Encl 3)
- Centennial Planning TF – approved (Encl 4)
- Bylaws Proposal - approved (Encl 5)
 - AOF updates to be consistent with AOF Action Plan
 - Virtual Student Chapter update

Standard Reports (Encl 6)

- **National Office:** Joe gave a brief update on the national office. Marv noted the [SAME National Governance & Management Org Chart](#) that is now housed on the governance page of the website. The chart shows the relationships between the board and the national office.
- **Finance:** Allison Ingram briefed the board on the general financial health of the Society. The Society has a net asset reserves of 10 months which exceeds the industry benchmark. Sixty percent of the Society's projected revenue is from events. While it is healthy to have revenue from sources other than dues revenue, continued revenue diversification needs to be a priority. The investment account serves as an operating reserve and represents approximately 10 months of expenses. The investment portfolio is monitored quarterly by the investment committee. This Society's investment committee also monitors the Foundation's investments. Overall, performance is slightly below benchmark in an positive market, and exceeding benchmarks in a down market.
- **Strategic Partnerships:** Kathy Off briefed the board on existing partnerships and board expectations for strategic partnerships. Board members should be utilizing existing partnerships and evaluating ROI based on their experiences. She is adding points of contact to the web page to assist Posts.
- **Membership:** Jill Murphy briefed the board on membership trends, the departure from CLAS and pending recommendations to the XC and board. SAME Membership is trending upward, however, reforms to the individual membership structure will streamline Post Membership operations. Additionally, the new web-friendly database system will eliminate the old CLAS system and facilitate better communication to Post members and capture true members for better participation.
- **Communication:** Stephen Karl briefed the board on a forthcoming revised website design for SAME, communication updates, Centennial plans, and key messages for Board members to be aware of. The new website look will help constituents better showcase their work, tell their story and attract new members (whether they be C&C Chairs, AOF, or others). He highlighted communication tools to help us celebrate the accomplishments of members. He also reiterated the need for Posts to share information from the ground up so that we can demonstrate the impact of our strategic direction. This information feeds national efforts like the Annual Report and Society News, which are seen by all members. Additionally, he informed the board of recent/new initiatives including a partnership with JSTOR that has digitized the entire TME archives, which will be made available to all members through a members-only portal.
- **Meetings/Marketing/BD:** Ann McLeod briefed the board on meeting attendance trends, upcoming dates and locations. She also mentioned the improvements to marketing that have had a positive impact on the professionalism of the Society. Attendance has steadily increased for most events. Capital Week has declined slightly. However, there is a plan in place to invite congressional staff members for high-level discussions to greatly increase the impact of the event. It will also be co-scheduled again with the USACE Leaders Emeritus Program.
- **Centennial Task Force:** Bob Bevins briefed the board on the structure of the Centennial Task Force and stressed the need for volunteers to assist in the planning through all three phases: Run to 2020, JETC 2020, and the Eisenhower Convoy/Post Contributions. The overall goal is to leverage the Centennial by getting members involved in the planning and execution and remain engaged as a result of their positive experience.

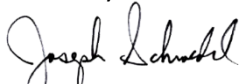
- **Academy of Fellows:** Buddy Barnes briefed the board on progress on the Action Plan. His team is making great progress in accomplishing the tasks taken on in May 2018. He also asked for feedback on the new Operations Manual and the AOF Nominations Process. In January, he will publish the 2019 Goals & Objectives.
- **Foundation:** John Mogge briefed the board on the progress of the Foundation. They will be underwriting the Leader Development Program and will have fundraising efforts underway shortly. The Foundation Meeting was held on Thursday, Nov 1.
- **RVPs:** Heather Wishart-Smith briefed the board on the Strategic Plan 2020 Assessment and Strategic Plan 2025 Development. She outlined best practices of Posts within the five lines of effort. She identified some support needs to include more IGE Workshop and Strategic Partnership best practices. For 2025, RVPs would like to stay close to the 2020 Plan – but with more focus, balanced with Post customization. They would like to highlight the value of state/local agency support of national security, and stressed some of the IGE initiatives as a focal point for 2025. They also stressed the importance of keeping communications short and direct.
- **C&Cs:** Cindy Lincicome briefed the board on the Strategic Plan 2020 Assessment and Strategic Plan 2025 Development for Committees & Councils. The morning group identified some gaps in communication and a need for unified marketing efforts. The group identified what “right” looks like for 2020 as increased participation, ease of succession planning, and positive metrics provided through annual reports. Cindy also briefed the board on initiatives underway – specifically, the C&C Work Group who is tasked to streamline C&C efforts and develop an Operations Manual. C&C Chairs would like to be included in developing objectives and metrics for 2025 and would like to be lead authors for relevant sections. Additionally, the Resilience Committee determined that “resilience” is not the most appropriate term based on their current experience – this should be examined for the 2025 Plan.

Strategic Plan 2025

Marv and Joe announced the formation of a workgroup to develop the Strategic Plan 2025. The group will be led by Past President, Sal Nodjomian and Elected Director, Charlie Perham. They have asked for volunteer support to form a group of no more than 8 people total. The draft plan will be presented at the 2019 JETC BOD Meeting. The final plan will be presented at the 2019 SBC BOD Meeting. Strategic Plan 2025 will be implemented and rolled out in January 2020.

Summary & Adjourn:

At the end of the meeting, John Mogge asked the board if the format and information flow provided adequate process and information for the board members to fulfill their responsibilities to Society members. He reiterated what Marv had said – that the SAME BOD has a fiduciary responsibility to our members and the Foundation Board has a fiduciary responsibility to its donors. All agreed that it did. One board member noted that with RVPs on one side of the room and C&Cs on the other, that it limited inter-group information sharing. Groups will be dispersed better for the next meeting. A suggestion was made at the end of BOD Day that we produce a short summary of messages that BOD members can take to their constituents. That suggestion will be implemented at the JETC 2019 BOD meeting. The meeting adjourned at 1700 and board members made their way to the President’s Reception.



BG Joseph Schroedel, P.E., F.SAME, USA (Ret.)
Executive Director

Encl 1: Meeting Agenda	Encl 5: Bylaws Proposal
Encl 2: Enlisted Committee Proposal	Encl 6: Report Slides
Encl 3: National Leader Development Task Force Proposal	Encl 7: Action Tracker
Encl 4: Centennial Task Force Proposal	

ENCLOSURE 2

Enlisted Committee Proposal

1. Recommendation: The BOD approves the establishment of, the charter and strategic plan for an Enlisted Committee with representation on the board of direction. The recommendation emphasizes a departure from previous concepts by establishing an Enlisted Committee, not a demographic council whose purpose is to serve the demographic. Instead, this recommendation establishes a committee that is built on the right demographic, seeks to attract all interested members to serve the Society's emerging line of effort, "Preparing Veterans for the A/E/C Industry".

2. Background:

- 2003 – Evidence of NCO representation on BOD -reference proposal for NCO dues.
- 2006 – NCO Council is chartered and led by CSM (R) Bill Arthur is NCO Council Chair, with a seat on the Board of Direction. (have not found official charter – phone con with Bill). Additionally, an NCO Symposium was hosted by SAME for several years.
- 2013 – Appears to be the last time that the NCO Council has a seat on the board. No mention of disbandment in the minutes. Between 2006 and 2013, leadership was always retired senior level NCOs who had already transitioned to private sector.
- 2016 – YMC (Lt Col Matt Altman) presented YMC Enlisted sub-committee TF successes to the board. Additionally, nobody could really answer why the NCO Council died and it was determined that a task force would be to explore the re-institution of an NCO Council. The task force was to be led by Bob Sidoti, Neal Wright, and Matt Altman. They were not able to produce any findings.
- 2017 – Enlisted Committee Chair, SMSgt Adam Boubede, Tamara Olson, Sal Nodjomian, Jill Murphy, Kathy Off had an informal discussion about a stand-alone committee at SBC. Consensus was that support was needed from other branches besides Air Force (primarily Army and Navy). Additionally, there should be a plan to integrate enlisted into ongoing efforts of the society as opposed to segregating efforts.
- 2018 – JETC – Lots of positive reinforcement for Enlisted Committee with the addition of senior enlisted Army and Navy support, along with a strong leadership team. The committee has generated a lot of excitement and energy among a young enlisted demographic to be connected to SAME as their professional Society of choice. They would like to propose having a seat on the BOD as a stand-alone committee which is open to all members.

3. Charter & Strategic Plan (included below)

There are two main reasons to support a charter for the Enlisted Committee:

- 1) The leadership of the committee is dedicated to incorporating the enlisted force into the SAME Strategic Plan, as opposed to being an insular club of enlisted members. The committee will be open to any members interested in supporting their goals. Contrary to the previous "Senior NCO Council," the proposed Enlisted Committee was born from the Young Member Council with a clear mission to promote professional development for the Total Force enlisted community, integrate those members throughout the spectrum of SAME operations, advocate and engage support of SAME's Strategic Plan, mentor enlisted members, and represent enlisted members in the Society.
- 2) The reach of the Enlisted Committee already extends to three of five Run to 2020 lines of effort and one Society Operational effort: IGE, Preparing Veterans for the AEC Industry, Developing Leaders for the Profession, and Membership Management. The current committee already has an aggressive membership campaign underway at the Post level. They are instituting best practices for unit mentoring and recognition and plan to use social media as an outreach tool to promote the value of SAME to the enlisted force.



The Society of American Military Engineers

Enlisted Committee Charter

Mission. The mission of the SAME Enlisted Committee (hereinafter “The Committee”) is to promote professional development for the Total Force enlisted community, oversee the integration of enlisted members throughout the spectrum of SAME operations; advocate and engage enlisted support of SAME’s Strategic Plan through outreach, training, networking and recognition, and provide value added to enlisted members; mentor enlisted members, and voice & address concerns of enlisted service members.

Membership. Membership in the community is open to all with an interest in enlisted matters relating to SAME. The Committee is open to all SAME enlisted members, retired, active, guard, and reserve in good standing. Leadership for The Committee shall be composed of the Leadership Team, as defined below. Positions may be added to or removed from the Leadership Team at the discretion of the Committee Chair. Every effort will be made to ensure that leadership positions are service diverse, especially during succession planning.

Organization. The Committee will function operationally with a Leadership Team. The Chair will serve a two-year term beginning at the Spring Board Meeting. The recommended Leadership Team is composed of the positions described below.

Appointment of Chair and Vice Chairs. Twelve months prior to the end of the Chair’s two-year term, a new Chair-Elect will be appointed by the President of the Society upon the recommendation from the current Chair of The Committee, after consultation with the Leadership Team, and approval from the SAME Vice President overseeing Committees & Councils, and the SAME Executive Director. It is the intent of The Committee that sitting Leadership Team members be fully considered for the Chair position, but the incoming Chair need not have served on the Leadership Team. The Chair may serve only one term. At the time of appointment, the nominee will become the Chair-Elect and work with the Chair to ensure a smooth transition.

The Vice Chair positions on the Leadership Team are appointed for a one-year term by the incoming Chair, after consultation with the current Leadership Team, based upon desire to serve, needs of The Committee, and the individual’s commitment to SAME programs. Vice Chairs may be invited to continue their position for subsequent years. The Chair will also have the flexibility to add or delete Vice Chair positions based on needs. The term limit for all Vice Chairs is 4 years.

