

**SAME Executive Committee Meeting Minutes**

1145-1315, Monday, August 21, 2017

The Don Cesar, St Pete's Beach, Florida

<b>Present</b>		
Brian Balukonis	Lt. Col. (R) Wendell Barnes	CAPT (R) Mike Blount
Lt. Col. Michael Darrow*	Col. (R) Richard Houghton*	Cindy Lincicome
Col. (R) Sal Nodjomian	Col (R) Sal Nodjomian	Lt. Col. (R) Scott Prosuch
Richard Stump	Lisa Thoele (YM)	Col. (R) Ray Willcocks
BG (R) Joe Schroedel	Col. (R) Nick Desport**	Allison Ingram**
<b>Not Present</b>		
Capt. Robert Bevins	Col. (R) Marvin Fisher	Col. (R) Bill Haight
Rich Khalil**	Hal Rosen**	*Call-in **Non-voting

**Summary:** The XC received a financial update from Allison Ingram and officially approved the Investment Policy Guidance. The XC reviewed and embraced the Centennial Task Force vision and mission. An update was provided on the status of the Foundation and the path forward.

**Administrative:** Sal Nodjomian (President) called the meeting to order at 11:45. There was a quorum present in accordance with the Bylaws. Sal Nodjomian gave an overview of the agenda (see Encl 1). The Action Tracker (see Encl 2) is also updated and included.

**Financial Update:** See Encl 3. Allison Ingram provided a financial update through July 31, 2017. The following information was presented:

- Once the Foundation contribution is eliminated, fiscal year 2017 is projected to be close to breakeven.
- Sustaining member revenue is lagging behind budget. The SM revenue was projected aggressively as a result of the Reperrio target list. Unfortunately, the list was not productive. However, the National Office continues to focus on the membership value, revenue and participation and will continue to monitor proactively.
- Print advertising revenue is lagging behind budget and prior year. However, other sources of advertising revenue such as website and the directory are significantly outperforming budget.
- The market has returned very positive results this year; changes in the market could impact the year end results.
- SBC is projected to outperform budget by approximately \$100,000

The XC previously approved the Investment Policy Guidance (see [www.same.org/governance](http://www.same.org/governance)) via email, so Sal Nodjomian called for an in person vote. **A motion was made to accept the Investment Policy guidance and the XC unanimously approved.**

**Micro-Businesses at SBC:** Mike Blount proposed that micro business receive a discount to attend national events. He defined micro business as those businesses of 4 employees or smaller. Sal Nodjomian reminded the committee that SAME is still the best value and price.

**Action:** Joe Schroedel will review pricing with National Office staff and will provide at update at the SBC Board Meeting.

**Centennial Task Force:** All BXC members received a copy of the Centennial Planning Concept in advance (Encl 4.) Sal Nodjomian reminded the XC to review slide 2 which addresses the purpose of the Centennial celebration: to mobilize members now with a common purpose to produce the value necessary to achieve our vision by 2020. It was decided that the XC is essentially the task force with special emphasis on the Young Member Council and AOF. The president elect will provide focused national leadership oversight; Joe Schroedel will act as the PM to manage planning activities. A senior mentor group will be enlisted. National Office staff will plan the event. A committee and council workgroup was added to concept. **A motion was made to accept Centennial Concept as defined in Slide 2 and the XC unanimously approved.**

**Action:** Sal Nodjomian, Marv Fisher, Buddy Barnes, Cindy Lincicome, Mike Blount and Joe Schroedel will serve on a committee to develop a Centennial theme for presentation at SBC.

**Committee and Council Updates:** Buddy Barnes briefed the XC on his future vision for committee and council structure. The committees and councils should focus on the life cycle of engineers from the early stages with the Stem Committee and Camps to College Outreach, to Young Member ultimately all the way to the Academy of Fellows. The College Outreach Task Force and the Awards Task Force are still working on deliverables for SBC. Scott Prosuch requested that an XC decision be made for two Stem awards (Encl 5): 1) Post Award presented at the Post Awards breakfast and 2) Individual Award that will be presented at the Banquet. **A motion was made to approve the two new STEM awards and the XC unanimously approved.**

**Foundation Update:** Based on a conversation with John Mogge, President of the SAME Foundation, Joe Schroedel informed the XC that in budget year 2018, The Foundation will not receive allocations from SAME from JETC and Golden Eagle Dinner. Additionally, the Foundation is committed to assume the responsibility for Stipends. The net impact to the SAME budget is a net gain of approximately \$100,000. Sal Nodjomian suggested the net gain could potentially be used for Centennial planning assistance or resources. Joe Schroedel informed the XC that the Post Policy guidance has now been approved, and the Foundation will use four to five Posts as a test. At the conclusion of the test, any Post, regardless of size, may invest their funds with the Foundation.

