



Academy of Fellows Action Plan

25 May 2018

1. AOF Conclave. The Academy of Fellows (AOF) convened a Conclave on March 7, 2018 during Capital Week in Washington, D.C. to review the effectiveness of the AOF and Fellows in general to support the SAME Strategic Plan and the *Run to 2020 and Beyond* Action Plan. Over 80 Fellows participated. Four work groups were formed and provided useful thoughts and recommendations. On 30 April 2018, the AOF Conclave Advisory Team (CAT) was established and met at the Century House to develop an AOF Action Plan based on the Conclave and the subsequent work group efforts (Encl 5). The AOF Conclave Advisory Team (below) will hand off implementation of the Action Plan to the new AOF organization once it is established on 22 May at JETC 2018.

Attendees		
Buddy Barnes – incoming President Elect & AOF Chair	Rad Delaney – Deputy AOF Chair	Jim Donahue – AOF VC Admin
Kathy Off – AOF Staff Liaison	Joe Schroedel – Executive Director	Ray Willcocks – AOF Chair

2. Context setting.

a. Participant Views. The Executive Director (XD) opened the meeting by first asking participants to share their general thoughts about the Conclave, work group products and Fellows in general. The consensus was that Fellows can make a bigger difference and that the Conclave and subsequent work group efforts were the best we've ever had to take an honest look at the AOF. The XD acknowledged the great ideas that came out of work groups, but asked the team to think strategically, indicating that the new AOF organization would implement most of the recommendations of the work groups when appropriate.

b. Outcome. The XD then set the outcome of the meeting - to produce an Action Plan that the national leadership team will implement on 22 May 2018. He specifically noted that the most important part of the plan was to determine the drivers of change and then make them work. Revising the AOF Ops manual will not produce the impact the Society needs. Further, the great ideas presented by the Conclave work groups deserve proper consideration and implementation. He noted that he and the President had discussed the Conclave and work group summaries at length and that he would represent that discussion by offering for consideration the three drivers of change that emerged from the work group efforts.

c. Drivers of Change. The XD then described the concept by which the national board and leadership have been driving culture change within the Society - that is, to become "*One Society of vibrant posts that are relevant locally and contributing to the national strategic plan or direction.*" He reminded the team of the three most important cultural changes that have resulted - first, the shift in the purpose of the national office (to support posts, support the national direction and enhance the national reputation); second, the Strategic Plan which was developed from the bottom up and is now a viable plan which drives the organization; and third, the emphasis on the volunteer national governance model, in particular, the increased

visibility and out front leadership of the elected national leaders. Hence, that concept should also be the basis of the drivers of change within the AOF. The XD then suggested the three that he and the President identified from the work group summaries: shifting the role of Fellows to support posts, shifting the Fellows selection criteria to support the shift in the role, and institutionalize Fellows nomination committee process to be function of the organization. Each is discussed below.

(1) Role of Fellows. The XD first asked the team to review the Fellows Charge and Pledge for relevance. All agreed that the process of becoming a Fellow fails to identify those who are committed to making an impact after becoming a Fellow. Further, the process currently fails to clearly communicate the expectation of service after selection for Fellow. Hence, the first driver of change should be to redefine the role of Fellows by focusing on the impact a Fellow will make and greatly expanding the expectations of Fellows to help the society achieve the SAME strategic Plan. The XD reflected on a sentiment heard around the Society that if we want vibrant posts, then service at the Post level that has impact on the Society should be just as important as service at the national (BOD, council or committee).

(2) Selection Criteria. Given that role, two major criteria issues need to be resolved. First, the current Fellow selection criteria amounts to a nomination for recognition of service rendered without verifying candidates understanding of the expectation of future service if selected to be a Fellow. The second issue is the issue of national versus post service. There is significant concurrence that the nomination process should not be a check the box history of positions filled. Rather, the criteria should focus on the impact a candidate has had based on the Strategic Plan, regardless of where that impact occurred. The criteria for selection then should include some verification that: candidates fully understand the national direction and Post enablers; are passionate about continuing service to the society; and fully understand the national direction and the role they can play in contributing to that direction (impact) at the Post, national committee or board levels with all three being equal. Tony Hoffman was suggested as a model of a Fellow who, by virtue of his Warrior Transition efforts across many posts and his active involvement in the GKC Post, has made a national impact without serving officially in a national level position.

(3) Nominating Committee. The third driver of change is the nominating committee. The XD handed out copies of the National Leader Nomination Process and then explained the disciplined process for selecting national leaders that has effectively selected national leaders for the past three years. He used the explanation to underscore the importance of fairness, inclusion of posts in the process and establishing a truly professional (institutionalized) approach to selecting national leaders. The XD suggested that since the work groups identified an Emeritus initiative and had reset the organization of the AOF, there is an opportunity to follow the path of the National Nominating procedures and establish the AOF nominating committee by position in the AOF. The opportunity includes creating the first core group of Emeritus Fellows from the longstanding Fellows nominating committee. However, the group has since determined that the appropriate name would be “**Distinguished Fellow**” in order to denote ongoing service and not a retired status (which may come later).

d. SAME Centennial. The XD handed out copies of the recently approved Centennial logo and the board approved *Run to 2020 and Beyond Action Plan*. The XD then explained the goals

set by the board in the Action Plan and the planned work at the upcoming Board wherein the BOD will present ideas from posts and committees for enablers that will assist them in increasing member participation in the Society over the next two years as we leverage our centennial to dramatically increase participation of our members. The XD then indicated that the drivers must be decided, developed and approved by the national leadership team for implementation on 22 May at the upcoming BOD or we lose valuable opportunity during the Run to 2020.