Leadership Team Responsibilities – The following are the responsibilities of Leadership Team members.

1. **Chair.** Provide overall direction and management of The Committee by establishing goals and objectives annually that align with the Society's goals, objectives, and focus areas. Represent The enlisted community as a voting member on the National Board of Direction. Fill Leadership Team positions as needed to accomplish the mission of The Committee.
2. **Chair-Elect.** When appointed, assist the Chair and prepare to assume the Chair of The Committee. Provide overall support and guidance to the Committee Chair. Preside over Committee events or act on behalf of The Committee when the Chair is not available.
3. **Secretary.** Schedule monthly council meetings and send a reminder to all Leadership Team members and Liaisons. Prepare Committee meeting minutes and allow for review from The Committee members before finalizing. Provide finalized minutes to The Committee. Ensure the Enlisted Committee portion of the SAME National website contains accurate and up-to-date information on the Leadership Team and The Committee's current events.
4. **Advisor/Mentor.** Serves as a counselor and helps guide the activities of The Committee. Recommended that this position be filled by someone who has at least 5 years of experience as a SAME member.
5. **Vice Chair, Mentoring and Recognition.** Work directly with the appropriate Academy of Fellows and Young Member Council Vice Chairs in promoting and improving the Society's mentoring programs. Promote the recognition of Enlisted Members through the Society, Region and Post programs by advocating for Enlisted Member award submissions and highlighting Enlisted Member and Post accomplishments in the quarterly Young Member newsletter. Provide input to SAME National on soliciting the Foundation to support Enlisted Member education and mentoring programs. Serve on national award selection committees.
6. **Vice Chair, Post Communications.** Responsible for developing and maintaining communication between The Committee and all SAME Posts. He/she will build and maintain a roster of POCs representing each Post to be maintained at SAME National. Advocate to Post POCs for feedback concerning enlisted issues and report all Enlisted Committee activities & new initiatives to Post POCs.
7. **Vice Chair, Membership.** Track all SAME enlisted members and provide monthly reports to The Committee. Assist with the development of a new member outreach program to welcome new enlisted members to SAME. Build and maintain email distribution lists for all SAME enlisted members. Provide outreach to those members nearing membership expiration. Assist new members and members that move to a new geographical area with identifying the nearest Post and Post POC. Act as the Enlisted Committee representative on the SAME Membership Committee (Strategic Planning Subcommittee).
8. **Vice Chair, Social Media/Publicity.** Responsible for maintaining all social media pages associated with the Enlisted Committee and will act as the primary site admin for each. Responsible for posting Enlisted Committee activities on social media pages to include cross-posting on the SAME Young Member Linked In page. Monitor communication via the social media links, ensuring it maintains a professional image at all times. Acts as a clearinghouse for information from and to Posts regarding enlisted activities and provides information to SAME National for

The Committee's web site, publication in *Real TiME*, and *SAME TME*.

9. **Assistant Vice Chairs.** Appointed, as needed, to assist respective Vice Chairs with performance of their responsibilities or fill in when the Vice Chairs are not available

Service specific liaisons. Will act as representatives for each individual service branch and provide direct outreach to all enlisted members respective to each branch. Acts as the primary POC for service related enlisted issues. Works to enhance communication between The Committee and service specific personnel.

Liaisons. In addition to the Leadership Team, liaisons will be appointed, as needed, to facilitate communication and information flow between The Committee and the other key standing SAME Committees and Councils. Liaisons are expected to be active with their respective Committee or Council and proactively distribute information between that Committee or Council and The Enlisted Committee. Liaisons should provide updates during monthly committee meetings, or as needed, to ensure robust communication across the Society.

Operating Guidelines

- The Committee shall prepare an annual work plan; submitted in accordance with the Society's bylaws. The annual work plan may include, but not be limited to, facilitating mentoring relationships between enlisted members and Fellows of the Society, assisting Posts with promoting enlisted programs, enlisted outreach programs to facilitate active involvement within the Society, and ensuring programs relevant to enlisted members are included in SAME Regional and SAME National conferences. The work plan shall be reflective of the Society's Focus Areas and Strategic Plan.
- The Vice Chair of Post Communications, in consultation with the Chair and Vice Chairs, will provide news and updates to the Chair to transmit to all Society enlisted members.
- The Committee will conduct business via teleconferences and will have at least one Committee meeting each year at the annual Joint Engineer Education and Training Conference. Other meetings of the Leadership Team or The Committee should be planned as determined feasible by the Leadership Team.

SAME Enlisted Committee 2020 Strategic Plan

MISSION: The mission of the Enlisted Committee is to promote professional development for the Total Force enlisted community, oversee the integration of enlisted members throughout the spectrum of SAME operations; advocate and engage enlisted support of SAME's Strategic Plan through outreach, training, networking and recognition, and provide value added to enlisted members; mentor enlisted members, and voice & address concerns of enlisted service members.

1. Outcomes. The major outcomes of this plan to be achieved by JETC 2020:

a) Leverage communication channels to the fullest extent to communicate the value of SAME to all enlisted service members and generate active member engagement at Post, Regional, and National levels.

b) Establish the Enlisted Committee as the premier platform for SAME enlisted outreach efforts and secure recognition on the SAME National Board of Direction.

c) Build long term sustainment for the Enlisted Committee through leadership and mentoring programs aligned with the SAME National strategic plan.

d) Promote the inclusion of enlisted service members in SAME to establish a culture that is more attractive and engaging for enlisted service members.

2. GOALS.

1) Communication

- a. Objective 1, Value Brief: Develop a Value Brief proposition that targets uniformed service members and answers the question "What does SAME do for you?" and "What can you do for SAME?"
- b. Objective 2, Establish touch points: Identify POCs at engineering training school houses (technical training and AFIT) and supply them with the SAME Value Brief for students.
- c. Objective 3, Committee & Technical Training Schools as the Council Partnering: Establish POCs from the Enlisted Committee on other SAME Committees or Councils (STEM, YMC, CECL) to coordinate rather than duplicate efforts.
- d. Objective 4, Post Outreach: Discuss enlisted member engagement at Post Leaders Workshop.

2) Membership

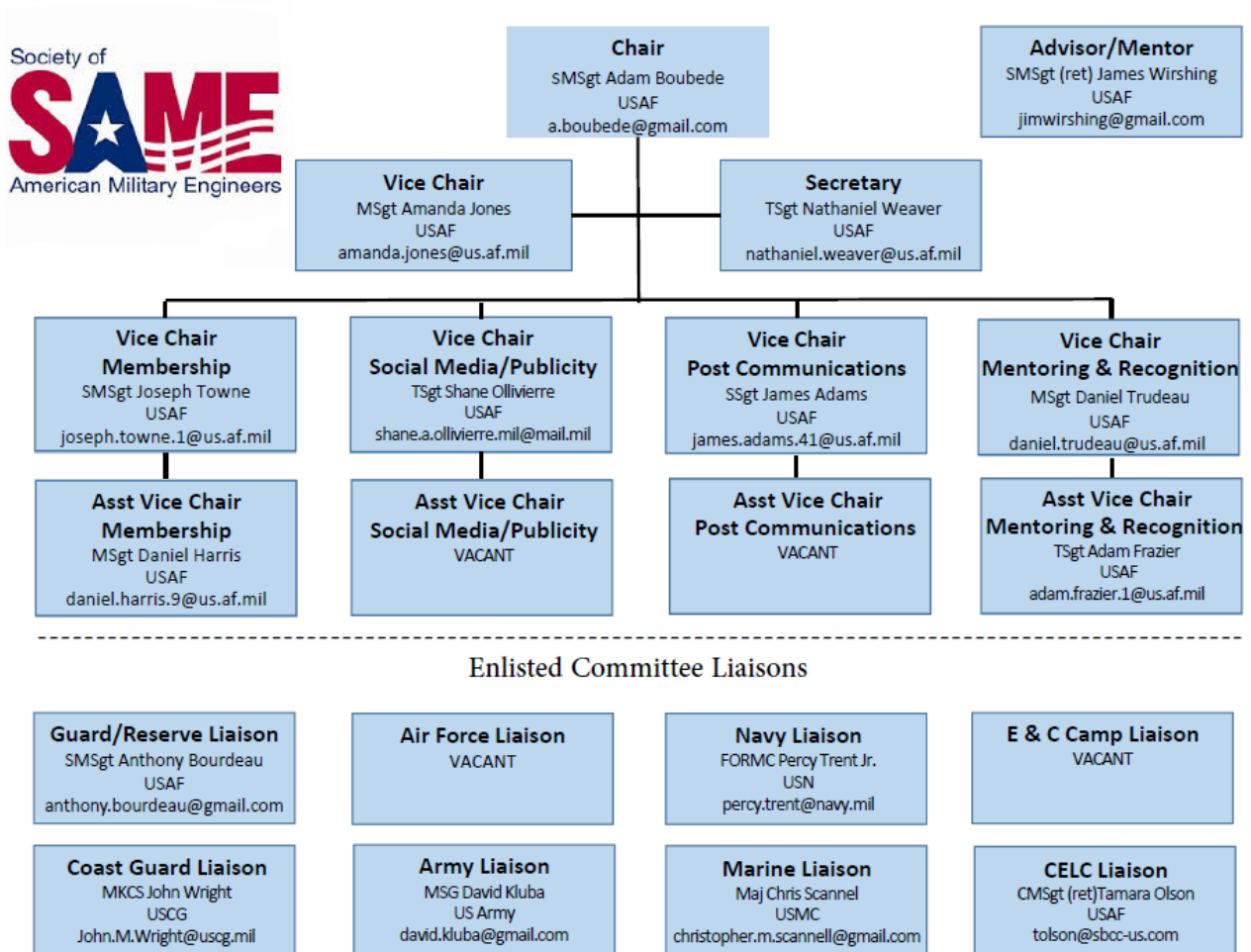
- a. Objective 1, Member accountability: Partner with SAME National to organize reliable method to track enlisted membership.
- b. Objective 2, Active Engagement: Partner with SAME National to distribute "Welcome Letter" for all new enlisted members
- c. Objective 3, Growth: Increase membership to 1000 enlisted members by 2020 and match SAME National 5% growth per year goal beyond 2020.

3) Mentoring & Recognition

- a. Objective 1, Honor Grad program: Develop award program to recognize technical training school honor graduates with a SAME membership.
- b. Objective 2, STEM Camp Mentor: Promote active participation for enlisted members as STEM Camp mentors
- c. Objective 3, Sustainability: Develop a succession plan linking engagement to leadership growth opportunities to meet members' needs

4) Social Media Outreach

- a. Objective 1, Marketing: Publicize the outstanding contributions enlisted service members make to SAME on social media platforms (Facebook & LinkedIn)
- b. Objective 2, Outreach: Establish and develop social media connections between the SAME Enlisted Committee and the social media pages of military engineering organizations of all service branches.



ENCLOSURE 3

National Leader Development (LDP) Task Force

1. Recommendation: The BOD officially establishes the National Leader Development Task Force. Termination of the Task Force, or transition to a national committee, will be upon graduation of the first National Leader Development Class at JETC 2020.