**Action:** Allison Ingram will update the FAQ based on recent revisions and post to the SAME website by September 1.

**November Board Meeting:** The next Board Meeting will be held November 14, 2017 in Pittsburgh, PA. The agenda of the meeting will be as follows:

- RVP /CC assessments, consistent with our November board meeting battle rhythm.
- Centennial Task Force
- Foundation

**A motion was made to accept the draft agenda and the XC unanimously approved.**

**Encl**

- 1 – Agenda
- 2 – Action Tracker
- 3 – Financial Update
- 4 – Centennial Planning Concept
- 5 – Stem Award Recommendations



Brig. Gen. Joseph Schroedel, P.E., F.SAME, USA (Ret.)  
Executive Director, SAME Foundation



## SAME Executive Committee Meeting Agenda

1145 – 1315, August 21, 2017

Don CeSar, St. Pete Beach, FL

<b>Attending</b>		
Brian Balukonis	Buddy Barnes	Bob Bevins*
Mike Blount	Mike Darrow*	Marvin Fisher*
Nick Desport**	Rich Houghton*	Cindy Lincicome
Sal Nodjomian	Scott Prosuch	Hal Rosen* **
Joe Schroedel**	Rich Stump	Lisa Theole
Ray Willcocks	Allison Ingram**	

<b>Not Attending</b>		
Kathy Off	Bill Haight	

\* Calling in

\*\*Non-voting

<b>TIME</b>	<b>AGENDA</b>	<b>BRIEFER</b>
1145 – 1150	Call to order, Pledge of Allegiance, Plan for the Day	Joe Schroedel
1150 – 1155	President's Opening & Welcome	Sal Nodjomian
1155 – 1200	<b>OLD BUSINESS:</b> Financial Update	Allison Ingram
1200 – 1210	<b>CONSENT AGENDA:</b> Investment Committee Revision – Vote	Allison Ingram
1210 – 1315	<b>NEW BUSINESS:</b> Centennial Planning Task Force	Joe Schroedel
	<ul style="list-style-type: none"> <li>• Outcomes</li> <li>• Key Members</li> <li>• Timeline &amp; Reporting</li> </ul>	All
1315	Adjourn	Sal Nodjomian

Encl 1: Financial Update

Encl 2: Investment Committee Revision

Encl 3: Centennial Planning Task Force Concept

## SAME Board of Direction Action Tracker

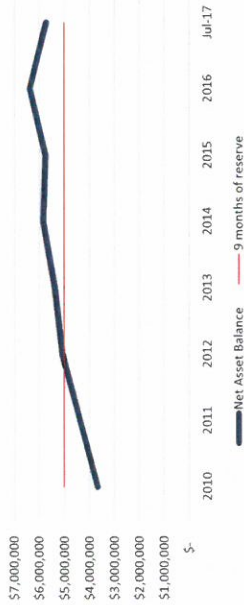
#	Meeting/ Date	Action	Responsible	Estimated Completion or Update	Progress
1	11-16-16	Awards Task Force	Tony Price	11-14-17	
2	11-16-16	Re-institute NCO/Enlisted Council	Joe Schroedel w/support from BOD Members with assistance from MMRWG	11-14-17	
3	Nov 16	Coalition Update from Appointed Director	MG (R) Bo Temple	11-14-17	
4	Nov 16	Leadership Development Committee Update	YMC	11-14-17	
5	5-22-17	Update and implement the Military and Government Member National Recruiting Program in accordance with the proposed actions.	Member Recruiting and Retention WG (MRRWG) (Cindy Lincicome with support from Nick Desport)	11-14-17	MRRWG established and first meeting set for early Aug*
6	5-22-17	Develop a National Standard of <i>Life-Long Support</i> through Recruiting, Retention, and Scholarships, to demonstrate care for members in order to set SAME apart.	MRRWG	11-14-17	
7	5-22-17	Develop a National Scholarship Standard in support of the Standard of Life-Long Support.	MRRWG	11-14-17	
8	5-22-17	Fully implement the Post-level Industry-Government Engagement plan in accordance with the proposed actions.	Kathy Off w/support from BOD Members	11-14-17	Steps in place, effort ongoing*
9	5-22-17	Implement the Volunteer Management and Best Practices training provided by the new Post Leaders Workshop.	Jill Murphy & RVPs	11-14-17	Breakout session at Aug PLW to discuss
10	5-22-17	Push communications from posts to national to expand "Society News" and celebrate volunteers.	Stephen Karl & RVPs	11-14-17	
11	5-22-17	Incentivize and encourage Posts to submit for streamers.	Jill Murphy & RVPs	11-14-17	Continual efforts discussed at May Board and ongoing.*
12	5-22-17	Add slot to Annual Report that enables Posts that do not submit for streamers to still elaborate on what they have done as a Post.	Jill Murphy	11-14-17	Will be completed with all other updates to Annual Report Template*
13	5-22-17	RVPs complete assessments of posts, field chapters and student	RVPs	11-14-17	Ongoing*