3. AOF Action Plan. The Conclave Advisory Team then deliberated and produced: the AOF Action Plan at Enclosure 1; the revised AOF Organization at Enclosure 2; the revised Fellows Pledge at Enclosure 3; and the revised AOF Nominating Criteria at Enclosure 4. The plan consists of four major actions. The first three actions reflect the change drivers that must be implemented at JETC. The fourth action is a summary of the major tasks that the CAT identified from the work group efforts that will be planned and implemented by the new AOF organization after JETC. In order to fully meet the intent of the Conclave process, the AOF retains all authority to refine the CAT recommendations prior to implementation.

4. Summary. The AOF Conclave Advisory Team believes this plan will greatly increase the effectiveness of Fellows to actively contribute to the strategic plan and be a key enabler of mobilizing SAME members at all levels during the *Run to 2020 and Beyond*. This plan will also fundamentally change the meaning of SAME Fellowship from an award for service rendered to a call for action after being selected to serve the Society as a Fellow.



Col. Raymond Willcocks,
P.E., F.SAME, USAF (Ret.)
Chair, AOF



Lt. Col. Wendell Barnes,
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Incoming Chair, AOF

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ENCLOSURE 1 AOF ACTION PLAN

Ready for implementation at the JETC BOD (May 22, 2018)

Action #1: Fellows Role

The group agreed that general knowledge and background of purpose was lacking in the AOF. A change to the Fellows Pledge that incorporates the Fellows Role with these points in mind is in order. The role of the Fellow is to **“understand the National Direction and translate it into action at the Post level”** through various leadership and mentoring positions. The challenge of this statement is two-fold. A Fellow operating at the Post level must understand how the National Direction is applied in his or her Post. A Fellow operating as a National Board Member must not only understand the National Direction, but must also ensure that the direction is easily translated and communicated to Posts. The tangible manifestation of the Fellows Role is reflected in the new Pledge (Encl 3).

Action #2: Selection Criteria & Process

In addition to streamlining the nomination process, the group agreed on the following changes to criteria to support the role of the fellow, increase participation, and positive impact (Encl 4).

- Added a Society Knowledge Test as part of the process. The test will consist of 10 questions and will change every year based on the National Direction. It will include a combination of multiple choice, fill in the blank, and short essay questions.
- Changed “dedicated and outstanding” references to “impact.”
- Added a future role essay question leading future fellows to declare their passion and plan for contributing and participating in the Society in their new role as fellow. Upon Investiture, this document will be signed and posted to the website for all to see.
- Past contributions and impact will be weighted equally with Society Knowledge and Future Role.
- Packets will be evaluated in three phases:
 - Phase 1: All elements of the packet are uploaded to the web form. Information provided is consistent with member record (contact info and years of membership), and packet is received on time. Any nominee not meeting those criteria will be eliminated.
 - Phase 2: Packets will be passed on to the Nominating Committee and Regional Fellows POCs to make an initial yes/no determination on each packet. “No” determinations must be explained. This phase is dedicated to packet completeness, meeting all criteria, following the basic requirements for submission, and a scan of past contributions and impact. AOF Chair and Deputy will review “No” packets and determine if they should be eliminated.
 - Phase 3: Packets will be reviewed in detail by the Nominating Committee with weights applied. Proposed slate will be presented by the AOF Chair to the President.

Action #3: Nominating Committee

In accordance with Society efforts to increase transparency in governance, the group agreed that the nominating committee should be composed of the AOF Executive Committee which will consist of the following (Encl 2):

- AOF Chair. In accordance with the proposed Bylaws (May 2018), the Society President will determine the AOF Chair from existing National Leadership (Vice Presidents and President-Elect). Therefore, depending on which person he chooses to fill that role, based on the national direction and needs of the society and the AOF, the position may be a 1-2 year term. The AOF Chair will chair the Nominating Committee.
- Deputy Chair. In order to provide continuity and assist the AOF Chair with operations, the Deputy Chair will serve a 2 year term with the option to extend for one year to ensure that both AOF Chair and Deputy do not change out simultaneously. This position will serve on the Nominating Committee. The Deputy (as does every member) has the option to submit a nomination for Vice President or President Elect and potentially chair the Academy.
- Vice Chairs (VC). VCs will serve a 2 year term and will serve on the Nominating Committee. The VC Internal will serve as internal liaison to Regional Fellows POCs regarding nominations.
- Regional Fellows Points of Contact. These leaders will serve the same term as their RVP with the option to extend for one year. They will augment the Nominating Committee for Phase 2 of the Nomination Process.
- Distinguished Advisory Group. The former blue-ribbon panel of distinguished fellows will serve in an advisory capacity to the Nominating Committee. Additionally, they will act as the Nominating Committee for those seeking Distinguished Fellows Status (future action).