2. Background:

- Historically, a few posts (primarily, San Antonio Post; Washington, DC Post following suit) have their own Leader Development Programs. The benefits of post level programs are significant, especially in terms of attracting military and government employee participation to utilize their leadership experiences.
- At the national level, SAME participated for a few years in the Emerging Leader Alliance (ELA) program. The decision was made to pursue a SAME Leader Development Program tailored to our demographic and maximize value. The sentiment was that SAME has a strong and unique base of leaders upon which we can develop a robust and enduring program that not only links post LDP efforts within a national program, but that could evolve into a world class program that includes participants from throughout the A/E/C industry. This approach sets the Society on a course that is a critical component of our Strategic Plan and core to our unique contributions to the industry.
- The BOD approved the National Leader Development Program as a major initiative of the *Run to 2020 and Beyond* (Phase I of the National Centennial Celebration), specifically, as a major component of the Developing engineering leaders for the nation strategic line of effort.
- Additionally, the SAME National Foundation Board of Direction agreed to fund the National LDP program as a major program in support of the Foundation's enduring purpose: "Fostering Engineering Leadership for the Nation".
- The LDP TF has been operating under the direction of Appointed Directors Caroline Roberts and Mike Darrow with active participation from various segments of membership.
- The first student class of the National Leader Development Program will begin in 2019 at JETC and graduate in 2020 at JETC.
- The recent XC "Governance and Management Review" approved the integration of Leadership Development as one of the cornerstones of JETC every year. Specifically, the concept is to dedicate one of the plenary sessions to Leader Development; have it hosted by the National SAME Foundation; and conduct the graduation and introduction of the new class at that plenary session.

3. Task Force Charter: The Task Force is progressing well and is on track to meet the major milestones. The Task Force Charter follows.

Task Force Charter – National Leader Development Program

Status: On plan as of 10-15-18

Strategic Line of Effort: Developing Engineering Leadership for the Nation

Final Report

<insert final report details once available>

Purpose or Context

Working with support from the SAME Foundation, the National Leader Development Program (LDP) will identify and cultivate leadership from within the SAME membership. Through this program, SAME fills a vital training gap within the industry, delivers value to SAME members and Posts and ensures strong leadership for the future of the nation.

Objectives

1. Develop and foster the next generation of world class military, government civilian and industry leaders for the Society and our nation in support of the SAME Strategic Plan.
2. Understand individual strengths and how to apply these strengths to achieve success.
3. Understand team concepts including roles, responsibilities, accountability, and groups.
4. Develop leadership skills through training, assignments, service project, and opportunities.

Deliverables

1. Curriculum
2. Eligibility criteria & application process
3. Communication plan
4. After Action Report for Class of 2020

Key Dates

Application and Call for Instructors Opens	October 31, 2018
Application Closes	December 21, 2018
Curriculum Instructors Selected	March 1, 2019
Primary selections names	March 1, 2019
Alternate selections named	April 1, 2019
Initial Cohort Meets at JETC	May 7-9, 2019
Monthly Calendar of PD Webinars	May 2019-April 2020
Initial Cohort Graduates at JETC	May 7-9, 2020

Official Members

Co-Chair:	LTC (R) Mike Darrow, Appointed Board Director
Co-Chair:	Caroline Roberts, Appointed Board Director
Foundation Liaison:	Angie Goral, Foundation Board Member
SAME Staff Liaison:	Eddie Gonzalez, STEM Program Manager
YMC Liaison:	Lisa Theole, YMC Chair

Meeting Frequency

Co-chairs will schedule conference calls bi-weekly with face to face meetings in conjunction with National Events.

Communication

Communications via Telephone and Email will be the primary mode for sharing information, issuing guidance, and obtaining updates on status.

The Co-Chairs will schedule and conduct meetings bi-weekly that will be conducted via teleconference until project completion. These meeting will be used to assess progress towards completion of the work product and meeting the milestone schedule.

Face to face meetings will take place in conjunction with SAME National Events - Capital Week, JETC, PLW, and the SBC.

The members will participate in regularly scheduled meetings. Members will arrange to have appropriate representation during said meetings when he or she is unable to attend.

Members are encouraged to communicate with the Subject Matter Experts who are not specifically identified Task Force members to assist them in the preparation of their work product.

Conference Call Information

To join via computer, tablet or smartphone: <https://global.gotomeeting.com/join/497541189>

To join using a phone: United States (Toll Free): [1 877 309 2073](tel:18773092073)

United States: [+1 \(646\) 749-3129](tel:+16467493129)

Access Code: 497-541-189

Program Promotion Calendar

Timeframe	Action	Target
late September	LDP webpage on same.org	website
early October	Program Flyer	Website
October 31, 2018	Email out Application Flyer	website, RVPs, mid-level SAME members
October 31, 2018	Email out Call for Instructors	website, Committee chairs, RVPs, select SAME members
December	Reminder of application close	RVPs, mid-level SAME members
early March/early April	Promote Inaugural Class on Social Media	SAME members
late April	Promote LDP at JETC, Highlight facilitator/topics.	SAME members
May	Promote cohort at JETC	SAME members

Task Force Term

The Task Force will be re-evaluated after the graduation of the first class (JETC 2020) for possible transition to committee status.

ENCLOSURE 4

SAME Centennial Planning Task Force

1. References:

a. SAME Centennial Planning Task Force (dated 17 May 2017). At that time, the BOD envisioned using the Centennial Planning TF to assist with “reimagining” JETC. The goals of that BOD still apply, but progress has been made in improving JETC via improvements implemented in JETC 2017 and 2018 as well as the August 2019 XC Governance and Management Review.

b. SAME Centennial Planning Concept (dated 7 Aug 2018). The XC approved the concept at the 19 August XC meeting (ICW PLW).

c. XC Minutes (19 August 2018). Details of the Governance and Management Review.

2. Centennial Planning Task Force Chair: Effective 14 September 2018, CAPT Bob Bevins, Elected Director, has agreed to be the Chair of the Centennial Planning TF through May 2021. He will draft a standard SAME TF charter for BOD approval.

3. Centennial Planning TF Organization.

a. XC Oversight. The XC affirmed at the 19 August XC that the XC, supported by the BOD will be intimately engaged in overseeing the planning and execution of the SAME Centennial. Of importance is financially resourcing the Centennial (some aspects, outside of the National Office operational budget), especially given the overall intent of the three-year celebration (2018-2021) of energizing the society for the next century and special efforts (such as a Century Book, the reenactment of Eisenhower’s Convoy, and others) that will be required to make this a truly effective campaign.

b. BOD Participation. RVPs, C&C Chairs and the AOF play key roles in the planning and execution of the Centennial Celebration. BOD members, especially elected directors (those without specific tasks) will also assist by either serving on committees or recruiting committee members from the Society at large.

c. Post Level Centennial Coordinator. Posts have been directed to establish a new Post Board Position and report the names of the “Post Centennial Coordinator” at the Fall 2018 BOD meeting in New Orleans (SBC).

d. National Office Support. The entire National Office staff plays a part in the Centennial Celebration, hence the XD is the lead POC for the Centennial Planning TF Chair.

4. Task Force Formation. The Centennial Planning TF Chair and the XD will meet on 21 September to establish TF requirements. The TF Chair will provide BOD members with a read ahead document and finalize TF Formation on 30 October at the BOD. He will also update the BOD on progress to date.

ENCLOSURE 5

Bylaws Updates

Article III, Section 6

Classification. SAME shall have a classification for Fellow that is unrelated to dues categories of membership. Fellows are members of the Society who have rendered dedicated and outstanding service to SAME and to the engineering profession and who are approved to become a Fellow who have made an impact on SAME and on the engineering profession and who are committed to continuing to do so in accordance with these Bylaws and the Academy of Fellows Operations Manual. The Chair of the Academy of Fellows will ensure that the Operations Manual is current.

Requirement. Nominees shall have been active members of SAME for a minimum of ten years and shall remain in good standing. Nominations will be accompanied by a written justification outlining detail specific contributions and service to both SAME and the engineering profession, Society knowledge and a written declaration of future service. Only a SAME Fellow may nominate a member of SAME for Fellow. Nominations must be submitted according to the instructions provided by the Academy. All nominations shall be accompanied by four additional written endorsements from Society members including two from Society Fellows, one from the Post President of a Post of which the nominee is a member, and one from the respective Regional Vice President. Upon receipt at SAME's National Office, the nominations shall be reviewed to validate the individual's eligibility (i.e., at least 10 years of membership) and forwarded to a selection committee appointed by the Chair of the Academy of Fellows. The Academy of Fellows Selection Committee will consider the nominations and will recommend approval or disapproval of each nomination based solely on the information received.

Process. The Academy of Fellows National selection committee will report its recommendations on Fellows nominations to the Chair of the Academy and the SAME President for approval. Once approved, Chair of the Academy will notify those selected and not selected, as well as the Board of Direction, and will publish the list of new Fellows within 30 days. The individuals selected will be considered Fellows as of the date of approval by the SAME President.

Article X: Operations. SAME will develop and maintain a Strategic Plan

c. **Student Chapters**, composed of Student Members, may be formed at educational institutions under the auspices of a Post for the purposes of SAME mentoring and supporting students in engineering and related departments. The local Post shall develop and execute a charter that creates a leadership team and partnership among Post mentors, faculty advisors and student leaders. The charter should be renewed periodically with students interested in carrying out the objectives of SAME. A copy of such charter will be provided to the SAME National Office for information.

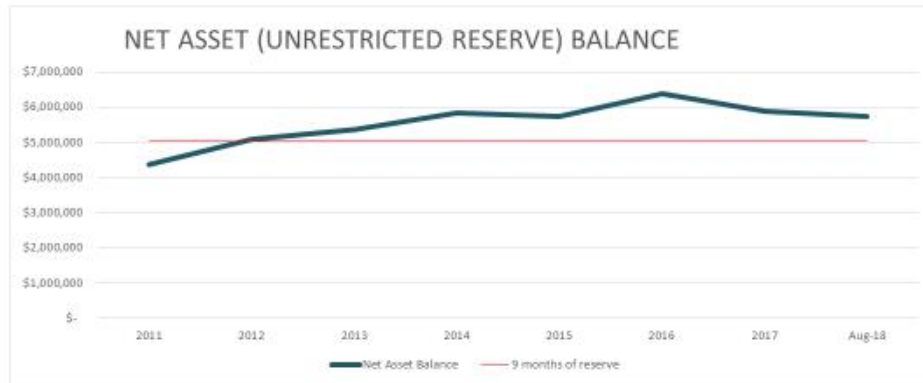
d. **Virtual Student Chapter (VSC)**, composed of both SAME and Student Members, will operate ~~may be formed~~ under the ~~management leadership and operation~~ of the College Outreach Committee for the purposes of mentoring and supporting students in engineering and related departments ~~without access to a physical Student Chapter~~. The Committee shall develop and execute a charter that creates a leadership team and partnership among student leaders and appropriate SAME resources. The charter should be renewed periodically by ~~leadership and the committee to ensure the chapter is carrying out the mission of SAME. the College Outreach Committee and reviewed by the National Officer who oversees committees and councils.~~ A copy of the charter will be provided to the SAME National Office for information.

