



# *Society of American Military Engineers*

## **Leader Development**

### **Community of Interest Charter**

#### **(as of 06/02/2020)**

**Mission.** The mission of the SAME Leader Development Community of Interest (LD COI) is to develop, execute, and track leader development (LD) activities across the SAME enterprise in support of the 2025 SAME Strategic Plan – Securing America’s Future, Together. Specifically, the LD COI will lead efforts to enhance leadership development and cultivate the talent necessary to address the nation’s grand challenges ensuring the enduring stewardship of the A/E/C profession.

**Membership.** Membership in the LD COI is open to all members of SAME. Leadership for the COI 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 COI Chair.

The community will be composed of LD POCs from each Post as identified on the Post Change of Officers Form filed with SAME National office annually. Any SAME member interested in leader development can also join the LD COI community.

#### **Strategic Alignment**

##### ***Goal 1: Strengthen Industry-Government Engagement***

*Lead efforts to foster communication and build relationships among military, public, academic, and professional organizations; further collaboration to identify issues and develop solutions in support of National security.*

LDP provides a platform for industry and government members to grow professionally in a mutually supportive environment. Industry and government professionals interact under a common theme. The program also offers members of government and industry the opportunity to support the program as instructors and mentors.

##### ***Goal 2: Build and Sustain Resilient Communities***

*Lead efforts to prepare communities to absorb, recover, and adapt from natural and man-made threats, fortify our nation’s resolve directly where people work and live.*

Leadership is key to decision-making. When faced with tough circumstances, a leader’s ability to respond to threats helps determine their resilience. LDP enhances that ability.

##### ***Goal 3. Develop Leaders for the Profession***

*Lead efforts to enhance leadership development and cultivate the talent necessary to address the nation’s grand challenges; ensure the enduring stewardship of the A/E/C profession.*

Leader development is core to the Leader Development Program.

##### ***Goal 4: Enrich the STEM Pipeline for the Nation***

*Lead efforts to inspire, encourage, and enable youth to pursue STEM careers; help develop the technical capacity that our nation needs to remain globally competitive.*

As a component of leader development, mentoring ensures knowledge, skills, and aptitudes are shared among the membership. Student members can especially benefit from mentoring to enhance their own leader development.

**Goal 5. Prepare Servicemembers and Veterans for the A/E/C Industry**

*Lead efforts to fully integrate military and government members in the A/E/C industry; support training, credentialing, and networking initiatives that build, maintain, and translate skills to meet current and future needs.*

LD provides a platform to leverage the leadership of servicemembers and veterans as well as enhance leadership development for them to address challenges in the A/E/C profession.

**Organization.** The COI will be guided by a Leadership Team lead by a Chair. The Chair will serve a two-year term beginning at the Spring LD COI Board Meeting. The recommended Leadership Team is composed of the positions described below.

**Appointment of Chair and Vice Chairs.** The Committee Chair will serve a two-year term with the option of a third-year contingent on the Society Vice-President for Committees and Councils' (VP for C&C) approval. The Chair may only serve one term.

At least six months prior to the Joint Engineers Training Conference (JETC) in the final year of the Chair's term, a Chair-Elect will be appointed by the Society VP for C&C based upon the recommendation of the current Chair. The Chair-Elect shall have served on the Leadership Team at least one year to be considered for Chair. In the event a Chair-Elect cannot be selected from the Leadership Team, the Chair shall work with the Society VP for C&C to appoint a Chair-Elect from the SAME Membership. At the time of appointment, the Chair-Elect will work with the Chair to ensure a smooth transition.

The Vice Chair positions on the Leadership Team are appointed for one-year terms by the incoming Chair, after consultation with the current Leadership Team, and based upon their desire to serve, the needs of the COI, and the individual's commitment to leader development. 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. There is no term limit for Vice Chairs.

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

1. **Chair, LD COI.** Provides overall direction and governance of the COI by establishing goals and objectives annually that align with the Society's goals, objectives, and focus areas. Represents the COI as a voting member on the National Board of Direction. Fills Leadership Team positions as needed to accomplish the mission of the LD COI.
2. **Immediate Past Chair, LD COI.** Serves as an advisor to the Chair for continuity of information and ensures nothing is missed with the leadership transition. As agreed by the Chair and Immediate Past Chair, this person may take on some special initiatives/projects for the LD COI.
3. **Vice Chair, LD COI.** Provides overall support and assistance to the Chair, LD COI. Presides over COI events or acts on behalf of the COI Chair when the Chair is not available. Ideally, the Vice Chair should be someone interested in and able to take on the Chair role in the future.
4. **Chair, Leadership Development Program (LDP).** Provides overall direction and governance of the

SAME National LDP.