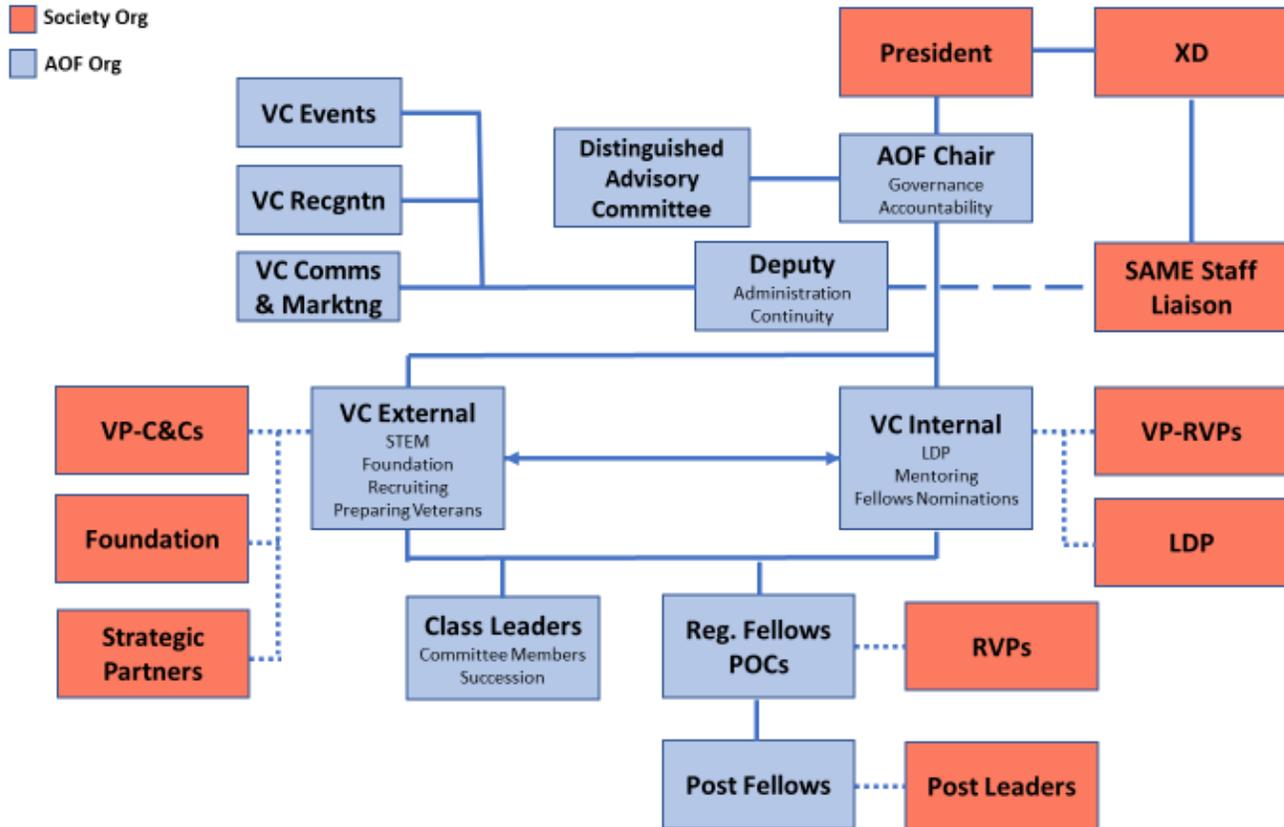
Acton #4: Future Task List

The AOF Chair will lead the Academy to complete the following tasks as part of the Society's Run to 2020:

1. Develop Job Descriptions for each position from AOF Chair to Post Fellow – to include duties, responsibilities and accountability.
2. Establish Distinguished Fellow Criteria, recognition and pin.
3. Develop Communications Plan with VC Communications & Marketing.
4. Define accountability at every level and develop Key Performance Indicators (KPI).
5. Revise the Operations Manual to include job descriptions, battle rhythm, KPI, and Communications Plan. Include Class responsibilities, Mogge Model, Distinguished Fellow information, etc....
6. Develop plan to transition the Golden Eagle Dinner and Investiture to 2020 JETC – to include any special recipients to commemorate the Centennial Celebration.
7. Determine budget requirements for AOF XC to operate effectively.
8. Determine who active fellows are.
9. Selection and Succession Plan
10. Goals & Objectives

ENCLOSURE 2 REVISED ORGANIZATION

AOF Organization & Fellows Nomination Committee



- Current advisory team are members listed above in attendance at April 30, 2018 meeting.
- Current filled positions for 2018-2019 year are:
 - AOF Chair: Buddy Barnes
 - Deputy: Rad Delaney
 - VC Events: Sally Riker
 - VC Recognition: John Osborn
 - VC Communications & Marketing: Melissa Smith
 - VC External: Scott Prosuch
 - VC Internal: Ann Ewy
 - Distinguished Advisory Group Chair – Hal Rosen
- At least one VC should be a Young Member or under the age of 50.
- At least one VC should have a business development and marketing background – preferably the VC Communications & Marketing.
- True mentoring will be done at the Post level. The Gerald C. Brown Mentoring Award and Golden Eagle Awards, along with all planned and on-the-spot recognition of Fellows will fall under the VC Recognition.
- Class Leaders will help identify committee members and succession candidates based on nomination packets (Future Role).
- The Distinguished Fellows Advisory Group will work closely with the AOF Chair to ensure that historical knowledge, experience, and stature is maintained.

ENCLOSURE 3 REVISED PLEDGE



Society of American Military Engineers (SAME) Academy of Fellows

Fellows' Charge & Pledge

CHARGE

I charge you to support SAME's mission and Strategic Plan. A Fellow knows the value of national security and emergency response; education and training; professional relationships across all sectors; relevant and inspiring programs; and the importance of recognizing achievements. A Fellow has a broad perspective and a vision for the future growth of SAME in alignment with our *Strategic Plan*. May the Eagle on your medallion remind you to contribute to the vision and mission of SAME.