		chapters by November 2017 and recommend actions to the BOD.			
14	5-22-17	Send additional data to RVPs on assessment factors (post, field chapter and student chapter evaluation).	Nick Desport	Mid-July	Post data sent on 6-20-17. Still awaiting College Outreach Committee for complete student chapter assessment
15	5-22-17	Establish the <u>Centennial Planning TF</u> in order to begin planning the SAME Centennial Celebration, reimagine JETC 2020, and make recommendations to the BOD.	Joe Schroedel w/support from BOD Members	11-14-17	8-21-17*
16	5-22-17	Establish Membership Streamer TF and report findings to BOD	Jill Murphy	11-14-17	
17	5-22-17 & 8-21-17	<del>Membership Streamer TF</del> Report findings on Membership Dues Structure to include "micro businesses."	<del>Nick Desport</del> Nick Desport & Jill Murphy		
18	8-21-17 (XC)	Establish Centennial theme for presentation at SBC	Sal Nodjomian, Marv Fisher, Cindy Lincicome, Buddy Barnes, Mike Blount, Joe Schroedel	10-15-17	
19	8-21-17 (XC)	Update Foundation FAQs for Posts	Allison Ingram	9-10-17	

\*A completed task will be shown as complete for one BOD meeting and then removed from the tracker.

**Society of American Military Engineers**  
**July 31, 2017**  
**Key Financial Performance Indicators**

**NET ASSET (UNRESTRICTED RESERVE)  
 BALANCE**



The metric for a healthy association is six to nine months of Operating Expenses in Net Assets. Based on current year projections, SAME's net asset reserve is approximately 10.5 months.

**Notable Trends**



- Red = Area of Concern
- Yellow = Watching closely
- Green = Positive News

Funds previously designated for the Education and Mentoring Fund will be transferred to the Foundation in FY 2017. As of July 31, 969,000 has been transferred to the Foundation, negatively affecting the Society's net income. These expenditures have been moved out of operational activity in the financial statements.

SAME experienced very positive momentum on non-dues revenue. We are successfully selling website advertisements and RealTIME sponsorships. Additionally, the Job Board is now managed by SAME, which eliminates a 40% commission.

The 2017 budget includes aggressive membership and advertising numbers. We are currently lagging behind budget, but have refined the approach, target and sales techniques. We will continue to monitor this trend.

The budget included an assumption that the Foundation would cover Stipend expenses. However, those expenses will stay on SAME's books for a negative budget variance of approximately \$75,000.

**NATIONAL OFFICE SOURCES OF REVENUE**

2017 Budget \$6,701,400



- Conferences and Meetings 51.2%
- Membership 34.9%
- Publications and Advertising 10.4%
- Continuing Education 0.7%
- Post Operations 1.2%
- Investment Income 1.6%

2017 YTD Actual \$3,812,000



- Conferences and Meetings 48.6%
- Membership 30.5%
- Publications and Advertising 9.4%
- Continuing Education 0.7%
- Post Operations 2.7%
- Investment Income 8.1%

2017 Projections \$6,618,000



- Conferences and Meetings 53.0%
- Membership 30.3%
- Publications and Advertising 9.3%
- Continuing Education 0.5%
- Post Operations 1.6%
- Investment Income 5.4%

**NATIONAL OFFICE EXPENSES BY FUNCTIONAL AREA**

2017 Budget \$6,701,400



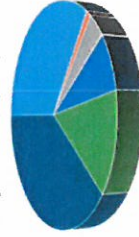
- Conferences and Meetings 37.3%
- Membership Activities 1.6%
- Publications and Communications 4.4%
- Continuing Education/Programs 0.6%
- Post Operations 8.9%
- E&M Fund 0.0%
- Management and General 47.2%

2017 YTD Actual \$4,463,000



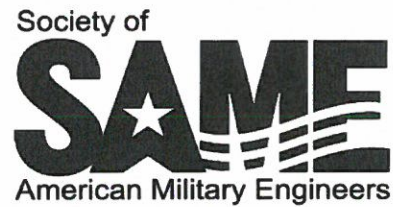
- Conferences and Meetings 31.7%
- Membership Activities 0.8%
- Publications and Marketing 3.7%
- Continuing Education 0.1%
- Post Operations 5.4%
- E&M Fund 21.7%
- Management and General 36.5%

2017 Projections \$7,517,000



- Conferences and Meetings 34.8%
- Membership Activities 1.1%
- Publications and Communications 3.7%
- Continuing Education 0.2%
- Post Operations 7.3%
- E&M Fund 13.0%
- Management and General 39.8%

**NOTE> The information presented on this dashboard represents only part of the Association's financial picture for this fiscal period. Please see the attached statement of financial position (balance sheet) and statement of activities (income statement) for a more complete summary of the Association's financial results.**