Propose that the BOD accept the Bylaws update proposal from the AOF to remain consistent with the approved AOF Action Plan of May, 2018. Additionally, propose that the BOD accept the Bylaws change for VSC, approved by the College Outreach Committee.



Finance

Financial Health



The metric for a healthy association is 6-9 months of Operating Expenses in Net Assets. Based on the current year projections SAME's net asset reserve is approximately **10 months**.

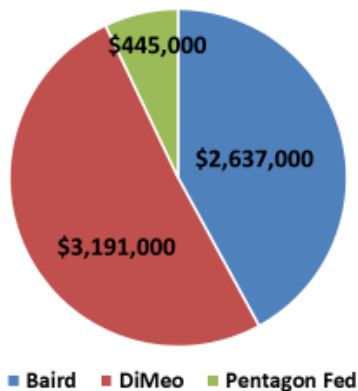
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Finance

Investment Summary

August 31, 2018 Balances



- Total: \$6,273,000
- Investment Policy Guidance approved: May 2017
- Quarterly Investment Committee Calls conducted with DiMeo and Baird, assessing performance to benchmark.
- Targeted Portfolio Rate of Return is 4.9%
- Trailing Year Performance:
 - ✓ DiMeo: 5.08%
 - ✓ Baird: 3.80%
- RFP currently issued for the Baird portion of the Portfolio

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Sources of Revenue



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Expenses by Functional Area



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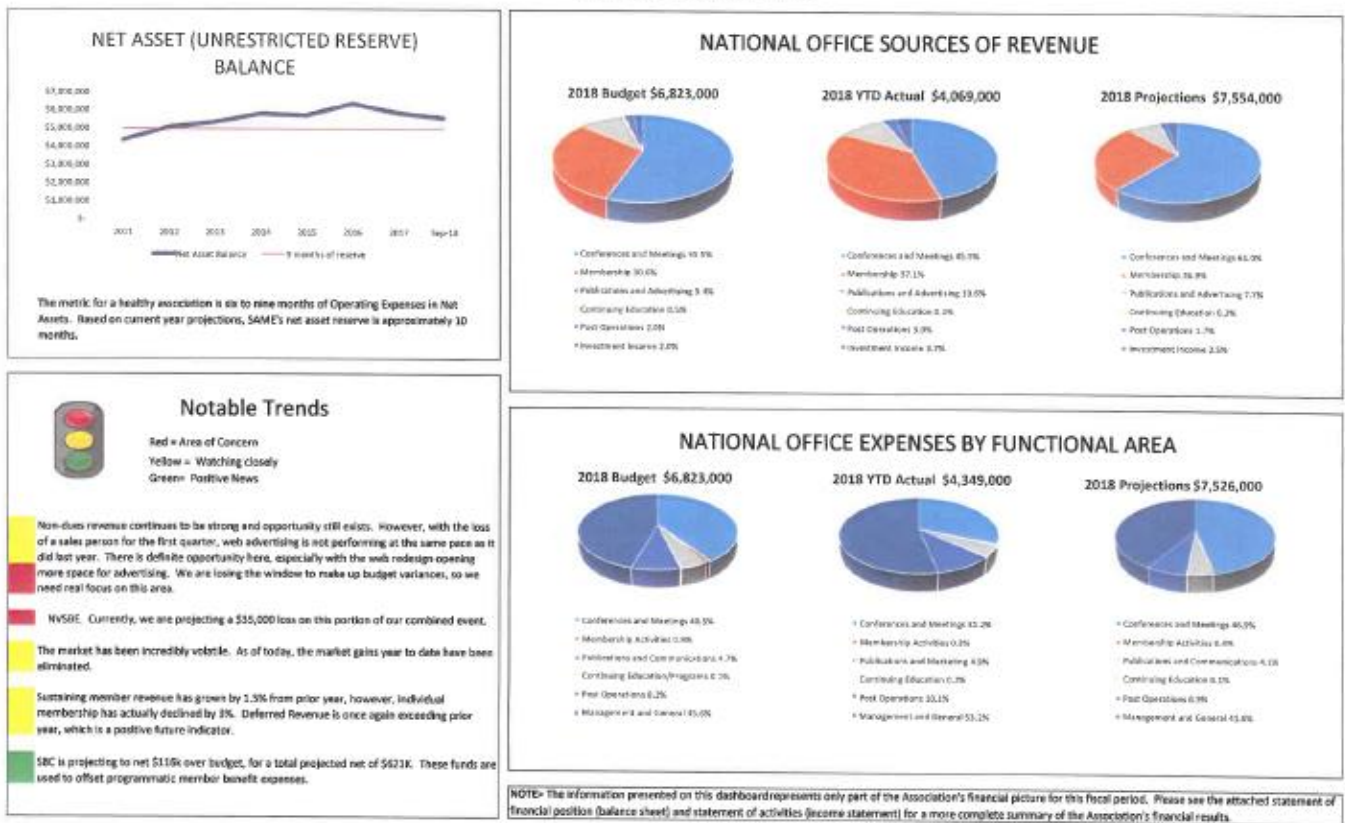
On the Horizon

- Positive Change in Net Assets projected for 2018.
- Budget development and approval in December.
- Annual Audit and Tax Returns will be completed in March/April.

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September 30 Financial Package

Society of American Military Engineers
September 30, 2018
Key Financial Performance Indicators





Statements of Financial Position
 As of September 30,

	<u>2018</u>	<u>2017</u>
Assets		
Cash & Cash Equivalents	\$ 1,340	\$ 1,407
Accounts Receivable, net of allowance	100	89
Prepaid expenses and deposits	732	317
Investments	6,274	5,554
Investments held for deferred compensation	0	0
Property and Equipment, Net	744	811
Total Assets	<u>9,189</u>	<u>8,177</u>
Liabilities and Net Assets		
Liabilities		
Accounts Payable and Accrued Expenses	97	167
Accrued payroll liabilities	128	72
Deferred compensation	0	0
Deferred Revenue		
Membership	1,052	1,004
Events	2,217	1,275
Advertising	82	82
Partnership	0	75
Total Liabilities	<u>3,576</u>	<u>2,675</u>
Net Assets		
Change in Net Assets- Current Year	(280)	(866)
Net Assets - Prior Year	5,893	6,368
Total Net Assets	<u>5,614</u>	<u>5,502</u>
Total Liabilities and Net Assets	<u>\$ 9,189</u>	<u>\$ 8,177</u>

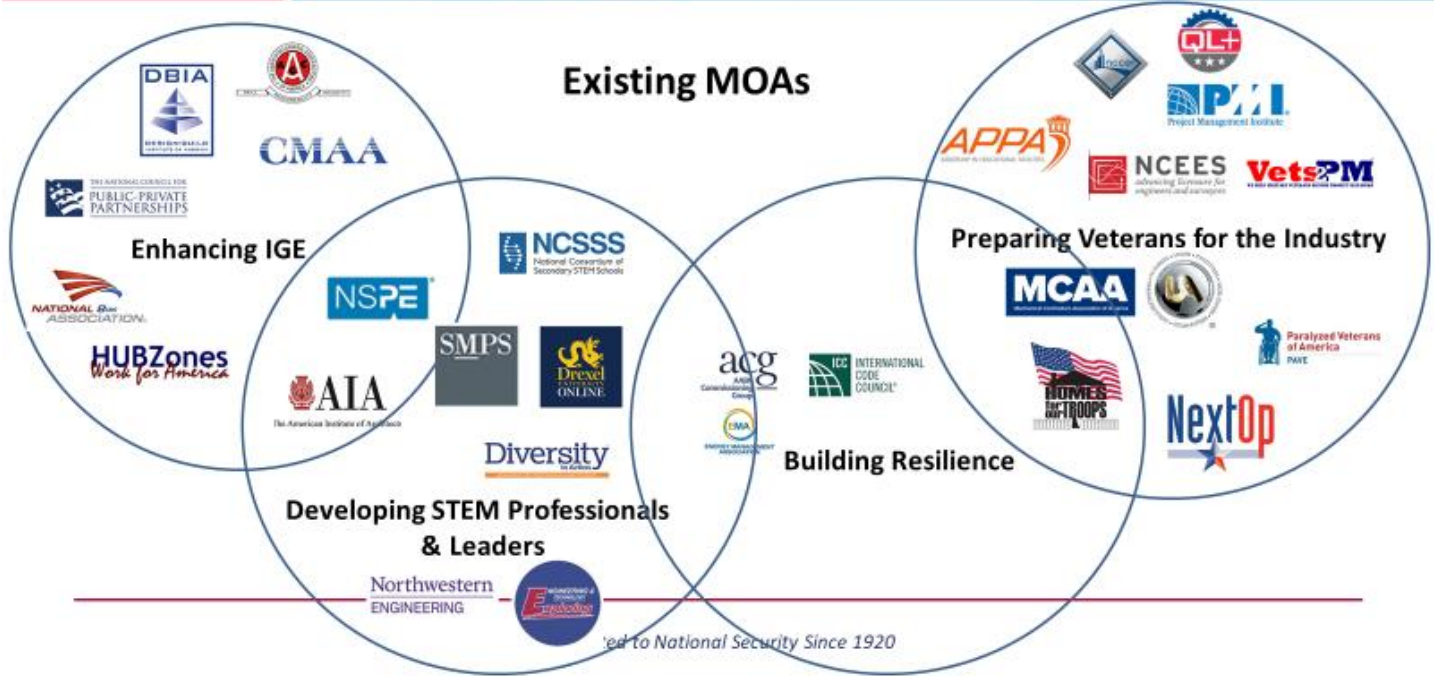


**Statement of Activities (no Functional Expense Allocation)
For the Period of Nine Months Ended September 30, 2018**

	2018	Year-To-Date		Variance	Variance
	Budget	Budget	Actual	\$ Change	%
REVENUE					
Conferences and Meetings	\$ 3,787	\$ 1,947	\$ 1,850	\$ (97)	-5%
Membership	2,091	1,568	1,511	(58)	-4%
Publications and Advertising	642	488	430	(58)	-12%
Continuing Education	31	25	6	(19)	-78%
Post Operations	197	134	123	(11)	-8%
Interest and Dividends	195	101	123	22	22%
TOTAL REVENUE	6,823	4,264	4,042	(221)	-5%
EXPENSES					
Program Services:					
Conferences and Meetings	2,766	1,412	1,356	56	-4%
Membership Activities	55	41	15	26	-63%
Publications and Marketing	321	229	234	15	-6%
Continuing Education	10	9	9	(0)	2%
Post Operations	563	486	441	46	-9%
Total Program Services	3,714	2,177	2,036	142	-7%
Supporting Services:					
Management and General Fundraising	3,109	2,288	2,313	(26)	1%
Total Supporting Services	3,109	2,288	2,313	(26)	1%
TOTAL EXPENSES	6,823	4,465	4,349	116	-3%
CHANGE IN NET ASSETS FROM OPERATIONS	(0)	(201)	(307)	(105)	52%
Change in Value of Investments	-	-	27	27	
NET CHANGE IN NETS ASSETS	\$ (0)	\$ (201)	\$ (280)	\$ (78)	39%