I charge you to be a role model. A Fellow adopts and practices SAME's values and sets and abides by the highest ethical and professional standards. A Fellow exemplifies the highest level of technical competency and seeks continual self improvement. A Fellow promotes and understands that public health, safety and our national security depend on the ethics and competencies of our members. May the castle on your medallion remind you to be a role model of absolute integrity.

I charge you to be a mentor. A Fellow fully understands the importance of growing future professionals and leaders and continually seeks opportunities to do so. A Fellow actively participates in SAME education, training and professional development programs, sharing experience, insight and enthusiasm. May the laurel branch with berries on your medallion remind you to remain a mentor throughout your professional career.

I charge you to support SAME Posts. A Fellow dedicates time, energy and leadership to his/her local Posts and actively works to improve the Post programs for the benefit of all. A Fellow invests in our future, strongly encouraging the participation of young professionals and student members and challenging them with appropriate Post duties. A Fellow actively contributes to Post education and mentoring programs. May the banner on your medallion remind you to promote Post activities and celebrate Post achievements with pride.

I charge you to be patriotic and respectful. A Fellow is loyal and courageous, leading by example, and proclaiming allegiance to country and its democratic principles. A Fellow supports those in harms way—uniformed personnel, civilians, contractors—who protect America's freedom, safety and health. A Fellow respects and honors our veterans and the families of those who protect us. May the shield on your medallion remind you to promote patriotism and respect the countless, selfless sacrifices made for our nation.

PLEDGE

I pledge to fulfill the charges to me as a SAME Fellow. I will be a role model and mentor, supporting SAME's mission and being active in our Posts. I will understand the national direction and translate it into action at the Post level. I will support those who serve to protect our freedoms and way of life. So help me God.

Revised 5-1-18

ENCLOSURE 4

REVISED NOMINATION CRITERIA

To be a Fellow, nominees must be shown to have provided a positive **impact** on both The Society and to the engineering and related professions. Nominations for Fellow must follow the form and format with criteria provided on the SAME website as follows:

NOMINATION FORMAT

Nominations must be submitted in the following format:

1. NOMINEE INFORMATION (Please ensure this information is reflected in your SAME Membership Record.):

Prefix/Rank

First Name

Middle Initial

Last Name

Professional Designation (Ph.D., P.E., RA, AIA, CFM, CCM, PMP, F.E., EIT, etc.; please include N/A if no designations are applicable)

Membership Number

Years of SAME Membership

Phone

Email

Employer

Primary/ Nominating Post

2. SAME LEADERSHIP POSITIONS (5%):

List elected and appointed leadership positions (preferably over at least a minimum of 10 years) and dates held at Post, Regional and/or National levels in chronological order, latest first. These can include committee assignments. List only please.

3. SERVICE TO SAME (20%):

For each SAME leadership position or committee assignment listed in 2, describe the impact the nominee personally made while in the position and the benefit(s) to the Post, Region or national direction. Please address (1) challenges with which the nominee was confronted, (2) efforts the nominee undertook to address those challenges, and (3) impact, including successes and benefits gained by the Post or SAME as a whole. Include discussion of such things as: mentoring and/or enhancing students' and Young Members' involvement with SAME; increasing SAME membership; leading training and education achievements; making presentations at SAME meetings and conferences; building relationships between the private sector and government; involvement in joint engineering operations, emergency preparedness and response in furtherance of national defense and homeland security; forming or participating in partnerships and alliances with other professional societies and related associations; supporting community outreach; and efforts toward the achievement of other goals and objectives set forth in the SAME Strategic Plan. This is not an all-inclusive list. Other efforts can be

presented. Only present efforts undertaken that actually benefitted SAME and inform of the **impact**.

(1,200 words or less, no smaller than 11 size font)

4. SERVICE TO THE ENGINEERING PROFESSION (15%):

List in chronological order, latest first, positions the nominee has held for at least the past ten years and the dates. For each position held, please address (1) challenges with which the nominee was confronted, (2) efforts the nominee undertook to address those challenges, and (3) the impact of those efforts, including the achievements accomplished while in the position and the benefit(s) that followed. Cite contributions and activities that demonstrate an impact to the engineering profession, such as: developing and implementing innovative approaches in managing significant engineering projects; mentoring young engineers and/or inspiring students to become engineers; preparing proposals for significant engineering and related studies and projects; participation in community outreach to promote the public's understanding of the contributions of the engineering profession to the quality of life; research, development and technology transfer of engineering and related technology; teaching engineering and related subjects to advance the engineering professional and participation on professional committees and groups; publishing professional articles; and any other efforts that advance the engineering profession. Do not submit what may be taken simply as position or job descriptions. Clearly define the **impact** personally provided to the profession.

(900 words or less, no smaller than 11 size font)

5. AWARDS, HONORS AND CITATIONS (5%):

List professional, SAME and community service awards or honors received by the nominee. Provide the name and description of the award and explain what it was the nominee did to be selected to receive the award or honor.

6. ENDORSEMENT INFORMATION (10%):

Every nomination must include four endorsements that address the endorser's assessment of the commitment of the nominee to actively serve the society after becoming a Fellow. Each endorsement should be no longer than 400 words, font size greater than 11.