Statements of Financial Position  
 As of July 31,

<b>Assets</b>	<b>2017</b>	<b>2016</b>
Cash & Cash Equivalents	\$ 1,263	\$ 426
Accounts Receivable, net of allowance	127	109
Prepaid expenses and deposits	198	465
Investments	5,483	6,073
Investments held for deferred compensation	0	0
Property and Equipment, Net	824	901
Total Assets	<u>7,895</u>	<u>7,974</u>
<b>Liabilities and Net Assets</b>		
Liabilities		
Accounts Payable and Accrued Expenses	128	185
Accrued payroll liabilities	80	48
Deferred compensation	0	0
Deferred Revenue		
Membership	1,038	923
Events	815	346
Advertising	116	16
Partnership	0	297
Total Liabilities	<u>2,177</u>	<u>1,815</u>
Net Assets		
Change in Net Assets- Current Year	(650)	132
Net Assets - Prior Year	6,368	6,027
<b>Total Net Assets</b>	<u>5,718</u>	<u>6,159</u>
<b>Total Liabilities and Net Assets</b>	<u>\$ 7,895</u>	<u>\$ 7,974</u>



**Statement of Activities (no Functional Expense Allocation)  
For the Period of Seven Months Ended July 31, 2017**

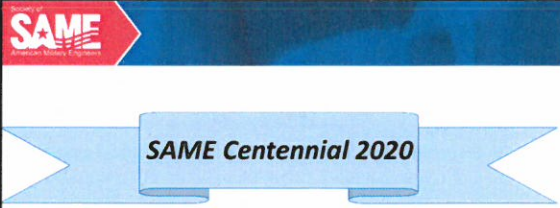
	<b>2017 Budget</b>	<b>Year-To-Date Budget</b>	<b>Actual</b>	<b>Variance \$ Change</b>	<b>Variance %</b>
<b>REVENUE</b>					
Conferences and Meetings	\$ 3,434	\$ 1,922	\$ 1,852	\$ (70)	-4%
Membership	2,337	1,363	1,162	(201)	-15%
Publications and Advertising	695	450	359	(91)	-20%
Continuing Education	49	32	27	(5)	-16%
Post Operations	78	71	103	32	46%
Education and Mentoring Fund	-	-	-	-	
Interest and Dividends	110	64	83	19	30%
Other Income	-	-	-	-	
<b>TOTAL REVENUE</b>	<b>6,701</b>	<b>3,902</b>	<b>3,586</b>	<b>(316)</b>	<b>-8%</b>
<b>EXPENSES</b>					
<b>Program Services:</b>					
Conferences and Meetings	2,500	1,467	1,413	54	-4%
Membership Activities	105	57	35	23	-40%
Publications and Marketing	295	192	167	25	-13%
Continuing Education	43	31	6	26	-82%
Post Operations	594	295	243	52	-18%
Education and Mentoring Fund	-	-	970	(970)	
<b>Total Program Services</b>	<b>3,538</b>	<b>2,042</b>	<b>2,833</b>	<b>(791)</b>	<b>39%</b>
<b>Supporting Services:</b>					
Management and General Fundraising	3,164	1,856	1,630	226	-12%
<b>Total Supporting Services</b>	<b>3,164</b>	<b>1,856</b>	<b>1,630</b>	<b>226</b>	<b>-12%</b>
<b>TOTAL EXPENSES</b>	<b>6,701</b>	<b>3,898</b>	<b>4,463</b>	<b>(565)</b>	<b>14%</b>
<b>CHANGE IN NET ASSETS FROM OPERATIONS</b>	<b>-</b>	<b>4</b>	<b>(876)</b>	<b>(880)</b>	<b>-22415%</b>
Change in Value of Investments	-	-	226	226	
<b>NET CHANGE IN NETS ASSETS</b>	<b>\$ -</b>	<b>\$ 4</b>	<b>\$ (650)</b>	<b>\$ (654)</b>	<b>-16665%</b>



**Society of American Military Engineers**  
**Statement of Activities (No Functional Expense Allocation)**

Actuals for the Period of Seven Months Ended July 31, 2017 and projections for the Remainder

