



Society of American Military Engineers

Dedicated to National Security – Since 1920

8 October 2021

To: National Officer and Elected Director Nominating Committees
From: RADM Mark Handley, P.E., F.SAME, CEC, USN (Ret.), National President
Subject: 2022 President Nominating Committee Guidance

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Dear National Officer and Elected Director Nominating Committee Members:

Thank you for agreeing to serve on these very important nominating committees. Our Society needs strong leaders who will serve our society at the highest level and inspire action today and, because of their leadership, also inspire others to follow in their footsteps.

You are selecting our national leaders who will serve as President-Elect 2022-2023 (President 2023-2024, Past-President 2024-2025); as National Vice Presidents 2022-2024; and as Elected Directors 2022-2025. All will be charged with continuing our 2025 Strategic Plan and, during their tenure, developing our 2030 Strategic Plan.

Throughout the challenges of 2021, from the COVID-19 pandemic to events that call attention to the need to be more deliberate, impactful, and assertive in our actions for diversity, equity and inclusion, SAME has sustained our positive focus on executing the 2025 Strategic Plan and delivering value to our members. But these challenges reinforced the reality that the Society will not look or operate in our second century exactly as it did in our first. Hence, we need leaders who will drive the adaptation, thought leadership, and growth that we need to remain relevant and produce measurable impact in a different world.

To give you the greatest opportunity to select the best leaders, I would like to continue a practice that we began last year under Heather Wishart-Smith's presidency. We will conduct the nomination committee process in two steps.

Step 1: Determine what type of leaders we need to tackle the challenges of our times. I would like both committees to work jointly for this step. As you review the challenges our Society will face, think in broad terms about the characteristics that indicate the strongest potential to meet those challenges. Your initial discussion should occur prior to receiving candidate's nominations on December 1 to allow for an unbiased assessment. For your consideration, last year's nomination committees focused on the following top challenges and leader characteristics:

CHALLENGES:

- Membership retention and growth is a challenge.
- How can SAME remain relevant to our Sustaining and Individual Members?
- How do we provide value to Posts and Members?
- What more innovation can we bring to bear?
- How can SAME emerge from COVID lockdowns stronger and better?
- How do we encourage more diversity among SAME leadership?

LEADERSHIP CHARACTERISTICS:

- Passion for SAME
- Strong track record of engagement
- Adaptability, agility and flexibility
- Innovation
- Vision

Step 2: Conduct disciplined and thoughtful nomination committee deliberations. The National Leadership Team and any other resources are available to you for your deliberations.

Elected Directors: For Elected Directors, it is important to note, that we modified the nomination form by eliminating specific positional requirements in favor of contributions that candidates have made to our strategic plan. Our intent is to attract a wider pool of members to be Elected Directors, specifically those who may not have served at the national level before. Elected Directors are SAME's future senior leaders. The leadership characteristics you decide to include in joint session can apply to a certain degree to both committees.

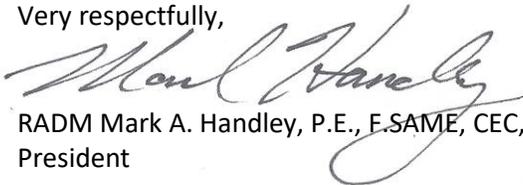
National Officers: Candidates for President-Elect and Vice President will be asked to address the following statement in a two-minute video to help assess the potential impact of their presence: "Based on my assessment of our Society's implementation of the 2025 Strategic Plan, I feel I am the right person to lead SAME at this point in time because ...". Please note that candidates for Elected Director do not have to provide a video with their nomination packet. Lastly, additional guidance for the video is posted on the nomination form. A nominee's leadership, stage presence, and ability to credibly and effectively engage at the executive level are factors to consider.

With the consensus drawn from the joint nominating committee discussion, the National Leader Nomination Guidance, and input from nominees (videos, contributions), I ask you to assess the nominees' potential to meet the leadership characteristics you deemed most impactful.

Lastly, please avoid a "scoresheet mentality." You were hand-picked because of your proven ability to apply judgement in determining the best leaders for SAME. You should also assess nominees from a "whole person" concept to evaluate what they bring to the positions and to what extent.

I look forward to hearing the results of your initial assessment of what the Society needs in our next leaders—and then the results of your deliberations once nominations are received. Thank you again for serving on these important committees.

Very respectfully,



RADM Mark A. Handley, P.E., F.SAME, CEC, USN (Ret.)
President