1. **Nominator** (must be a fellow) (Name, e-mail)
2. **Regional Fellows Point of Contact:** (Name, e-mail)
3. **Regional Vice President:** (Name, e-mail)
(if the RVP is the nominee, the endorsement of the immediate past RVP can be substituted)
4. **Post President:** (Name, e-mail)
(if the Post President is the nominee, the endorsement can come from another Post officer)

7. SOCIETY KNOWLEDGE (20%) (Questions will be determined annually based on the National Direction. The following questions are examples.):

1. **Strategic Plan/RT2020AB:** Choose one area of the Strategic Plan or Run to 2020 Plan and describe how you would translate and apply it to your Post.
2. **Constitution:** What were the original objectives of the Society?

3. **Bylaws:** The following are voting members of the Board of Direction (multiple choice):
 - a. President, Vice Presidents, Executive Director, President Elect, Immediate Past President.
 - b. National Officers, RVPs, Committee & Council Chairs, Directors.
 - c. President, Vice Presidents, President Elect, Immediate Past President, RVPs, Committee & Council Chairs, Elected Directors.
4. **Nominating Procedures:** What is the criteria to become President of the Society?
5. **IGE Plan:** What is the difference between an Industry-Government Workshop and a CEO Roundtable?
6. **AOF Operations:** What members make up the Nominating Committee for Fellows?
7. **AOF Charge & Pledge:** Which element of the Charge & Pledge speaks to you the most?
8. **Foundation:** What is the enduring purpose of the Foundation? (multiple choice)
 - a. To act as a suppository for Post Scholarship funds.
 - b. To foster engineering leadership for the nation.
 - c. To raise money for Society operations.
9. **Strategic Partners:** Suggest a possible Strategic Partner for SAME and how it would match SAME's Strategic Partner Philosophy.
10. **Member Responsibility:** How does one update their member record and why is this important?

8. FUTURE FELLOWS ROLE (25%) (This document will be signed at the ceremony and posted to the website.):

What is your future plan to translate your passion for the SAME Mission and National Direction into action at the Post level? What impact do you plan to make and what will be the metrics to measure that impact?

(900 words or less, no smaller than 11 size font)

9. CITATION FOR INVESTITURE CEREMONY BROCHURE:

Compose a citation, in 200 words or less, summarizing the nominee's SAME and career achievements and future efforts for inclusion in the Investiture Ceremony brochure. (Note: SAME National Office will edit for grammar and word count prior to publication.)

ENCLOSURE 5

AOF CONCLAVE WORK GROUP SUMMARIES

Governance Group

Definition: Governance is the way the rules, norms, and actions are structured, sustained, regulated, and held accountable. The degree of formality depends on the internal rules of a given organization and, externally, with its business partners. As such, governance may take many forms, driven by many different motivations and with many different results. For instance, a government may operate as a democracy where citizens vote on who should govern and the public good is the goal, while a nonprofit organization may be governed by a small board of directors and pursue more specific aims.

Good nonprofit governance is all about focusing on the processes for making and implementing decisions that will continue to advance an organization's principles and mission, providing strategic leadership to a nonprofit organization. *-Non-Profit Quarterly*

Discussion

It was determined that the current Ops Manual is the main document aside from the Society Bylaws that is used for governance of the Academy of Fellows. The Ops Manual is internally focused and lacks purpose for advancing the mission and strategic plan of SAME. Research of other Fellows organizations shows a similar form of governance.

The goal of the group was to increase participation and focus the Academy more towards the Society's strategic plan through its governance.

It was determined that while there is a need for internal governance through certain vice chair positions and hierarchy via Regional and Post Fellows, there is also a need for externally focused leadership.

Because the goal of the group was dependent on input from other groups, this particular group will convene again via teleconference to review notes and assign tasks. **Action:** Kathy will schedule call prior to JETC.

Internal Governance

The group agreed that an important addition to the "internal governance" of the Academy would be a Vice Chair of Communications & Marketing. Many Fellows in the group voiced frustration with not knowing what is going on within the Academy. Some expressed the fact that they did not even know what the Academy was about. A member with a business development or marketing background could improve Fellow operations immensely.

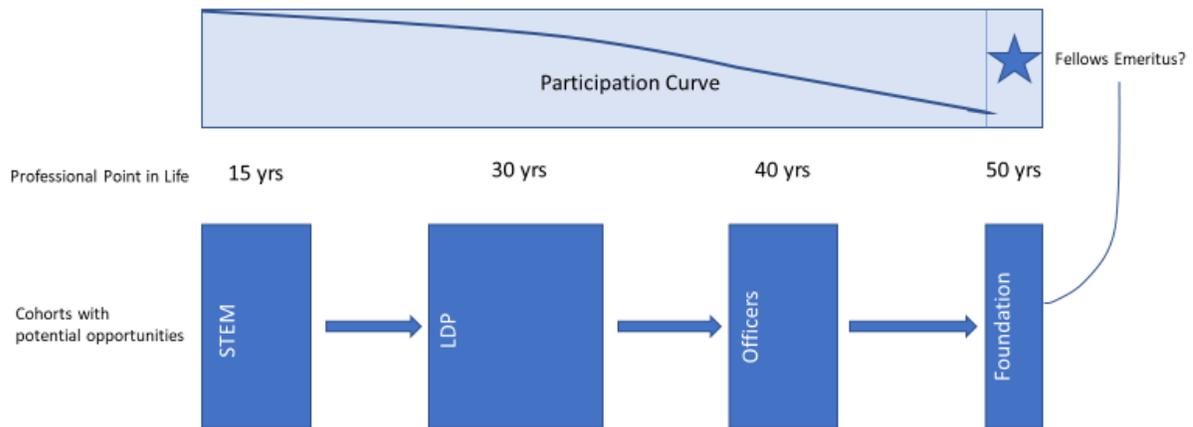
It was also suggested that perhaps the internal structure mimic the National Leadership structure (i.e. a Vice Chair to oversee Regional Vice Chairs and a Vice Chair of Engagement to oversee external Vice Chairs)

Regional and Post Fellow positions should be more accurately described with an outline of clear duties associated and a metric for accountability.