	Actuals Year to Date	Projection				Total	Budget	Projection to Budget Variance
		August	September	October	November			
<b>REVENUE</b>								
Conferences and Meetings	1,852,497 \$	- \$	800 \$	38,750 \$	1,611,500 \$	800 \$	3,433,500 \$	70,847 \$
Dues	1,161,643 \$	168,067 \$	168,067 \$	168,067 \$	168,067 \$	168,067 \$	2,336,800 \$	(334,824) \$
Advertising and Publications	359,354 \$	6,233 \$	79,067 \$	7,233 \$	156,067 \$	6,233 \$	695,000 \$	(80,813) \$
Continuing Education	26,741 \$	625 \$	1,975 \$	625 \$	1,975 \$	625 \$	48,600 \$	(16,034) \$
Post Operations	102,912 \$	2,750 \$	250 \$	- \$	4,000 \$	- \$	77,500 \$	32,412 \$
Education and Mentoring Fund	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 3,503,146 \$</b>	<b>\$ 177,675 \$</b>	<b>\$ 250,158 \$</b>	<b>\$ 214,675 \$</b>	<b>\$ 1,941,608 \$</b>	<b>\$ 175,725 \$</b>	<b>\$ 6,591,400 \$</b>	<b>\$ (328,412) \$</b>
<b>EXPENSES</b>								
<b>Program Services:</b>								
Conferences and Meetings	1,413,365 \$	- \$	2,850 \$	38,471 \$	1,124,111 \$	2,850 \$	2,500,300 \$	(81,346) \$
Membership Activities	34,547 \$	4,000 \$	18,000 \$	4,000 \$	5,000 \$	18,000 \$	105,000 \$	21,453 \$
Society Publications and Communications	166,702 \$	7,017 \$	43,600 \$	7,017 \$	44,350 \$	7,767 \$	295,300 \$	18,848 \$
Continuing Education	5,706 \$	408 \$	608 \$	408 \$	5,808 \$	408 \$	42,900 \$	29,553 \$
Post Operations	242,906 \$	173,050 \$	31,650 \$	31,650 \$	31,650 \$	31,650 \$	594,400 \$	51,844 \$
Education and Mentoring Fund	969,844	-	-	-	-	-	-	(969,844) \$
<b>Total Program Services</b>	<b>\$ 2,833,070 \$</b>	<b>\$ 184,475 \$</b>	<b>\$ 96,708 \$</b>	<b>\$ 81,546 \$</b>	<b>\$ 1,210,919 \$</b>	<b>\$ 60,675 \$</b>	<b>\$ 3,537,900 \$</b>	<b>\$ (929,493) \$</b>
<b>Supporting Services:</b>								
Management and General Fundraising	1,629,503 \$	254,283 \$	254,283 \$	254,283 \$	272,283 \$	294,283 \$	3,163,500 \$	204,581 \$
<b>Total Supporting Services</b>	<b>\$ 1,629,503 \$</b>	<b>\$ 254,283 \$</b>	<b>\$ 254,283 \$</b>	<b>\$ 254,283 \$</b>	<b>\$ 272,283 \$</b>	<b>\$ 294,283 \$</b>	<b>\$ 3,163,500 \$</b>	<b>\$ 204,581 \$</b>
<b>TOTAL EXPENSES</b>	<b>\$ 4,462,573 \$</b>	<b>\$ 438,758 \$</b>	<b>\$ 350,992 \$</b>	<b>\$ 335,829 \$</b>	<b>\$ 1,483,203 \$</b>	<b>\$ 354,958 \$</b>	<b>\$ 6,701,400 \$</b>	<b>\$ (724,913) \$</b>
<b>CHANGE IN NET ASSETS FROM OPERATIONS</b>	<b>\$ (959,427) \$</b>	<b>\$ (261,083) \$</b>	<b>\$ (100,833) \$</b>	<b>\$ (121,154) \$</b>	<b>\$ 458,406 \$</b>	<b>\$ (179,233) \$</b>	<b>\$ (110,000) \$</b>	<b>\$ 396,501 \$</b>
Change in Value of Investments	\$ 308,991 \$	\$ 9,167 \$	\$ 9,167 \$	\$ 9,167 \$	\$ 9,167 \$	\$ 9,167 \$	\$ 110,000 \$	\$ 244,825 \$
<b>NET CHANGE IN NETS ASSETS</b>	<b>\$ (650,435) \$</b>	<b>\$ (251,917) \$</b>	<b>\$ (91,667) \$</b>	<b>\$ (111,987) \$</b>	<b>\$ 467,572 \$</b>	<b>\$ (170,067) \$</b>	<b>\$ - \$</b>	<b>\$ 641,325 \$</b>



**SAME Centennial 2020**

Leveraging Our 100<sup>th</sup> Anniversary of Service to:  
... America ... our Military ... our Profession

Setting the Course for our Next Century of Service

**"MORE THAN JETC WITH A BIRTHDAY CAKE -  
AND NOT AN EVENT - OUR CENTENNIAL IS A CALL TO ACTION!"**

9/5/2017 Dedicated to National Security Since 1920 1

**XC Centennial Decisions Today**

1. Agree to use our Centennial as a unique opportunity to inspire actions that contribute to the achievement of our strategic plan and beyond. This effort is not about planning JETC 2020, but will set the direction for and in some cases dictate specific aspects of that event.
2. Agree to the timeframe for the Centennial celebration. **Proposed:** national kick-off at JETC 2020 with regional and local celebrations throughout the following year.
3. Agree to the concept for the kick-off celebration. **Proposed:** A collaborative, major national celebration of engineering contributions to national security over the last 100 years - with an active role for stakeholders from whom we seek public acknowledgement.
4. Agree to leveraging the roles of society leaders with additional responsibilities in support of Centennial Planning vice creating a separate task force. Commit to leading the effort.
5. Decide whether we need an advisory group of Senior Mentors (eg. the approach used to develop the Vietnam Edition of TME - LTG Stroup, RADM Nash, MG Lupia).
6. Agree to the major milestones necessary to develop and implement the plan.
7. Agree that the intent of BOD Action Item #8 has been met and assign responsibilities for preparing to inform the BOD in November.