**Society of American Military Engineers
Statement of Activities (no Functional Expense Allocation)
Actuals for the Period of Nine Months Ended September 30, 2018 and Projections for the Months of October - December 2018**

	Actuals		Projection		Total	Budget	Projection to Budget Variance
	Year to Date	October	November	December			
REVENUE							
Conferences and Meetings	1,849,851	\$ -	2,759,760	\$ -	4,609,611	\$ 3,787,150	822,461
Dues	1,510,690	174,271	174,271	174,271	2,033,503	2,091,250	(57,747)
Advertising and Publications	430,030	44,750	99,750	9,750	584,279	642,000	(57,721)
Programs	5,506	2,083	2,083	2,083	11,756	31,000	(19,244)
Post Operations	123,088	833	833	833	125,588	136,500	(10,912)
TOTAL REVENUE	\$ 3,919,164	\$ 221,938	\$ 3,036,698	\$ 186,938	\$ 7,364,737	\$ 6,687,900	\$ 676,837
EXPENSES							
Program Services:							
Conferences and Meetings	1,356,314	\$ -	2,173,505	\$ -	3,529,819	\$ 2,766,450	\$ (763,369)
Membership Activities	15,148	4,376	4,876	4,369	28,768	54,500	25,732
Society Publications and Communications	214,246	42,642	40,392	8,642	305,921	320,700	14,779
Programs	9,025	-	-	660	9,675	9,500	(175)
Post Operations	440,848	25,375	25,375	25,375	516,974	562,550	45,576
Total Program Services	\$ 2,035,581	\$ 72,392	\$ 2,244,147	\$ 39,036	\$ 4,391,157	\$ 3,713,700	\$ (677,457)
Supporting Services:							
Management and General Fundraising	2,313,421	253,142	266,842	301,442	3,134,846	3,109,200	(25,646)
Total Supporting Services	2,313,421	253,142	266,842	301,442	3,134,846	3,109,200	(25,646)
TOTAL EXPENSES	\$ 4,349,002	\$ 325,534	\$ 2,510,989	\$ 340,478	\$ 7,526,003	\$ 6,822,900	(703,103)
CHANGE IN NET ASSETS FROM OPERATIONS	\$ (429,838)	\$ (103,596)	\$ 525,709	\$ (153,540)	\$ (161,266)	\$ (135,000)	\$ (26,266)
Change in Value of Investments	\$ 150,191	\$ 13,000	\$ 13,000	\$ 13,000	\$ 189,191	\$ 135,000	\$ 54,191
NET CHANGE IN NETS ASSETS	\$ (279,647)	\$ (90,596)	\$ 538,709	\$ (140,540)	\$ 27,925	\$ -	\$ 27,925



Five Criteria for MOAs

- Mutually Beneficial
- No Money Exchanged
- Must be able to Deliver
- Focused
- Simple

BOD Mission

- Take advantage of existing partnerships (see matrix).
- Help evaluate ROI of existing relationships.
- Recommend new partnerships.

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Strategic Plan Support

Strategic Line of Effort	Supporting Partnership	Internal Support	Supporting SAME Staff	C&C/TF Oversight
Enhance Industry Govt. Engagement	ACEC	Enlisted Com.	Strategic & Stakeholder Relations	VP C&Cs
	AGC	Facilities Asset Management Com.	Programs & Education Manager	VP C&Cs
	DBIA	JECO Com.	Strategic & Stakeholder Relations	VP C&Cs
	IFMA	Small Business Council	Meetings & Marketing Director	VP C&Cs
	National 8a Association	International Com.	Programs & Education Manager	VP C&Cs
	National HubZone Council	RVPs/Posts (IGE Workshops)	Strategic & Stakeholder Relations	VP RVPs
	NCPPP			
Produce STEM Professionals	ACG/EMA	Architectural Practice Com.	Programs & Education Manager	VP C&Cs
	AEOP	Camps Com.	STEM Program Manager	VP C&Cs
	AIA	College Outreach Com.	STEM Program Manager	VP C&Cs
	CMAA	Credentialing Com.	STEM Program Manager	VP C&Cs
	DBIA	Energy & Sustainability Com.	Programs & Education Manager	VP C&Cs
	Diversity in Action	Environmental Com.	Programs & Education Manager	VP C&Cs
	Drexel Online	Facilities Asset Management Com.	Programs & Education Manager	VP C&Cs
	HUD STEM	STEM Com.	STEM Program Manager	VP C&Cs
	IFMA	AOF	Strategic & Stakeholder Relations	AOF Chair
	Learning for Life	RVPs/Posts (STEM Camps & activities)	STEM Program Manager	VP RVPs
	NCSSS			
	Northwestern			
	NSPE			
	TSA			
Preparing Veterans for the AEC Industry	APPA	Credentialing Com.	STEM Program Manager	VP C&Cs
	AEA	Veteran Transition Com.	Executive Director	VP C&Cs
	Drexel Online	Young Member Com.	Strategic & Stakeholder Relations	VP C&Cs
	HFOT	Enlisted Com.	Strategic & Stakeholder Relations	VP C&Cs
	MCAA/UA	Small Business Com.	Meetings & Marketing Director	VP C&Cs
	MCEA	RVPs/Posts (Veteran Support initiatives)	Membership & Posts Manager	VP RVPs
	NCCER			
	NCEES			
	Next Op			
	NICET			
Northwestern				

	PAVE PMI QL+ VA Vets2PM			
Developing Leaders for the Profession	NSPE SMPS	LDP	STEM Program Manager	VP C&Cs
		Enlisted Com.	Strategic & Stakeholder Relations	VP C&Cs
		Young Member Council	Strategic & Stakeholder Relations	VP C&Cs
		Foundation	STEM Program Manager	Foundation Pres.
		AOF	Strategic & Stakeholder Relations	AOF Chair
		RVPs/Posts (Post Leadership Programs, sending Post members to the National LDP, cultivation of Fellows)	STEM Program Manager & Strategic & Stakeholder Relations	VP RVPs
Enhance Community Resilience	ACG/EMA EPRI ICC	Resilience Com.	Programs & Education Manager	VP C&Cs
		International Com.	Programs & Education Manager	VP C&Cs
		JECO Com.	Strategic & Stakeholder Relations	VP C&Cs
		RVPs/Posts (IGE Workshops, Resilience Exercises/Panels)	Strategic & Stakeholder Relations, Membership & Post Manager	VP RVPs

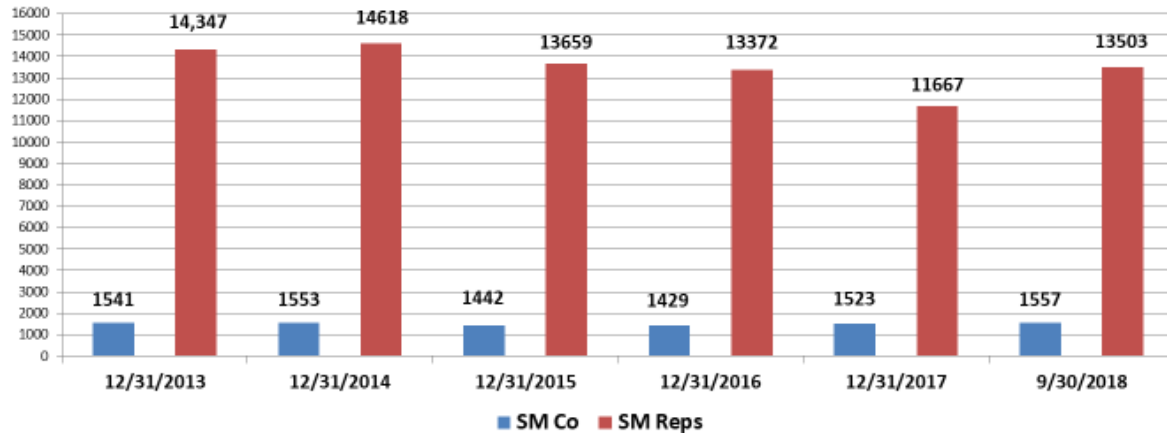
Society Operations

National Office Management Functions				
Financial Management (provided or required) & Liability Management		Audit Com. (Ad Hoc)	Finance & Operations Director	Treasurer
		Camps Com.	STEM Program Manager	VP C&Cs
		International Com.	Programs & Education Manager	VP C&Cs
		Investment Com.	Finance & Operations Director	Dual Com. Chairs (SAME+Foundation)
		LDP TF	STEM Program Manager	VP C&Cs
		RVPs/Posts (annual reports)	Finance & Operations Director, Membership & Post Manager	VP RVPs
Membership Management		College Outreach Com.	STEM Program Manager	VP C&Cs
		Enlisted Com.	Strategic & Stakeholder Relations	VP C&Cs
		Membership Com.	Member & Post Support Manager	VP C&Cs
		RVPs/Posts	Member & Post Support Manager	VP RVPs
Awards & Recognition Management		Awards & Recognition Com.	Member & Post Support Coordinator	VP C&Cs

		AOF	Strategic & Stakeholder Relations	AOF Chair
		RVPs/Posts	Member & Post Support Coordinator, TME	VP RVPs
National Event Management	AIA HubZone Council	Architectural Practice Com.	Programs & Education Manager	VP C&Cs
		Centennial Planning TF	Executive Director	BOD
		Energy & Sustainability Com.	Programs & Education Manager	VP C&Cs
	IFMA National 8a Association	Environmental Com.	Programs & Education Manager	VP C&Cs
		Facilities Asset Management Com.	Programs & Education Manager	VP C&Cs
	SMPS VA	International Com.	Programs & Education Manager	VP C&Cs
		JECO Com.	Strategic & Stakeholder Relations	VP C&Cs
		Small Business Com.	Meetings & Marketing Director	VP C&Cs
		RVPs/Posts (volunteers & calendar deconfliction)	Meetings & Marketing Director	VP RVPs

Sustaining Member Trends

2013 - 2018



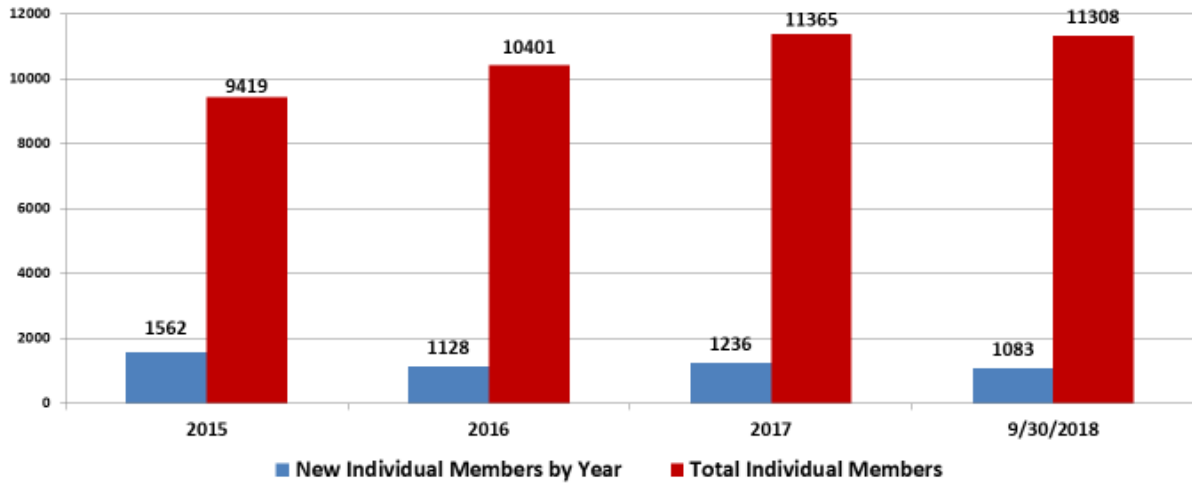
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Sustaining Member Trends

- Overall increase in Sustaining Memberships – Up 128 in past two years
- 70% of SMs have 100 employees or less
- Decrease in additional Posts – 891 SMs belong to only one Post
- Decrease in number of SReps per company – down 844 since 2013
- Smaller SMs (1-50 employees) transitioning to individual memberships
- Only 80% of new SMs renew the second year.