External Governance (Outreach & Participation)

Additionally, it was suggested that the Vice Chair of Engagement be more focused on engaging participation from fellows according to their professional point in life. Past SAME President and current Foundation President, John Mogge, developed a graphical representation of Fellows cohorts based on this observation.

Mogge Model of Lifelong Service



Step 1: map distribution (current size cohorts are an estimate)

Step 2: list opportunities for each cohort (current are examples)

The group suggested a structure of Vice Chairs that corresponds to the existing Strategic Plan or Run to 2020 (future Strategic Plan). For example, a STEM Vice Chair or Liaison, or an LDP Vice Chair or Liaison. This person would be responsible for building a base of interested participants to reach out to for action. These vice chairs or liaisons could be managed by the Vice Chair for Engagement.

Class Structure

The group liked the idea of each Fellows Class mentoring the next class of Fellows. They also agreed that if the governance of the Academy was expanded, new Fellows could choose which areas of the Academy to engage in, prior to being invested (maybe in packet formation).

Finally, the group agreed that simplicity was also important when re-defining AOF Governance.

Participation and Accountability Group

Evaluate participation and Focus on being a Fellow

DISCUSSION ITEMS

What is active defined as? Identified that participation can be in many ways including in a single/ annual event/activity (scholarships, Boy Scouts, Camp, Foundation, etc.)

“Ask”. All agreed that “Asking” and reaching out to all Fellows (especially the “retired” members) could make a difference.

Group recognized that there are some number of Fellows who are totally retired and may not have the desire

- Moved outside the industry
- Physically not able
- May not see the payback/value

Figure out their hot buttons

There is value to developing a “Fellow Opportunity List” which identified participation opportunities (includes activities that a Fellow can do remotely).

Are the Posts offering enough diversity in programs/activities?

Do all Posts have a committee or structured group of Fellows? Should they?

Regional Fellow Representatives

Are the Regional Fellows doing what we want??

Identified that Regional Fellows do not have communications with the AOF Chair

Task Assigned (see Actions below)

Regional Fellows welcome direction on role expectations.

Task Assigned (see Actions below)

Are the Regional Fellows engaging with the Post Fellow Representatives?

Class of Fellows

What about the idea of each Class of Fellows? All agree with this idea. Begins to start peer accountability.

Class of Fellow Leader should provide an annual report to the AOF on Class impact

While Class of Fellows will move forward, merit in reaching out to the Investiture Response lead for previous Classes to assist in updating the master AOF list and determining involvement level

Task Assigned (see Actions below)

Senior Fellow

What about a Senior Fellow?

Not much support for it. Some understand this would help drive more participation but don't like the idea of another level to make it happen. Feel those who give back after being Fellows already do so.

Fellow Emeritus

Fellow Emeritus Status: Full agreement on this.

Need to define the criteria to earn the Fellow Emeritus Status.

Task Assigned (see Actions below)

Determine if this is an honorary position.

Centennial JETC

Memorialize who we lost at the Society

If Fellow Emeritus is an honorary role, consider hosting them at the Centennial JETC

Fellow's Room at JETC? Not an idea that had merit or interest.

Accountability

With all of the above, the Society will generate accountability at all levels (AOF Chair, RFRs, Post Fellow Representatives, and through Class of Fellows)

Action Items:

1. Charge AOF Chair to develop Fellow Participation List for distribution (AOF Chair)
2. Charge to AOF Chair to establish and communicate key goals and ensure there is a standard communication process to Regional Fellows (AOF Chair)
3. Establish clear expectations and responsibilities for the Regional Fellows (Team Lead: Shawn Moore)
 - a. Coordinate on Fellow's packages
 - b. Regional Fellows participate with the AOF Chair
 - c. RFRs initiate communication with Post Fellow Representatives throughout the year
 - d. Providing info to Fellows who don't make it to DOD, SBC, or JETC for Fellow's Luncheon
 - e. Sharing best practice stories for engaging Fellows at Posts
 - f. Assist with Fellow lists and contact info
 - g. Get Fellows engaged with the Foundation and Centennial Celebration
4. Create a by Fellow List by class year and region. (National Office)
 - a. Cindy to carry this forward via the RVPs
 - b. Recommend default lead of each class is the person who gave the induction speech
5. Establish a Fellow Emeritus criteria and procedures (Team Lead: Siokey)
6. Memorialize who we lost at the Society
7. Establish a way for prior Fellow classes to reconnect at 2020 celebration (National Office/AOF/RFRs)