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**Framing the Opportunity**

**Why start planning now?** Use the Centennial as inspiration to mobilize members now with a common purpose to produce the value necessary to achieve our vision by 2020. (See "Anniversaries Are Not to Be Wasted", Harvard Business Review)

**What do we plan to achieve with this focus on the Centennial?**

- Earn the public acknowledgement we seek by 2020 for the unique role we play among professional societies in the A/E/C industry;
- Plan and execute a worthy celebration of SAME's contributions (with emphasis on WWII when we were created - "relevant then, now, and tomorrow");
- Focus Volunteer Leaders to become more active and committed to our strategic plan goals, especially our three essential tasks (slide 4); and
- Generate interest in becoming a member - become the Society of Choice.

How do we organize? Leverage and inspire to action the society's leadership at all levels - the XC oversees all planning. Mobilize Fellows (AOF) and Young Members (YMC) to carry the main effort. The National Office performs its normal synchronization, staff support and event coordination role for the national kick-off celebration based on input from the XC.

9/5/2017 Dedicated to National Security Since 1920 3

**Framing the Opportunity**

**What are the essential tasks of our Strategic Plan?** (see BOD assessment, Nov 2016; see BOD key actions, May 2017).

**Membership**

- Achieve greater member participation through opportunities (see themselves)
- Recruit military and government members
- Recruit and Manage sustaining members

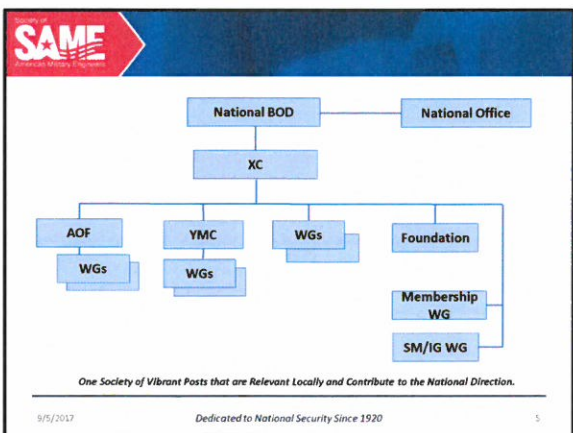
**Industry-Government Engagement**

- Demonstrate SAME thought leadership and impact through the full implementation of the Industry-Government Engagement Plan (National CEO Round Tables and "SAME Perspectives" papers; Post Issue Workshops)

**Foundation**

- Support the compelling purpose of the Foundation - "Producing Engineer Leaders for the Nation" (Fundraising, Post Support)

9/5/2017 Dedicated to National Security Since 1920 4



**Centennial Planning Key Leadership Responsibilities**

**All:** Engage stakeholders - common messaging

**President:** Lead and Drive the process  
Hold leaders accountable  
Inspire Action at post, regional level

**Pres Elect:** Lead development and management of the Plan  
Oversee AOF Chair, YM Chair

**Past Pres:** Succession (PE Nominating Committee)  
Centennial focus as assigned by the President

**VP, RVPs:** Accountability: RVPs are engaging regional AOF and YM members on Centennial planning  
Accountability: RVPs are engaging posts to develop local and regional centennial celebrations

**VP, C & C:** Accountability: C&C chairs (less AOF, YMC) delivering support to Centennial plan  
Accountability: C&C chairs delivering (blocking and tackling)

**Chair, AOF and YMC:** Establish and manage working groups as decided by the XC or the AOF/YMC

**XD:** Lead National Staff Support  
Synchronize actions - assess progress

9/5/2017 Dedicated to National Security Since 1920 6

**Major Initial Milestones**

**PLW XC (August, 2017):** Approve the Centennial concept, define the "centennial year" and kick off the planning effort by issuing guidance to the Society.

**By SBC 2017 (BOD):** The XC:

- Sends out Post President's Message – get past presidents engaged (50).
- Refines Centennial Planning Milestones, Goals and Objectives (Strategic Plan Execution).
- Develops a proposed Centennial theme.
- Identifies "Senior Mentors" (if decided) who can act as advisors and collaborators over the next three years to enable success.
- Identifies significant potential expenses for National Office Staff use during 2018 budget planning.
- Prepares presentation to the BOD – inspire their commitment to the mission.

**December 2017:** The national staff produces an initial budget for the centennial ICW the 2018 budget process.

**January 2018:** Continuous planning and execution.

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**Back Up Slides**

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**Framing the Opportunity**

What are our key Strategic Plan supporting tasks (2017-2020)?

- Review the Strategic Plan (Strat Plan 2025);
- Modify Post culture (PLW, leadership engagement, annual assessment-action)
- Establish YM Regional Reps;
- Establish a LDP Program (YMCC);
- College Outreach (define unique role of SAME Student chapters; GMU test);
- Energize Relationship Management (sustaining members, stakeholders);
- Continue Development of National anchor events:
  - Capitol Week, Golden Eagle Dinner
  - JETC (IS/COCOM Support for TTX; Skills Program);
  - FMW (CNC, FMA/INCS);
  - SBC (all fed agencies);
- STEM (low cost, high pay off post opportunities);
- Camps (Navy Camp, expansion);
- Communications (Annual Report, TME Special Edition/WWI content, "TF 2020 Update");
- Member Recognition (Awards, etc); NCO Council; Golden Eagle Award;