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Individual Member Trends

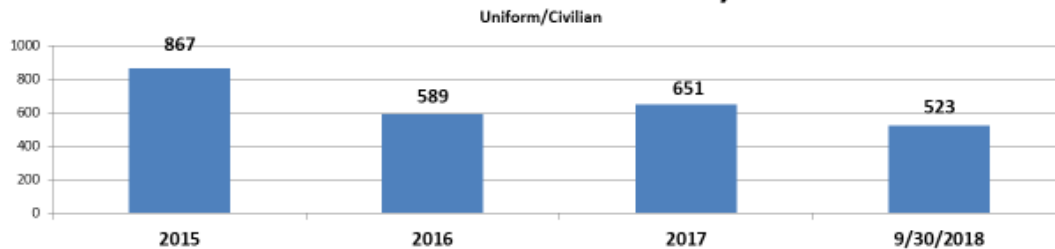


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Individual Member Trends

- Increasing steadily as Smaller SMs (1-50 employees) transition to individual memberships
- Average of 90% of new IMs renew.

Public Sector New Members by Year



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Membership Management

- Holistic review of dues structure being conducted with an emphasis on simplification, equity and financial health.
- Active participation is still #1 priority.
- “Cost to Serve a Member” developed and approved by the Executive Committee.
- Post affiliation process to be simplified, resulting in streamlined reporting for Post volunteers.

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STAY INFORMED:

Communications Tools

- TME
- Real TiME
- Real TiME Podcast
- Bricks & Clicks
- SAME.org Website

Help Us Celebrate Members!

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STAY INFORMED:

New/Upcoming Initiatives

SAMENews.org website

- This summer we launched a one-stop shop for access to *Real TIME*, *Real TIME Podcast*, *Bricks & Clicks* blog and *TME* magazine.
- Combines three sites into one.
- Website is mobile-friendly.
- All articles are shareable on social media.
- We have invited members to contribute and be Brand Ambassadors. For SBC, 12 members have contributed articles on what they are looking forward to at SBC. **Helps enable participation.**

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STAY INFORMED: Hosting Post Websites

STATISTICS:

- SAME National hosts 80 Post websites
- Most recent Posts to migrate: **Denver Metro, Detroit, New Jersey, Kittyhawk, Oklahoma City**
- Posts next in line: **Phoenix, Piscataqua.**

BENEFITS:

- No Cost to the Post.
- Post can maintain content control.
- National Office provides Troubleshooting & Back End technical support.
- Integration with National Events Calendar allows Post events to be seen by all.
- Consistent branding with other Post webpages (*One Society*).
- Connectivity to Member Dashboard.

Helps Posts Save Time & Money!



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STAY INFORMED: New/Upcoming Initiatives

The Military Engineer Archives Digitization

- Completed digitization of entire *TME* collection—dating to 1909.
- Partnership with JSTOR puts *TME* in new National Security collection that is used by universities and research institutions.
- We are finalizing a member access portal.
- All SAME members will have access through their member dashboard; Non-members can pay on a per article basis.



Helps create greater awareness of SAME's history as we approach our Centennial in 2020.

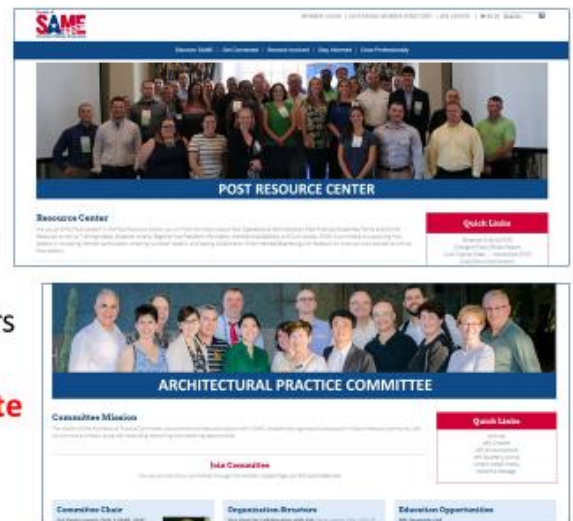
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STAY INFORMED:

New/Upcoming Initiatives

Refined SAME.org website design

- We are in the testing phase of an enhanced SAME website design.
- Soon we will gather member feedback before launching into the updated look.
- Updates have been made based on three years of feedback, and data showing usage/trends.
- **Intent is to improve storytelling of the website** as Society approaches its Centennial.
- Structurally, the site remains the same.



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STAY INFORMED: From the Ground Up

“SAME is One Society of Posts, relevant locally, and contributing a national strategic direction.”

The Importance of Sharing Post News

- Helps share the impact of what members are doing
- Information needs to be shared up, so that it can be featured nationally (Annual Report and Society News).
- Creates awareness.
- Inspires participation.
- Builds SAME’s national reputation beyond the Society.



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STAY INFORMED: Key 2020 Messages

The focus of the Run to 2020 is **“increasing member participation.”**



How?

- By finding their passion.
- By saying yes.
- By doing just one more.

Strategic Lines of Effort

- Enhancing Industry-Government Engagement
- Developing Leaders for the Profession
- Producing STEM Professionals for the Nation
- Preparing Veterans for the A/E/C Industry
- Strengthening Resilience throughout the Country

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Events support all four goals of the 2020 Strategic Plan:

1. Relationships
2. Leadership & Mentoring
3. Professional Development & Personal Growth
4. Resilience

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FM Workshop Emerging Tri-Service Interagency Workgroup

Year – Date	Location	# Attendees	#Exhibitors/Sponsors	Net Profit
2018 – Feb 7-9	San Antonio	430	29	\$5,401
2017 – Feb 9-10	San Antonio	329	19	\$23,947
2016 – Feb 24-25	San Antonio	269	21	\$10,139

2019 – Feb 6-8, San Antonio

Future dates and locations will be determined at conclusion of 2019 event so we can re-evaluate whether this will still be put on in partnership with IFMA or it will become an event run solely by SAME.

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Capital Week

Year – Date	Location	# Attendees	#Exhibitors/Sponsors	Net Profit
2018 – March 6-7	North Bethesda, MD	678	31	\$145,484
2017 – March 7-8	North Bethesda, MD	631	30	\$151,788
2016 – March 8-10	Alexandria VA	721	27	\$170,748

Future Years

2019 – March 10-11, Herndon VA

2020 – March 16-17, North Bethesda MD

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JETC

Year – Date	Location	# Attendees	#Exhibitors/Sponsors	Net Profit
2018 – May 23-25	Kansas City	1,820	199	\$359,818
2017 – May 23-25	Columbus, OH	1,687	197	\$266,820
2016 – March 8-10	Phoenix, AZ	1,647	189	\$252,401

Future Years

2019 – May 7-9, Tampa FL

2020 – May 27-29, Washington DC

2021 – May 18-20, Portland OR

2022 – May 10-12, Aurora CO

2023 – May 2-4, San Antonio TX

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SBC

Year – Date	Location	# Attendees	#Exhibitors/Sponsors	Net Profit
2018 – Oct 31-Nov 2	New Orleans	3,000 expected	425	
2017 – Nov 15-17	Pittsburgh PA	2,583	385	\$737,962
2016 – March 8-10	Phoenix, AZ	2,343	328	\$658,310

Future Years

2019 – Nov 20-22, Dallas

2020 – Nov 4-6, Dallas

2021 – TBD – Atlanta, Houston, Denver options

2022 – Nov 2-3, Nashville

2023 – TBD – Atlanta option

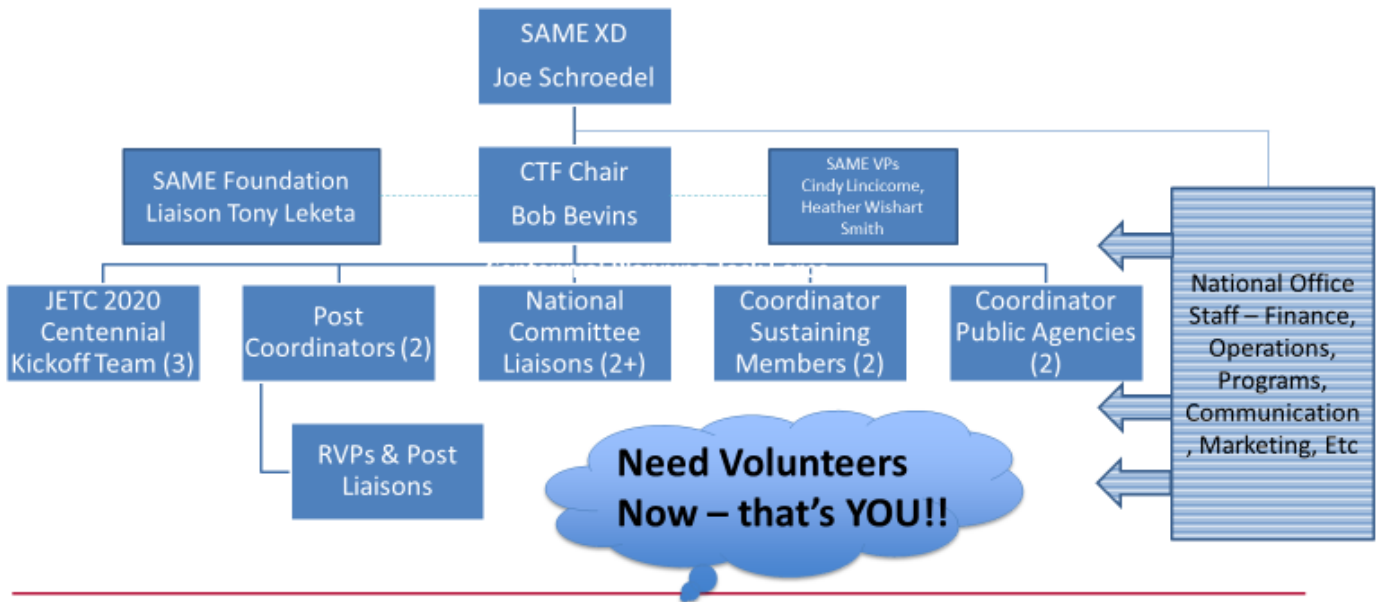
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Overall Goal: leverage our Centennial by getting members involved in the planning and execution ... then, after the Centennial, they will remain engaged as a result of their positive experience! Nationally, by hosting a celebration of everyone's contributions to national security, we will firmly establish our role as the lead integrators and we will make a positive contribution to the public image of our profession.