Redefining Mentoring Group

Definitions: A trusted counselor or guide. Normally a more experienced person to the mentor. A mentor is a counselor, coach, motivator, and role model. A mentor is a person who has a sincere desire to enhance the success of others. A person who volunteers time to help the mentee. *Adaptation of Air National Guard definition.*

Discussion

1. JETC Fellows mentoring event.
 - a. Consider opening JETC mentoring event to anyone with an interest in being mentored, not just YMs. Would expanding beyond YMs detract from the event?
 - b. Decision: Keep title same; AOF Chair to provide guidance/charge that every Fellow should bring a mentee (doesn't need to be a YM). (Separate from registration).
2. Mentoring database
 - a. Prior AOF initiative for searchable database to pair mentors with mentees did not progress; included partnership with other organizations but was expensive. Consider searchable, editable online database where mentors and mentees sign up.
 - b. Do this as a 2020 target?
 - c. Decision: Create "Find a Fellow Mentor" database to the website that facilitates mentoring pairs as a Run to 2020 target.
 - i. Committee to be created to develop the details, to include participation requirements. Ex. Fellows only? Or Fellows highly encouraged to participate; larger membership welcomed as well?
3. Performance: A percentage (10%) is performing very highly, but we're not sure how well we are fulfilling the charge and Pledge as an Academy. Need to validate the Fellows list to determine what true denominator is, then develop a metric that will signal success. Will dovetail nicely with mentoring database; include connectivity to CLAS system. Owner: AOF VC for Mentoring coordinating with Regional Fellow Coordinators.
4. Regional Fellows
 - a. Currently, Regional Fellows mainly focus on previewing Fellow nominations. During the "off season," can review Post Fellow activities and generate regional report.
5. Target audience for mentoring: anyone interested in being mentored.
 - a. Discussion: anyone in transition, active members of SAME. K-12, college, YMs, new members, others.
 - b. Differentiator for Fellows is work experience, SAME experience.
 - c. Society should on all listed (K-12, college, YMs, combination, plus others); AOF should focus on members.
6. How do we keep Fellows engaged and focused on their charge to be a mentor beyond investiture?

- a. Find out who is active, who can we convert from inactivity to active, keep them involved by giving them a job.
7. Post events
 - a. Potential 360' mentoring groups

Action Items

1. JETC Fellow/YM event remains the same, but AOF Chair provides guidance and a charge to all Fellows to bring a mentee to the event.
2. Create a "Find a Fellow Mentor" database on the SAME website that facilitates mentoring pairs as a Run to 2020 target. Committee to be created to develop the details; anticipate AOF Chair to issue charge for all Fellows to register.
3. Performance: A percentage (10%) is performing very highly, but we're not sure how well we are fulfilling the charge and Pledge as an Academy. Need to validate the Fellows list to determine what true denominator is, then develop a metric that will signal success. Will dovetail nicely with mentoring database; include connectivity to CLAS system. Owner: AOF VC for Mentoring coordinating with Regional Fellow Coordinators.
8. Target demographic: Society should focus on all who want to be mentored, while the Academy's emphasis should be on members.

Parking Lot

1. Offer "buddy system" for first time JETC and conference/event attendees.
2. Fellows' role in continuous mentoring of campers and scholarship recipients.
3. 360' mentoring, modeled after ASCE's program per Paula Loomis.

Fellows Selection Process Group

ITEM 1---BASIC SELECTION CRITERIA

CURRENT SCORING:

- Society Leadership --- 10%
- Outstanding Service to SAME --- 45%
- Outstanding Service to the Profession --- 35%
- Awards & Honors --- 10%

The basic selection criteria for Fellow recognition predate the Academy and were adopted unchanged by the Academy. The basic criteria are set forth in the Society Constitution and repeated in the Society Bylaws and include the requirements that one must have “rendered dedicated and outstanding service to the Society and to the engineering profession.” In addition, the Bylaws require that one must be a 10-year “active” member.

Q. Is this basic criterion a “promotion” criteria calling for promotion to Fellow by those expected to do “great things” ahead in the future for the Society or is it a criterion for recognition of past service or should it be something that encompasses both past and future service?

1. We believe this is a “Recognition” NOT a “Promotion”.
2. We also believe that it should be “Recognition” with “**Expectation**”.
3. The nominee **in the future** should detail what he/she “commits” to do in accordance with the **Fellow Charge**.
4. Scoring in both (Service to SAME) & (Service to Profession) should have 5% associated with each of the areas scoring their “Commitment” to our **Fellow Charge**.

Q. Is this basic criteria sound and appropriate for the future of SAME or are changes in order?

1. We believe the basic criteria is sound, more guidance to the Nominee, Nominator, Reviewer and Selection Panel is needed.
2. Define the “Commitment” by the individual to the Charge and explain they must address the commitment to SAME and the Profession.
3. Service to the Profession is not just a list of positions, projects and a work resume, it should address what they are doing in their Community, STEM, Mentoring and any activities to Enhance the Profession.

Q. Should there be a heavy weighting of criteria based on future continued leadership service to the Society?

1. Weighting is already between 55-65 / 35 for SAME accomplishments, we believe that is correct, but currently “Future” is very minor in just the Service to SAME, possibly at most 3-5%.
2. Consider as noted in the previous, Basic Selection Criteria #4, giving 5% of SAME and Profession to commitment to future as “Stand Alone” scoring.

Q. Should Fellow status be revocable?

1. In our Fellow Bylaws if SAME membership is not kept current the individual is no longer a Fellow.

2. We believe a change from revoking to Emeritus is more appropriate.

Q. Should more credit be accorded Fellow nominees for leadership service at multiple tiers (post, region, national) of the Society?

