



Board of Direction Meeting

Monday, May 18, 2015 – George R. Brown Convention Center, Houston Texas

Attendance

Attending

National Officers

Bill Berson

Sal Nodjomian

Jane Penny

Harold Rosen

Joseph Schroedel

Kurt Ubbelohde

Regional Vice Presidents

Mary Anderson

James DeGour

Michelle French

John Gerstenlauer

Jim Hagan

Steve Houser

Mark Kessinger *

Cindy Lincicome

Terry McCann

Siokey Gastelum-Galvez *

Richard Rubin

Steve Shea

Bob Sidoti *

Richard Stump

Steve Thomas *

Alan Watt *

Charles Perham

Committee and Council Chairs

Matt Altman

John Cawthorne

Bill Haight

Mark Handley *

Stuart Harrison *

Charles "Hud" Heaton

Stacey Hirata

Clarence McAllister *

Gerald Morris *

Ben Redding

Elected Directors

Brian Balukonis

Richard "Rad" Delaney

Marvin Fisher

Wesley Hamill

Sharon Krock

Angela Nocera *

Wendy Parker

Tony Price *

Sally Riker *

Robert Schlesinger

Ray Willcocks *

Carrie Ann Williams

Appointed Directors

Bill Anderson

Neal Wright

SAME Staff (non-voting)

Dana Bach

Mark Bialek

Nick Desport

Eileen Erickson

Ann McLeod

Not Attending

National Officers

Mike Blount

Gary Engle

Rich Khalil

John Mogge

Regional Vice Presidents

Stephen Gambrell

Committee and Council Chairs

JJ Tang

Gita Murthy

Corey Weaver

- * Indicates New Board Member who was non-voting.



Call to Order

The President-Elect Jane Penny called the meeting to order at 10:00 AM, and the Pledge of Allegiance to the Flag was conducted. Quorum was confirmed by the Executive Director

Welcome

The Chairwoman welcomed the Board. She then stressed that as SAME moves from military leadership towards completely volunteer leadership, it is important that the Board of Directors be actively involved in governing the society.

Consent Agenda

Board of Direction and Executive Committee Minutes

The Executive Director BG Joseph Schroedel referenced the Board of Direction minutes and Executive Committee Minutes available in Tab 3 of the Board Book. He reviewed the decisions made by the Executive Committee.

He highlighted the virtual nature of the XC meeting in Feb to discuss the Headquarters budget. He stressed that not only are virtual meetings are legal for our Society; they allow more involvement by the Executive Committee by not requiring travel to a physical location.

The Executive Director also asked again for volunteers for an operations committee under the treasurer to review the investments of the Society. Volunteers should have good investment experience.

➤ **Action Item: F&A Director - follow up with board for the right volunteers.**

Audit Report

The Executive Director brought the Board's attention to the audit report, and noted that a new auditor performed the audit, which is in Tab 3 of the Board Book. The Audit Committee reported no opinion, delivering a clean result to the Headquarters' Finance and Accounting department.

Election Results



The Executive Director congratulated CAPT Mike Blount (USN Ret.) for his election as President-Elect, Col Sal Nodjomian (USAF Ret.) and COL Kurt Ubbelohde (USA Ret.) on their election as Vice Presidents, and the new Elected Directors for the upcoming term. He also congratulated CAPT Bill Bersson (USN Ret.) on his appointment as the Chair of the Academy of Fellows.

Bylaws Changes

The Executive Director highlighted the bylaws changes to the nominating procedure for the National Leadership. There will be two separate committees convened, one to elect the president elect and vice presidents, one to elect the new elected directors. Since these positions have differing requirements, it makes more sense to have two committees.

New Committee

The Executive Director made a request to make the Warrior Transition Task Force into the Credentialing, Education, Certification and Licensing Committee, with Neal Wright as committee chair. This would allow Neal to continue to work towards veterans' support, which is one of the Society's focus areas.