- IAW the approved BoD Concept and Guidance (May 2018), plan & coordinate the Centennial Kickoff and Centennial Celebrations at the National level.
 - JETC 2020 Centennial programming
 - Eisenhower Convoy Reenactment
- Provide Posts, agencies, and members with guidance and tools to participate in the National celebration as well as to plan and execute their own celebrations

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Centennial Planning Task Force



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Centennial Planning Task Force

Geo Tracker for Eisenhower Convoy



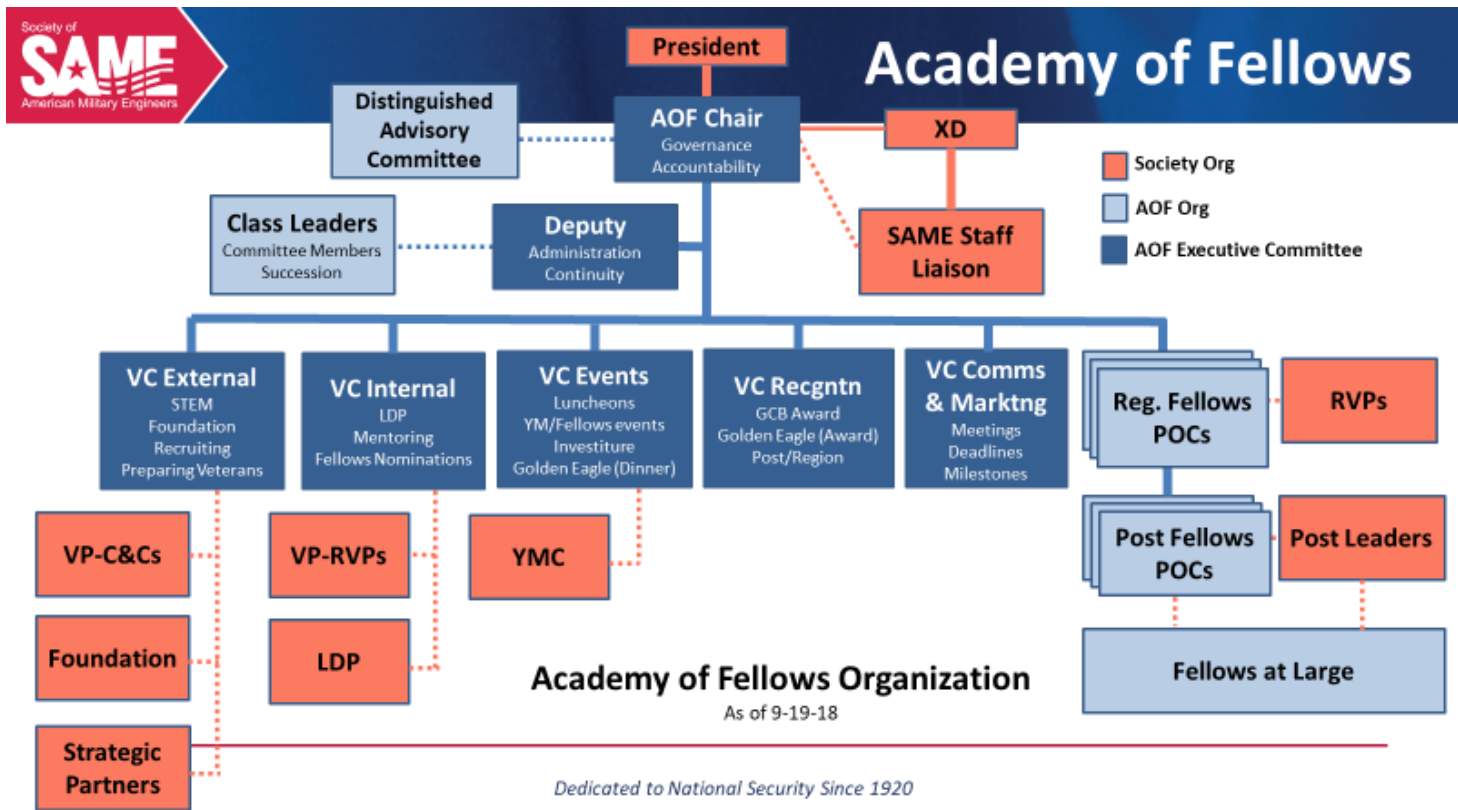


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Action Plan established at JETC – 25 May 2018.

- ✓ Action #1: Fellows Role reflected in new Pledge.
 - To understand the National Direction and translate it into action at the Post Level.
- ✓ Action #2: Selection Criteria & Process completed in June, 2018. (26 nominees in 2018)
 - Added Society Knowledge section
 - Focused on impact.
 - Added future role.
- ✓ Action #3: Nominating Committee established in July, 2018.
 - Phase I: National Office
 - Phase II: Regional Fellows Points of Contact (RFPOCs) provide GO/NO GO
 - Phase III: AOF XC Evaluates nominees in detail.
- ✓ Action #4: Other Completed Items
 - Job Descriptions Complete
 - DRAFT Operations Manual complete and ready for comment: www.same.org/aof
 - Golden Eagle Dinner will remain with Capital Week, Investiture will transition to JETC in 2020.

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Academy of Fellows

TO DO LIST

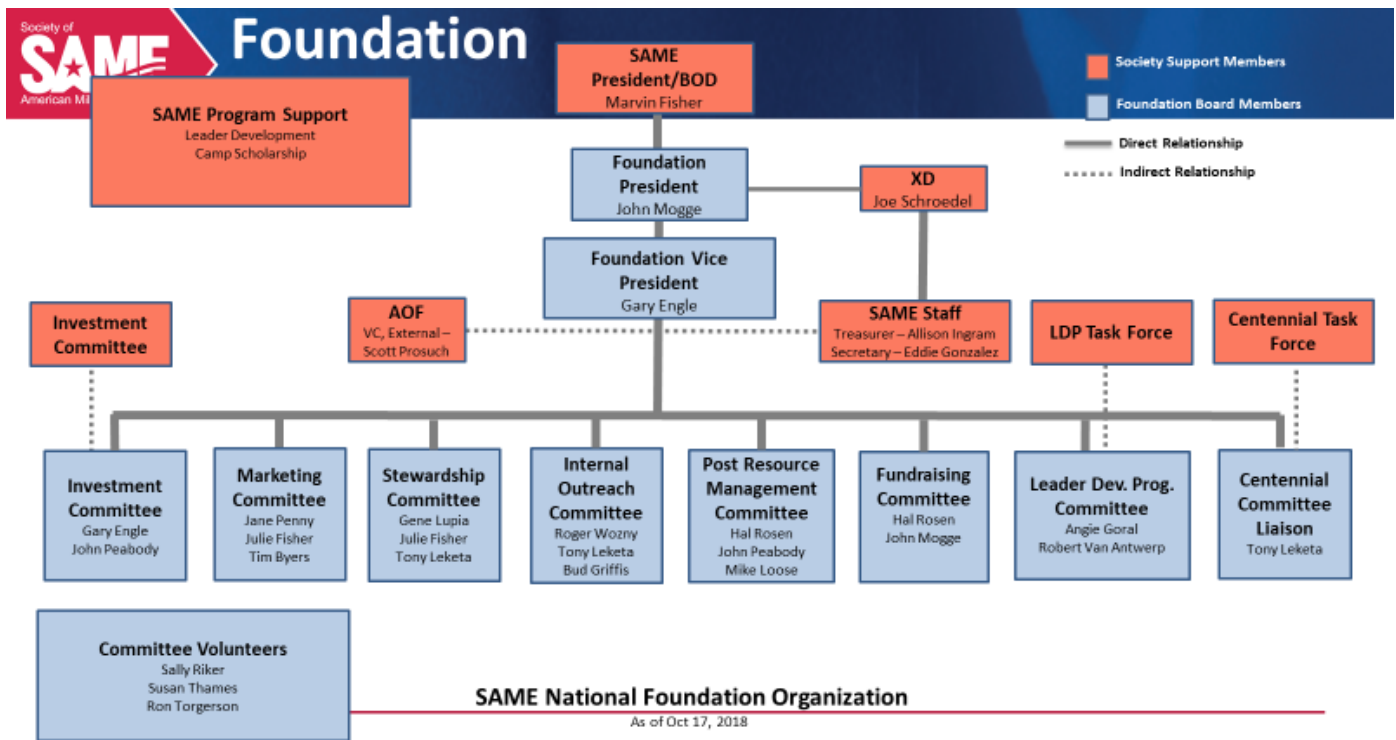
- Establish 2019 Goals & Objectives.
- Collect feedback on Ops Manual and Nomination Process.
- Establish Distinguished Fellow Criteria
- Refine Golden Eagle Award Nomination Process
- Assist National Database efforts by identifying “Active Post Fellows”
- Develop more robust AOF Awards & Recognition program in collaboration with National Awards & Recognition Committee.
- Re-brand AOF with updated logo (keep the crest) and streamline communications.

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Oct 30, 2018 Foundation Update to the BoD

- Evolving organization and assignments
- Key committees and status
- November 1 Meeting Agenda
- Questions

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Volunteer Committees and Status

Committee or Action	Fdn Owners /Lead	Status	Comments
Financials	J Mogge & A Ingram	→	Corpus is growing
Investments	G Engle	↑	Above expectations
Stewardship	G Lupia	↑	Good progress on the framework
Marketing & contract support	J Fisher	→	Gift for the Society helps
Internal Outreach (to Posts and AoF)	R Wozny	↑	Board members knocking off their visits
Leader Development Program	A Goral	→	Details at the meeting on Thurs
Camps	J Mogge	↑	Good shape
Post Resources	H Rosen & A Ingram	↑	Policy is clearly communicated
Fund Raising	J Mogge & H Rosen	→	Trial campaigns and lessons learned

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November 1, 2018 Foundation Board Meeting Agenda

TIME	AGENDA	Discussion Leader or Briefer
1430 – 1435	Call to Order – Quorum Established – Pledge of Allegiance	John Mogge
Reports (please address action items in updates – Encl 1)		
1435 - 1440	Financial & Tax Update	Allison Ingram
1440 – 1450	SAME Strategic Update (RT2020AB)	Joe Schroedel
1450 – 1510	Governance Update	John Mogge & Hal Rosen
1510 – 1515	Investment Committee Update	Gary Engle
1515 – 1520	Marketing Committee Update	Jane Penny
1520 - 1525	Stewardship Update	Gene Lupia
1525 - 1530	Internal Outreach Update	Roger Wozny
1530 – 1540	Post Resources Management Update	Hal Rosen
1540 - 1550	LDP Update	Angie Goral
1550 – 1600	Centennial Planning	Tony Leketa
Discussion		
1600 – 1620	Fundraising Plan Forward	Joe Schroedel & Allison Ingram
1620 – 1630	Summary & Action Assignments	John Mogge

Strategic Plan 2020 Assessment: General Feedback

- National Post Resources website is very beneficial- publicize more
- Action Plan tools are helpful, easily shared, appreciated by Posts
- Fellows
 - Encouraged by emphasis on engagement
 - Plan to address inactive Fellows?
- Posts are overwhelmed- make things easier!
 - Active membership is challenge for some Posts
 - Looking forward to CLAS updates
 - 13 tools in PLW Action Plan- balance options and prioritization
 - Align to five pillars
 - Electronic tool, linked to resources, “fill in the blank?”