1. We believe leadership above the Post may be restricted by one's position in their profession, this is true for many of our dedicated volunteers.
2. With only 14 Committees and Councils, very few positions at Region for a non-Fellow and only 4 Elected directors annually, we believe the major credit for leadership should be at the Post level.
3. We believe Service to SAME should be divided 35% Post and 10% Region/National.

Q. What about the 10-year active membership requirement? Should it be longer? Shorter?

1. Currently it is stated as "preferably over 10 years active membership".
2. We believe 10 years of elected or appointed leadership positions should be the Minimum.
3. Active membership could be misunderstood to be attending meetings, a Fellow needs to be "Involved" not an "Observing Pedestrian".
4. Positions on committees at any level (Post, Region or National) should be equal.
5. Leadership positions should have more weight than members of committees.
6. Elected positions should also carry more weight than appointed positions.

Q. Should there be a limit on the number of new Fellows accepted each year? Should there be a limit on the total number of Fellows?

1. We do not believe there should be a cap annually.
2. No limit to the total, what we really need to do is determine how many Fellows we have and how many Fellows want to continue meeting their **Fellow Charge!**

ITEM 2---SELECTION REVIEW PROCESS

Q. The review process is conducted by a "blue ribbon" panel of both past and present Society leaders with diverse backgrounds in national, region and post leadership, the various military services, and private industry, and in professions. Is there a better review committee membership?

1. The committee membership changes about 1/3 every 2-3 years. There is an attempt to have a member of Active Duty Army, Navy and Air Force, a current government civilian and industry leaders on the panel. The meeting is held at the Century House where all the personnel and Society records are housed.
2. Fellows who wish to join the panel should let the Vice Chair, Selections know of their interest, he is always looking for "new blood". Do note that volunteers do cover their travel costs to attend the meetings, or call in to the meeting.

Q. There is a scoring process that guides both the nominators and the reviewers to better focus on credentials for selection. Should it be revised or changed?

1. As previously noted there are some tweaks to the scoring which we suggest being accomplished: 5-10% for "future commitment", Post, Regional, National scoring change and possibly other changes from the three other breakout groups.
2. As previously noted, earlier webinar for guidance (April/May), additional Regional Fellow webinar or call to better define their role (January-March), educate them on

non-selection issues from previous year and any changes to guidance for the current year.

3. Training, Training and Training. We must train our future Fellows to address the issues needed, Post and Regional Fellows need to guide nominees, train our Selection Panel on what they should be looking for.
4. Nominators and recommenders need to consider holding a nominee and improving their nomination packet in lieu of just sending it in to get “turned down and get a debrief.”

Q. Should ultimate judgment of the review committee be eliminated or reduced, recognizing that “dedicated and outstanding service” necessitates some level of judgment?

1. No, we believe that with better guidance to all involved, nominee, Post Fellow, Regional Fellow and Selection Panel.
2. With any selection panel, these items require a level of judgement, with the appropriate guidance, this highly experienced panel with all levels of Society and Professional experience, is the appropriate method to recommend selection.

ITEM 3---TRANSPARENCY AND CONFIDENCE IN SELECTION PROCESS

Q. Does Society and Academy membership have confidence in the selection process?

When I ask this very question with our 80+ Fellows, most voted YES, some had no position and 2 stated they did not have confidence.

Q. If not, what are the concerns and how should they be addressed? The concerns were:

1. One believed if a Post recommended a person, then they should be a Fellow; which could have over 100 different beliefs of what is a qualified Fellow.
2. The other believed that the selection should mirror a military selection board: independent selections by all parties with putting them in a composite group with a predetermined cut line and no meeting to discuss would happen. This could be done, but it is different than the selection procedure which has been used since the establishment of the Academy.

Q. Should final approval authority be one of process approval, and should final approval authority be returned to the Society Board of Direction?

1. For many years the “Final Approval” was forwarded to the Board XC with the Vice Chair making a “Statistical Presentation” for approval. The current procedure is for the Chairman of the Academy and the President to be thoroughly briefed by the Vice Chair, Selection. This has little difference from briefing the XC but allows the notice of selection to go out earlier for the Investiture.
2. We believe the current process is sufficient.

Action Items:

1. Consider adding to both Service to SAME and Service to Profession scoring (5%) for Commitment to our Fellow Charge.
2. Consider increasing scope of Service to Profession from just positions and projects to include: Community, STEM, Mentoring and any activities to Enhance the Profession, having 20% job and 15% external enhancement.

3. Consider Service to SAME as primarily at the Post level with scoring divided 35% Post and 10% Region and National.
4. Consider changing 10-year active to 10-years elected or appointed leadership positions as a Minimum.
5. Consider having elected positions receive more weight than appointed positions with all levels (Post, Region and National) equal.
6. Consider providing an annual request for Selection Panel members to all Fellows.
7. Consider formalizing the Selection Panel positions with a minimum of 3ea active military leaders, 1ea current government civilian and 2ea industry leaders.
8. Provide Webinar training to prospective fellows, post fellows, regional fellows and selection panel in April – May timeframe, before the nomination packets are finalized.
9. Provide general debriefing to all Regional Fellows on general issues noted from recent selections in January – March timeframe.
10. Notify all non-select nominees and their nominators that debriefs will be provided upon request.