◆ **Motion to approve the Consent Agenda was made; motion was seconded and approved unanimously.**

☐ ***Bylaws changes approved***

☐ ***Creation of Credentialing, Education, Certification and Licensing Committee approved with Neal Wright as Committee Chair.***

Executive Director Update

1. The Executive Director emphasized that though there is more work to be done, the unity of effort between the Headquarters team, regions, posts and members has greatly improved.
2. Financial report
 - a. Overall, SAME is financially healthy. We do have a small drop in revenue for the first quarter, however it is not unexpected and a slower pace of expenses for the first quarter indicates that we have a good chance of recovering by year end.
 - b. We will keep the Board updated with copies of our Quarterly Management Reviews.
3. Stipends



- a. The Executive Director told the Board that the new Headquarters point person for all stipends will be Marc Bialek.
- b. Stipends have been increased by over \$30,000 for the 2015 year.
- c. VP Kurt Ubbelohde asked how many of the stipends outlined on the slides had been given out.
 - i. Marc did not have a number because the year has not been completed. We will have a better idea after JETC; however he was sure that all \$108,000 will be given out by the end of the year.
4. The Executive Director briefed the Board on the departure of the Finance & Accounting director, Kathy Wilson, and our senior accountant Luz Agustin from SAME Headquarters. While we are looking for replacements for those two positions, we have a very capable temporary director in Melissa McGuire, and temporary Senior Accountant in Jane Armitage.
5. The process to look for a new director is a very deliberate process and we aren't going to rush it to ensure we get it right the first time.

Programs and Continuing Education

Nick Desport, Deputy Executive Director and Director of Programs and Continuing Education briefed the Board about the state of the Programs department.

1. Red Vector
 - a. In 48 days since the launch of Red Vector with SAME, over \$1000 in courses taken.
 - b. No cost to SAME, we gain a portion of the revenue.
 - c. Vice President Sal Nodjomian asked how the word was going out to advertise Red Vector.
 - i. Nick responded that Several committee newsletters have highlighted the roll out and offered coupon codes to further entice participation
 - ii. Eileen Erickson, Communications and Marketing director added that there have been ads in TME and Bricks and Clicks, the SAME blog.
 - d. Overall Red Vector provides a great value add for the membership
2. JEOC
 - a. Asked if we should phase out the program
 - b. Overwhelming response from both students and companies was no.
 - c. JEOC provides an introduction to SAME for some the Senior NCO's and Junior Officers who may not know about it.
 - d. Nick highlighted the six companies that help make JEOC a viable program and thanked them:



- i. Amec Foster Wheeler
 - ii. Michael Baker International
 - iii. Fluor
 - iv. KBR
 - v. The Louis Berger Group, Inc.
 - vi. Versar
- 3. Other Programs
 - a. JETC Conference sessions – 18 last year to 40 this year.
 - i. Sessions are robust and topical; also provide a great value add for the membership.
 - b. CEP sessions
 - i. Attendance for these sessions is down.
 - ii. Posts, like the San Diego Post, are starting to host their own CEP sessions with support from SAME Headquarters.
 - c. Webinars
 - i. Committees and Councils continue to develop great topics
 - ii. Cancellations hurt, so committees need a push from their chairs to make sure that they follow through.
 - d. IBOW
 - i. Ten year anniversary of the series
 - ii. Extremely challenging to put on, and with dropping attendance, it might be time to cancel the series.
 - iii. The International Committee will review the program and decide.
 - e. Credentialing Achievement Awards
 - i. \$500 for civilian
 - ii. \$200 for military

Meetings and Expositions

1. The Executive Director highlighted that Ann McLeod will be the contact person for the National Master calendar. She will soon publish guidelines for posting events on the National Calendar.
 - a. Sal Nodjomian suggested regional calendars to avoid posts stepping on each other (Sustaining Member sponsorship concerns).
2. Ann reviewed the JETS requirements, and discussed the Chicago Energy Forum issues.
 - a. Emphasized that Posts should not sign contracts without the Director of M&E at least reading over it.