5. **Vice Chair, Post-Level LDP.** Provides overall direction and support of Post-Level LDP programs. Develops, implements, and evaluates a post-level LDP program for small and medium size posts that are not capable of implementing their own local LDP.
6. **Vice Chair, Mentoring.** Provides overall direction and support of mentoring programs and best practices across SAME. Coordinates the mentoring efforts of the Academy of Fellows, and Camps, Young Professionals, and other COIs. Coordinates a National award ad-hoc, selection committee for mentoring awards.
7. **Vice Chair, Marketing & Communications.** Coordinates with Leadership Team members to develop articles, news releases, social media posts, etc on LD happenings, initiatives, and opportunities. Capitalize on the SAME media opportunities such as *The Military Engineer* (TME), Bricks & Clicks Blog, Real TiME News, SAME.org and SAME pages on LinkedIn, Facebook and Twitter. Works with the Leadership Team to encourage participation, solicit post relevant material, and increase dialogue and networking on LD activities and initiatives. Ensures the LD COI portion of the SAME National website contains accurate and up-to-date information on the Leadership Team and the COI's current events.
8. **Vice Chair, Evaluation.** Works with the Leadership Team to develop metrics to measure the effectiveness of LD programs. Responsible for developing a system to track and evaluate best practices and lessons learned across the LD team. Disseminates best practices across the Society to facilitate LD programs at the National, Regional and Post level.
9. **Vice Chair, Conferences.** Coordinates with the SAME National staff and Chair, LDP to plan, advertise, and execute the LD Programs at the Joint Engineer Training Conference & Expo (JETC) and Small Business Conference (SBC).
10. **Vice Chair, Streamers.** Develops Streamer requirements for the Leadership and Mentoring Award for small, medium and large posts. Organizes an ad-hoc committee to evaluate post submissions for streamers.
11. **Secretary.** Schedules at least monthly COI meetings and sends a reminder to all Leadership Team members and liaisons. Prepares COI meeting highlights and allows for review from the COI members before finalizing. Provides finalized highlights to post on the website. Works with the Chair and SAME National office to maintain a roster of Post LD POCs. Assists COI officers with general administrative operations as needed.
12. **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.

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

1. **Young Member COI Liaison—** Be the face of the leader development community to the Young Member COI. Conveys any requests/needs from the YMC to this community. Participates in both LD and YM calls. Determines opportunities for collaboration.

2. AOF Liaison— Be the face of the leader development community to the Academy of Fellows. Conveys any requests/needs from the AOF to this community. Participates in both LD and AOF calls. Determines opportunities for collaboration.
3. Enlisted COI Liaison— Be the face of the leader development community to the Enlisted COI. Conveys any requests/needs from the Enlisted COI to this community. Participates in both LD and Enlisted COI calls. Determines opportunities for collaboration
4. Credentialing COI Liaison-- Be the face of the leader development community to the Credentialing COI. Conveys any requests/needs from the Credentialing COI to this community. Participates in both LD and Credentialing COI calls. Determines opportunities for collaboration

**LDP Program Roles.** The following positions will report to the Chair, Leader Development Program:

1. LDP Curriculum Lead—Provides overall direction to the LD curriculum. Tracks and records participant involvement in each curriculum component. Issues curriculum status reports on their engagement regularly throughout the program.
2. LDP Monthly Webinar Lead—Coordinates a monthly calendar of instructors covering various curriculum topics.
3. LDP Book Discussion Lead—Coordinates monthly book discussions with external facilitators.
4. LDP Mentor Lead—Provides direction to LDP mentors on their role. Records mentor reports on the progress of each mentee throughout the program year.
5. LDP Project Lead—Provides direction on the projects identified and defined by LDP participants. Coordinates reporting of each project’s impact at the end of the project term.
6. LDP Google Classroom Lead—Provides direction on the use and utility of the online learning platform. Tracks LDP engagement on discussion topics and classroom assignments.
7. LDP Alumni POC—Provides guidance and direction to alumni of the LDP participants after their year is completed. Ideally, this position would be filled by an alum of the program.

**Operating Guidelines**

- The COI shall prepare an annual work plan to be submitted in accordance with the Society’s bylaws. The annual work plan may include, but not be limited to, facilitating LD programs across The Society, assisting Posts with promoting LD programs, working with other Committees and COIs in implementing LD programs, and ensuring LD programs are represented in SAME Regional and SAME National conferences. The work plan shall be reflective of the Society’s Strategic Plan.
- All communications to members will come from the SAME National office. The Marketing & Communications Vice Chair will coordinate the information gathered from the other Vice Chairs with the Chair and the Secretary to request SAME National send out to members on the COI’s behalf.
- The COI will conduct business via teleconferences and will have at least one in-person meeting each year at JETC and SBC. Other in-person meetings of the Leadership Team or COI shall be planned as determined feasible by the Leadership Team.
- The Leadership Team may meet as regularly and as often as needed to manage the business of the COI.

- The Chair and Secretary will reach out to the National COIs and see if they have a member to appoint as a Liaison to the LD COI. If not, the Chair can identify one for them.

**Meeting Frequency.** The Chair will schedule a weekly conference call with the Leadership Team to address the business of the community.

The Chair will schedule a monthly community-wide conference call to go over community objectives.

Face-to-face meetings occur at JETC and SBC.

**Communication.** Communications via telephone and email will be the primary mode for sharing information, issuing guidance, and obtaining updates on COI activities and programs.

**Charter Approval and Amendments.** The Charter may be initially approved or amended by the Vice-president for Committees and Councils assigned to this Community of Interest. The chair may undertake a review of the charter or consider amendments in coordination with the respective Vice-president for Committees and Councils.