Some of these can become WORK GROUPS

Great Initiatives underway ... must ensure members understand the contribution of these efforts to the Strategic Plan (Centennial)

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**Sample Work Groups**

AOF

- WG: Special Golden Eagle Dinner
- WG: Getting Fellows More Engaged in Posts
- WG: Special Fellows Event at the National Kick-Off Centennial Celebration
- WG: Fellows Role in the National LDP

The Intent: WG's produce actions that materially contribute to the Strategic Plan, become lasting "ways of doing business", and contribute to the Centennial celebrations

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**Sample Work Groups**

Goals 1 and 3

**WG: Skills Shortage**

**Background:**

- SAME is partnered with AGC to find ways to help produce skilled workers for the nation.
- SAME has a robust Credentialing Committee that is producing skilled workers for the nation.
- SAME has several efforts that are transition related (Col Tony Hoffman, USA (Ret) (Warrior Transition Workshop), the National Transition Workshop, and others.
- MG Andy Aadland, USA (Ret) has agreed to head an effort in partnership with several industry firms for JETC to put a focus on this issue at JETC, possibly encouraging enlisted and NCO participation as well as construction industry participation in JETC (mini Job Fair, ...).
- SAME discussed the establishment of a VIP-Construction Course with the VIP organization (a partner).

**Centennial Work Group:** Form a work group, headed up by MG Aadland to pull II of the pieces together to kick off a long term, recognized effort to build capacity for the nation. Link to STEM, CAMPS, etc and in partnership with AAGC. The Centennial twist: the WG establishes a way of exhibiting progress during the National Centennial Kick-Off which also leads to the AGC CEO's agreement to publicly acknowledge the critical role SAME is playing (our vision – " ... be recognized as ...).

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**BOD Actions 22 May 2017**

**Proposed Action to Board of Directors**  
From 9/22/17 meeting

**Proposed Action:**

- \*Update and implement the Military and Government Member National Recruiting Program in order to bring back our core membership.
  - Identify "touch points" throughout careers.
  - Add commander's courses.
  - Build enlisted courses.
- Add OPRC.
- Identify champions for the Academies/National Targets.
- Establish working group led by Vice President to continue momentum, enhance and coordinate efforts with National Office, Leaders, R/Ps and Post Leaders.
- Re-activate Enlisted/NCO Council.
- \*Develop a National Standard of Life-Long Support through Recruiting, Retention, and Scholarships, to demonstrate care for members in order to set SAME apart.
  - This standard should utilize all members of the Society, and not only focus on Fellows.
  - It should be a three-pronged approach:
    - Student to member.
    - Member to Greve (i.e. the sponsorship does not stop with membership, but may take on a slightly different flavor).
    - Member to industry.
- \*Fully implement the Post-level Industry-Government Engagement plan (Post-level Workshops) in order to enhance SAME contributions to solving infrastructure related challenges.
- Update the National Industry-Government Engagement plan with better focus on bio-forensic Requirements II in the plan. Reference Relationship Streamer – Required III.
- Provide report on the results of career workshops to National.
- Include training on Post Issues Workshop in Post Leadership Workshops.
- Provide an on-line toolbox or resource site for Posts, and Request to reinvest Post Workshops.
- Implement the Volunteer Management and Best Practices Training provided by the new Post Leaders Workshop in order to support the membership recruiting, retention and participation efforts.
  - Provide a PLW training guidance product for Post Leaders to take back to Posts.
  - Require PLW attendance to both brief respective Posts.
  - Consider National sponsorship of "at large" members and "visit military" members.
  - Establish a Post Leaders opportunity at Regional and/or National Conferences.

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**BOD Actions 22 May 2017 (continued)**

- Push communications from posts to national to expand "Society News" and celebrate volunteers.
  - 1.SAME will enable more Society News to be sent from Posts "upward" by using a targeted solicitation within a quarterly outreach to Post leaders in order to better showcase volunteers, report best practices and highlight member participation for the purposes of greater functionality as One Society.
  - 2.Suggested activities include:
    - a. Establishing a Post Communication Chair/Director (mandatory) to manage the effort.
    - b. Develop 2 page "New to" and guidance and suggested topics. "Prime the pump" by soliciting input from specific subset of posts each publication period to develop confidence in participants and nurture desired results. Consider developing a questionnaire that targeted Post can complete and that could be used in springing Post in 100 article column. Brainstorm themes to assist Posts in providing relevant topics (i.e. Work, Career, Industry Dev, Airborne Credit activities).
- Post Annual Reports remain mandatory and will now accurately celebrate the volunteer work of our members.
  1. Encourage and encourage Posts to submit for streamers.
  2. Add note to Annual Report that enables Posts that do not submit for streamers to still elaborate on what they have done as a Post. This mechanism might be used as a template and/or supplement to Streamer Submissions. Be sure to include photo submissions.
- RPs complete assessments of posts, field chapters and student chapters by November 2017 and recommend actions to the BOD.
  1. Send additional data on assessment factors.
- Establish the Centennial Planning II in order to begin planning the SAME Centennial Celebration, reorganize ITC 2020, and make recommendations to the BOD.
  1. Clarify that this II is established to celebrate the Society's Centennial which includes ITC (i.e. there may be other opportunities through media and at local levels to celebrate in addition to main focus of ITC).
  2. Create a timeline of ways that Posts and Regions can celebrate the Centennial.
  3. 100 issues throughout the year on Post 100 and Future Post.
  4. To give more attendees and exhibitors, enlarge the floor to include non-military/non-federal government agencies -to also support national defense/natural disaster and national infrastructure.
  5. Include member on the II with outstanding planning experience.