Strategic Plan 2020 Assessment: Best Practices & Success Stories

Pillar 1: Enhancing Industry Government Engagement (IGE) (Goal 1: Relationships)

- Include IGE workshops in industry days/opportunity briefings
- IGE workshop to address SDVOSB competition issues (Charleston)
- Hampton Roads Post Annual SBC- 400+ attendees; \$30K+ for E&M
- Strong effort to increase industry participation (Fort Leonard Wood)
- Planning industry/agency roundtable for 2019 (Greater Kansas City)
- SAME as forum for USACE industry feedback (Northern Virginia)

Strategic Plan 2020 Assessment: Best Practices & Success Stories

Pillar 2: Developing Leaders for the Profession (Goal 2: Leadership and Mentoring; Goal 3: Professional Development and Personal Growth)

- Local Leadership & Mentoring programs (San Antonio; Washington DC/Northern Virginia; Dallas; Houston)
 - Capitalize on interest from national LDP to ask non-selected applicants to develop local L&M program with Fellow, senior leader support
- Sustaining Member senior leadership meetings (Kansas City)

Strategic Plan 2020 Assessment: Best Practices & Success Stories

Pillar 3: Producing STEM Professionals for the Nation (Goal 2: Leadership and Mentoring; Goal 3: Professional Development and Personal Growth)

- High School STEM mentoring (Omaha)
- School STEM grants; presentations (Space Coast)
- STEM micro-grants to Junior HS teachers (Southwest Region)
- STEM outreach at Comic Convention- 100K attendance (Southwest Region)
- Recurring scholarships foster ongoing mentoring relationships (Ohio Valley)
- Strong student chapters (University of Cincinnati, Marshall University)
- Mentoring continuum with campers (Southwest Region, Northern Virginia)
- Plan to focus on rural community STEM outreach (Tulsa)

Strategic Plan 2020 Assessment: Best Practices & Success Stories

Pillar 4: Preparing Veterans for the A/E/C Industry (Goal 2: Leadership and Mentoring; Goal 3: Professional Development and Personal Growth)

- Veteran Transition Panel (Greater Kansas City)
- Lifetime membership to Top Graduate in Basic and Advanced courses (Fort Leonard Wood)
- Interview forum, potential expansion to TAP programs (South Florida)
- Partnered with State Dept of Workforce Service and Military & Veterans Affairs Division (Southwest Region)
- Student chapters at community colleges (Orange County; Sacramento)
- Veteran Outreach:
 - Project Healing Waters Fly Fishing (Omaha)
 - Trivia Night and Silent Auction for Patriot Paws (St. Louis)
 - "White Christmas," meals

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Strategic Plan 2020 Assessment: Best Practices & Success Stories

Pillar 5: Building Resilience Throughout the Country (Goal 4: Resilience; Complementary to Pillar 1: IGE)

- Post-level Infrastructure Resilience Team (Southwest Region)
- Resilience workshop, planning interactive tabletop resilience exercise (Tulsa)
- USACE South Atlantic Division hurricane rehearsal & governor's hurricane tabletop exercise (Charleston)
- Resiliency Day (Philadelphia)
- Focus on Hurricane Harvey response & hurricane preparedness (Houston/Galveston)
- Some smaller Posts have difficulty meeting resilience streamer goals

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Strategic Plan 2020 Assessment: Best Practices & Success Stories

Other Tools

- Goal 1: Relationships
 - Collaborate with regional and area chambers of commerce on workforce, education initiatives (Tulsa)
 - Goal 2: Leadership and Mentoring
 - “Don’t Do it Alone-” theme for 2018; build committees (Houston/Galveston)
 - Sustaining Member senior leadership meetings (Kansas City)
 - First timer color-coded nametags, greeters, welcome tables (Jacksonville)
 - Greeter subcommittee, email from Post President
 - Post membership brochure (Robins, Mid-Maryland)
 - Membership drive lunches at government engineering offices (Southwest Region)
 - Supported with value brief, handouts, ideas, giveaways by national office
 - Streamers
 - Assign one BOD member to each streamer category (Atlanta)
-

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Strategic Plan 2020 Assessment: Support Needs

- Make membership and recruiting tools more available for recruiting
 - IGE Workshops
 - Small/medium Posts unsure of topics, how to implement- need support, examples, success stories
 - Centennial Planning Coordination
 - Communicate responsibilities, expectations
 - National Leader Development Program (LDP)
 - Interest, but need details, outreach
 - How aligned with USACE LDP, and other organizations’ LDPs?
 - Camps
 - Selection timing
 - Promote “free agency” while permitting Post sponsorship, selection
-

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Strategic Plan 2020 Assessment: Support Needs

- Partnerships
 - Small/medium Posts feel focused at national level- communicate relevance, value, success stories
- Student Chapters
 - Turnover of student leaders; support, ideas to establish?
 - Virtual student chapter- publicize and make more intuitive, easier
- Resilience- add to PLW Action Plan
- Posts in need of support:
 - Lewis & Clark (Northwest)
 - Cincinnati (Ohio Valley)
 - New University of Cincinnati Student Chapter thriving
 - Rhein-Main improving
 - Ft. Hood improving

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Strategic Plan 2025 Development: General Feedback

- Stay close to the 2020 plan
- Need more focus
 - Greater emphasis on power of SAME to foster IGE
 - IGE success will breed support of other areas
 - IGWG on Partnering is great starting point
 - Help posts prioritize, focus on core mission vs. "check the box"
- Balance focus with Post customization
- Avoid lobbying activities
- Greater emphasis on technical innovation
- Highlight value of state/local agency support of national security
- Partnerships:
 - Consider USGBC
 - Emphasize value at Post, Regional level
- Assess, include A/E/C industry mega-trends

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Strategic Plan 2025 Development: Level of RVP and Post Involvement

- Strong interest by Regions and Posts in providing input to support objectives
- Balance focus with Post customization
- RVPs can coordinate input from Posts
- Some Posts feel disconnected from 2025- how to engage?
 - Kittyhawk, Kentuckiana, Posts reorganizing BODs, Committees to align
 - Atlanta, Great Basin BOD members aligned to streamers

Strategic Plan 2025 Development: Lessons Learned from 2020

- Keep objectives broad enough to be locally applicable
 - Continue what we have done well in the past
- Maintain communications using RVPs, National Office to interact with Posts
- Keep communication short, simple, direct

Conclusions

- Strategic Plan 2020 Assessment
 - Need better alignment between Strategic Plan, tools, communications
 - Help Posts promote active participation- make it easy!
 - Increase emphasis on Pillar 2: Developing Leaders for the Profession
 - Provide more support for Pillar 1: IGE and Pillar 5: Resilience
 - Focus on delivering value to drive membership and participation
- Strategic Plan 2025 Development
 - Need more focus
 - Balance focus with Post customization
 - Keep objectives broad enough to be locally applicable
 - Emphasize value of state/local agencies in support of national security
 - Strong interest by Regions and Posts in providing input to support objectives
 - Deliver value, and the rest will follow

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Strategic Plan 2020 Progress

Committees and Councils have continued to make progress in meeting Strategic Plan, including:

- National Resources and Tools
 - New Webinar System
- Established Formal Agreements with Strategic Partners with a shared knowledge community
- Recognized Inter-Committee Collaboration Efforts Underway
- Identified What “Right” Looks Like
 - Increased Participation
 - Succession Planning
 - Annual Reports
- Established open dialogue within Committees and Councils on how to improve engagement with the posts

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Strategic Plan 2020 Progress

Snapshot of Committee & Council Accomplishments

- Architectural Practice Committee – Newsletter
- Credentialing Committee – Strategic Partnership
 - CMAA provides free certification training and test to Uniform Members
- Enlisted Committee – Approved at Fall BOD meeting
- Environmental Committee – Hosted a 300+ person attended Webinar
- JECO – Developing post-level TTEX
- Membership Committee – Preparing Post Resource Tools
- Young Member Council – Established Military Engagement Initiative

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Strategic Plan 2020... *the next 18 months*

- Develop Communication Pathway
 - RVPs
 - National Leaders
- Post Education on C&C Value
 - Develop C&C Value Proposition Delivery Tool
 - Speaker Bureau
 - Market Knowledge
- Expand Involvement with State/Local Agencies
- Utilize Strategic Partners
- Opportunity for PLW Involvement – Post Value
- Opportunity on National Stage for Member Value Statement

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Special Initiatives Underway

- Membership Committee Established
- Enlisted Committee (Suspense Date: SBC 2018) (ELoF 4)
- STEM Committee Working Group (Suspense Date: JETC 2019) (ELoF 4)
- Young Member Committee Task Force (Suspense Date: JETC 2019) (ELoF 1&3)
- Committee & Council Work Group 2025 (Suspense Date: JETC 2019) (ELoF 4)
 - Realigning Committees with Strategic Plan
 - Developing Operations Manual

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Participation in Strategic Plan 2025 Development

Mission and Vision are set and by focusing on robust input from Committees & Councils momentum is built

Emerging Line of Efforts	Committee/Council Engagement
Developing leaders for the nation	LDP; Enlisted; Young Member
Leveraging Industry government engagement (IGE)	Enlisted; Facilities Asset Management; Joint Engineer Contingency Operation; Small Business; International
Preparing veterans for the A/E/C industry	Credentialing; Veteran Transition; Young Member; Enlisted; Small Business
Producing STEM professionals for the nation	Architectural Practice; Camps; College Outreach; Credentialing; Energy & Sustainability; Environmental; Facilities Asset Management; STEM
Building community resilience	Resilience; International; JECO

Participation in Strategic Plan 2025 Development

General Ideas

- ❑ Developing the objectives, metrics
- ❑ Serving a lead authors for relevant sections
- ❑ Establishing new streamer criteria which aligns with the Strat Plan and Posts' vision
- ❑ "Resilience" is not the most appropriate term based on the findings of the Resilience Committee and that a different term should be used in the 2025 strategic plan

ENCLOSURE 7

#	Meeting/ Date	Action	Responsible	Estimated Completion or Update	Progress
1	8-19-18	Develop more robust BOD member orientation that includes SAME National Standard of Governance and Management. (New agenda to be implemented at 2019 JETC.)	Joe Schroedel, Kathy Off	5-6-19	
4	8-19-18	Add RVP Roles & Responsibilities Matrix to RVP Manual	Jill Murphy	11-30-18	
5	8-19-18	Assign Elected Director to research Affiliate Agreements & Incorporation for Posts.	Nat'l Leadership Team	1-1-19	
6	8-19-18	Develop C&C Operations Manual.	C&C Workgroup	3-13-19	
7	8-19-18	Develop SAME Grant Policy to be approved by XC.	Eddie Gonzalez	12-1-18	
11	10-9-18	Develop Centennial Task Force Charter	Bob Bevins	1-1-19	