- b. The Executive Director suggests that industry days are more preferable than JETS because:
 - i. They are a better business decision
 - ii. They are easier for regions and posts to plan, coordinate and execute.
- c. The chairwoman spoke on the longstanding dialogue with RVP's regarding JETS. She emphasized that:
 - i. We need to stick to the plan so RVP's are more involved and aware of the process.
 - ii. Guidance for JETS
 - 1. Add value
 - 2. Business costs to cover operations
 - 3. Coordinate with National Calendar
- 3. JETC Booth Sales Initiative
 - a. This is Meeting & Expo's way of attacking the revenue problem
 - b. Hired National Trade Partnership, who are experts in the field of booth sales
 - i. For this conference they sold 25 booths
 - 1. 14 new companies
 - 2. 5 companies that had not existed in at least two years
 - 3. 4 returning companies
 - ii. These sales allowed us to meet revenue goals.
 - c. NTP is also going to do some strategic visioning for the next JETC.
 - i. Help keep JETC relevant and vibrant to keep drawing people back
 - d. NTP has heard several answers to why exhibitors aren't exhibiting at JETC
 - i. Simply attend JETC and not exhibit.
 - ii. They are going to exhibit at SBC instead
 - 1. SBC provides more government attendance and networking ability.
 - e. Charles Perham asked about the cost difference between JETC and SBC?
 - i. Ms. McLeod responded that the most expensive booth at JETC costs \$3100, while the most expensive booth at SBC costs \$2500.
- 4. Concept for SBC with the VA
- 5. The Executive Director and Ms. McLeod met with the VA in April regarding a merger of our two Small Business Conferences
 - a. SAME will take over their Construction, Build and Design community of interest.
 - b. This will start off as collaboration then move to colocation.
 - c. Major step in setting SAME apart as a Society of Choice

Communications and Marketing



1. Naylor progress
 - a. Not as much as revenue as hoped for, but they are working hard to reverse the downward trend
2. Special issue of TME – 50th Anniversary of Vietnam War
 - a. Summer 2016 magazine goes to print
 - b. Will provide more revenue and another value for membership
 - c. If this proves lucrative, other special editions will be published.
3. Website Transition
 - a. New website is cheaper and easier to maintain
 - b. Saves time with only one admin area to manage.
 - c. For the posts, if your site is hosted through SAME, website migration is mandatory.
 - i. If we aren't hosting your website, we can link your site, or you can migrate over at no cost.
 - d. The Website migration is being conducted simultaneously with the Membership database upgrade. Costs for these changes are being shared between Communications & Marketing and the Membership & Post Operations Departments.
 - i. Post leaders need to provide us with information to put up on the website so we can keep all members informed.
 - e. Cindy Lincicome asked what is the timeframe for the website migration
 - i. Eileen responded that the main SAME website will begin roll out in the Fall (October) with final completion of all phases by year's end.
4. Sharon Krock asked if Headquarters could investigate a national contract with Regonline or Eventbrite for all posts for event registration
 - a. Ann McLeod responded that Headquarters had an account in the past
 - b. We started using eShow for our own events and haven't used the others since.
 - c. If we tried to negotiate a society wide rate, we might not get much better of a rate because national doesn't use them.

Membership and Post Operations

1. Marc emphasized that we are trying to reverse the downward trend in SM memberships, but overall membership is up.
2. Marc highlighted the current 50% off membership promotion for Red Horse and Prime Beef
 - a. Matt Altman asked if the promotion only for active duty Prime Beef and Red Horse?
 - b. Marc responded that it is open to all active duty, reserve, and guard components.
3. Best Practices System
 - a. Will be more like a college course catalogue
 - b. Webinars will be offered as well



- c. 1 been hosted already, 1 more about the Atlanta Camp is upcoming.
4. Market Research survey
 - a. Good offering for our Sustaining members
 - b. Will continue until the end of the year, then we will reevaluate.
 - c. If there are topics that Board members would like to see, please email Marc.
5. Dues Task Force
 - a. How we have increased dues in the past has been unorganized, and current model is not sustainable.
 - b. Marc asked for members for this task force,
 - c. Volunteers
 - i. Matt Altman
 - ii. Mary Anderson
 - iii. Siokey Gastelum-Galvez
6. Post Leaders Workshop is upcoming in September in Alexandria, exact date has not been confirmed as of yet.