**Implementation:**  
 The BOD holds the Society accountable for fully implementing the actions. The overall benefit of this approach is to achieve unity of effort across the Society while enabling and building on the local goodness of Posts.

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Write up for proposed STEM awards.

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**STEM CHAMPION AWARD - INDIVIDUAL (NEW AWARD)**

**DESCRIPTION:** For excellence and leadership in supporting STEM. As a way to recognize exceptional contributions in advancement of Science, Technology, Engineering and Math programs. This award will recognize the most outstanding individuals each year.

**Eligibility:** Must be an SAME Member for 3 years and a member of the National STEM Committee to be eligible

**Nomination Criteria:**

**1. Innovation**

Describe creative ideas, enhancements, unique outreach and concepts this person has contributed that have helped improve the furthering of STEM education, or enhanced the overall success of Post STEM programs. Include unique or innovative products or programs designs/processes or ideas that helped improve quality or operations in Post STEM programs. [Full details of these ideas & programs can be explained in para 3]

**2. Leadership**

Describe how this individual has demonstrated leadership in developing STEM teams, providing guidance and leading STEM events and programs. This may include providing vision and strategy to STEM activities, setting an example for others to follow, looking for and acting on STEM opportunities, being proactive and self-motivated fostering STEM, persevering in the face of obstacles, connecting with other STEM organizations - actively impacts STEM events, activities, processes, students.... and looks for ways to improve STEM actions.

**3. STEM Outreach Events**

Describe the events and programs this person has led or participated in, include: the type of event, names of other organizations involved, attendance, how the event was planned and organized, marketed, budgeted and follow-up programs to stay connected with students. Success in developing strategic partners that furthered STEM education or awareness in the community. Events may include camps, scholarships, outreach events, STEM presentations, mentoring, student/ teacher /school connections....

**4. STEM Results**

Describe the results this person has achieved through the conduct of programs and activities in para 3. Results can be explained in terms of number of contacts, volunteers involved, external organizations engaged, tracking/mentoring students through college and beyond, scholarship awarded and students mentored and tracked long term, new relationships developed, camps and special events conducted that result in students choosing a STEM track.....

**Nomination Process:** Nominations will only be made online using the designated application form on the SAME website. Nominations will only be accepted during the designated dates. Self-nominations will be considered. Nominations must include a supporting narrative in the format outlined. The nomination can cover the last 3 years and be a maximum of 4 pages, 11 pt font.

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**STEM EXCELLENCE POST AWARD: LARGE, MEDIUM, SMALL (NEW AWARD)**  
**DESCRIPTION:** For Excellence and Execution in supporting STEM. This award will be awarded to the most outstanding Large, Medium and Small Post each year.

**Eligibility:** Small/Medium/Large Post in good standing. Post must have an identified STEM Coordinator and member of the STEM Committee

**Nomination Criteria:**

**1. Innovation**

Describe creative and unique STEM programs your Post has developed or are in the process of developing. [this section can be brief, full programs can be expanded on in para 3, do not include that your sent a camper to camp or raise money for scholarship through a golf event]

**2. Leadership & Organization**

Describe how your Post has demonstrated leadership and provided the organization structure for your STEM program. Consistent with the Strategic Plan, describe: 1) the leadership guidance, strategy, vision, concepts and direction provided to your STEM organization and teams to advance this program 2) the organizational structure used to control and manage the STEM program 3) opportunities for volunteer involvement. All focused on achieving results and improving your STEM program.

**3. STEM Outreach Events**

Describe the events and programs your Post conducts or participated in, including: the type of event; names of other organizations involved; attendance; how the event was planned and organized; marketed, budgeted; follow-up programs with students. Demonstrated success in developing strategic partners furthering STEM education or awareness in the community. Events may include camps, scholarships, outreach events, presenting on STEM, mentoring, student /teacher/school connections, relationship with other STEM organizations....

**4. STEM Results**

Describe the results your Post has achieved through the conduct of programs and activities in para 3. Results can be explained in terms of number of contacts, volunteers involved, external organizations involved, tracking/mentoring students through college and beyond, scholarship awarded and students mentored and tracked long terms, new relationships developed, camps and special events conducted that result in students choosing a STEM track.....

**Nomination Process:** Nominations will only be made online using the designated application form on the SAME website. Nominations will only be accepted during the designated dates. Nominations must follow the format above. Any Post officer can submit the nomination. The nomination can cover the last 3 years and be a maximum of 4 pages, 11 pt font.