The Infrastructure Security Partnership (TISP)

1. Bill Anderson addressed the Board asking for full integration of TISP into SAME as a council.
 - a. This would provide a perfect joining of the relationships TISP has developed with the long standing history of SAME.
 - b. Resiliency is the new apex point, and joining with TISP will help set SAME apart from the rest.
2. Mary Anderson asked what is the difference between a committee and a council.
 - a. Committee is a group with a focus area; councils are a group of members with a specific goal.
3. Tony Price asked what problem are we solving with this council.
 - a. Joining the two disparate organizations into one with similar goals
4. Stuart Harrison asked what financial responsibilities would SAME incur from this integration.
 - a. Originally two salaries (Bill Anderson and Jacqueline Barrett), all the programs that TISP runs are self-funded.
 - b. TISP is also working towards getting grants to further fund more programs for SAME.
5. Jim DeGour remarked that just as SAME doesn't understand TISP, TISP doesn't understand SAME.
 - a. This integration will help both organizations.
 - b. Integration will also allow TISP to become a bigger part of SAME at the Post Level
 - c. TISP regional conferences will also draw new SAME members, people who would never think to join SAME.
6. The chairwoman also remarked that the Board Documents state that being a council will allow them to maintain their brand, identity, and governance.



7. The chairwoman made a proposal to integrate TISP fully into SAME as the TISP Council
8. Ernie Edgar would be the chair of the council
9. TISP BoD would sunset under the provisions of its bylaws, committees and work groups would work as part of the TISP council.

◆ **Motion to approve creation of the TISP Council. Motion was seconded and passed unanimously.**

□ ***TISP Council created under SAME Committees and Councils with Ernie Edgar as Chairman of the council.***

President-Elect Focus Areas

STEM

The Chairwoman stated that for this focus area there is no big course correction

1. STEM is a key focus area
2. A big passion for post leaders
3. Would like to transition Stem Task force to a Stem Committee during her presidency

◆ **Motion to create the STEM committee from the STEM Task Force was made. Motion was seconded, the Board voted and passed unanimously.**

□ ***Creation of the STEM Committee. Carrie Ann Williams, the Chair of the Task Force, has volunteered to remain as POC while we solicit volunteers for the Chair of the new STEM Committee.***

Support to Veterans

The Chairwoman also stated that there is no major course correction for this focus area as well.

1. Our alignment with veteran's issues is a big draw
 - a. New partnership with the VA will help cement
 - b. Would like to see more Transition workshops across the country
 - c. More personal time invested in veterans' causes

Inclusion

The Chairwoman stated that her only major change to the focus areas would be to change John Mogge's focus area of relevance to inclusion.

1. We are at a cross roads as a society, but we are relevant.
2. Inclusion needs to be the focus for the next couple years.



- a. Diversity was the wrong word, too polarizing. But inclusion conveys the idea that we have a breadth of people and experience, and that we are very willing to increase that breadth.
- b. To that point, we need more YM, more NCO's.
3. Inclusion means the partnership with the VA, with the Boy Scouts and Girl Scouts.
 - a. Opening up the aperture to be truly inclusive.
4. Hud Heaton remarked that inclusion is a great focus area, but how do we break the mindset that we are the Society of Military Engineers.
 - a. The brand doesn't scream inclusion at all, before we can truly achieve inclusion; we need to address the perceived exclusivity of the brand.

Strategic Plan Review: *Path to SAME's Second Century*

The Executive Director outlined actions already taken to begin the review of our strategic plan:

- January, 2015: SAME HQ conducted a survey of the post leadership regarding the focus areas (what have they done to contribute, what are the best focus areas going forward).

- February, 2015: The President Elect led the Post Leaders Workshop (PLW) attendees (100 members, 70 posts, 17 regions, 4 board members) through a review of the focus areas to help determine the best focus areas for the coming year and as input to the review of the strategic plan.

- March, 2015: A TF was formed during the PLW consisting of two members from each small, medium and large post contingents. The Post Operations and Membership Director headed the TF. The TF briefed the XC in Washington, DC in conjunction with the Federal Briefs and Golden Eagle Dinner. The XC also approved an extended period of review of the strategic plan that will be coordinated and led by the HQ.

The concept going forward includes organizing workgroups based on strategic questions which the Board spent most of the board meeting discussing subsequent to the Executive Director's introduction. The chairwoman emphasized the importance of operating as One Society by ensuring that posts were engaged in the entire process of the review. The timeline for the review is to complete the review in time for a September XC briefing then final approval by the Board in November at the next Board meeting. This strategic planning process will be the new standard.

The Executive Director gave some examples of specific objectives that might become a part of the plan:

- a. 30% of all active duty uniformed engineers



- i. Currently SAME only has 4% of all active duty uniformed engineers.
- b. SAME Foundation has \$30 million, and offers an endowment to provide professional certifications to all members paid by said endowment.
- c. View forward is all about increasing the value of our membership to our current and our potential members.

The Executive Director suggested that one of the review will begin with an in depth review of SAME's value proposition to individual and sustaining members. One of the first changes required is to streamline the mission and vision statements so that all members know them after one reading.

The next step will be to define what SAME looks like in 2020 and define the goals and objectives that will enable SAME to work together as One Society to achieve the end state. Lastly, the enabling functions such as strategic communications, events, streamers and more will be aligned to support the main goals and objectives. The Executive Director outlined the proposed Strategic Plan Work Groups and Enabling Work Groups: recognition, communications, events review, foundation resources, partnership resources, value proposition, youth outreach, professional development, college outreach, membership campaign and government and individual collaboration. Board members were asked at the end of the meeting to submit their preferences for work group participation.

Elected Directors were tasked with analyzing the strategic questions and to lead a discussion during the board meeting. The following summary of those discussions is entered into the minutes:.

Strategic Question 1 – Marv Fisher

What is the value proposition for individual and sustaining members?

1. Process to determine the value proposition has to be top down and bottom up
2. It needs to be a continuous process
3. The vision needs to be far reaching enough to be adaptable to the future
4. It relies on an alignment of communications and messaging
5. The value proposition needs to be determined before mission and vision can be decided.
6. The three levels of value model may be one for us as a society to consider.
7. Survey responses seem to indicate that the membership feels networking is the highest value both on the individual member and the sustaining member sides
8. Our communications and messaging definitely needs to be realigned to help communicate the value proposition of the society.
9. What are differentiators that can add to the value proposition?
 - a. Coalition as a society
 - b. We solve issues



- c. The Executive Forum
- d. We are a multiplier for national security
- e. However we can't be all things to all people

Strategic Question 2 – Carrie Ann Williams

What makes SAME unique among societies in our profession?

1. Inclusion
2. Common focus
3. History
4. Lack of lobbying
5. Military membership
6. Our STEM leadership from kindergarten through college
7. Overall our inclusiveness is what makes us unique

Strategic Question 3 – Wendy Parker

How does SAME adapt to the new reality of being a total volunteer organization?

This question was a bit of confusion to the survey respondents because most the respondents either felt it was redundant (they already believed we were a total volunteer organization) or more questions were raised not relating to the question at hand. However, the accompanying presentation will show some of the questions raised.

Strategic Question 4 – Matt Altman

How does SAME become the Society of Choice for military and public engineers?

1. We need strong succession planning to ensure we can become the society of choice for military and public engineers.
2. We need to do more to connect with the NCO Corps; they are currently not as robust a membership as they could be.
3. Our leadership training and P.E. training should also make us the society of choice.



Strategic Question 5 – Bob Schlesinger

How do we unify the direction of the Society to truly become One Society?

1. Consistent messaging
2. Manage registrations
3. Elevator speeches and supporting documents
4. Best practices.
5. How do you want to receive messages from Headquarters?
 - a. From the RVP down
 - b. A page where information can be pulled on a monthly basis for Post meetings
 - i. Prevents lost emails in an inbox
 - c. Social media
 - d. Dropbox with take away info

Closing Remarks

The chairwoman closed the Board by thanking the board for their work and reemphasizing the need for their active engagement outside the board meeting. She said that she is hopeful that the bottom-up approach to reviewing the strategic plan will engender not only buy in, but the active support and commitment of every member to do their part in making our plan a reality. She further emphasized the need for positive and active communications from the board to the membership.

She also emphasized steps taken already by the HQ to focus downward on support to posts. She said this was a great step forward toward the concept of One Society. She thanked the HQ and all Board members for their work.

◆ **Motion made to adjourn the meeting at 5:30. Motion was seconded and passed unanimously.**