



The Society of Naval Architects and Marine Engineers

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A Strategic Plan for 2011-2015

January 1, 2011

Revision History

Date	Revision	Author	Description
1 July 2005	-	Rich Mueller	Initial Issue
23 July 2007	Rev A	Rich Mueller	Major Update
1 January 2011	Rev B	Rich Mueller	Major Update

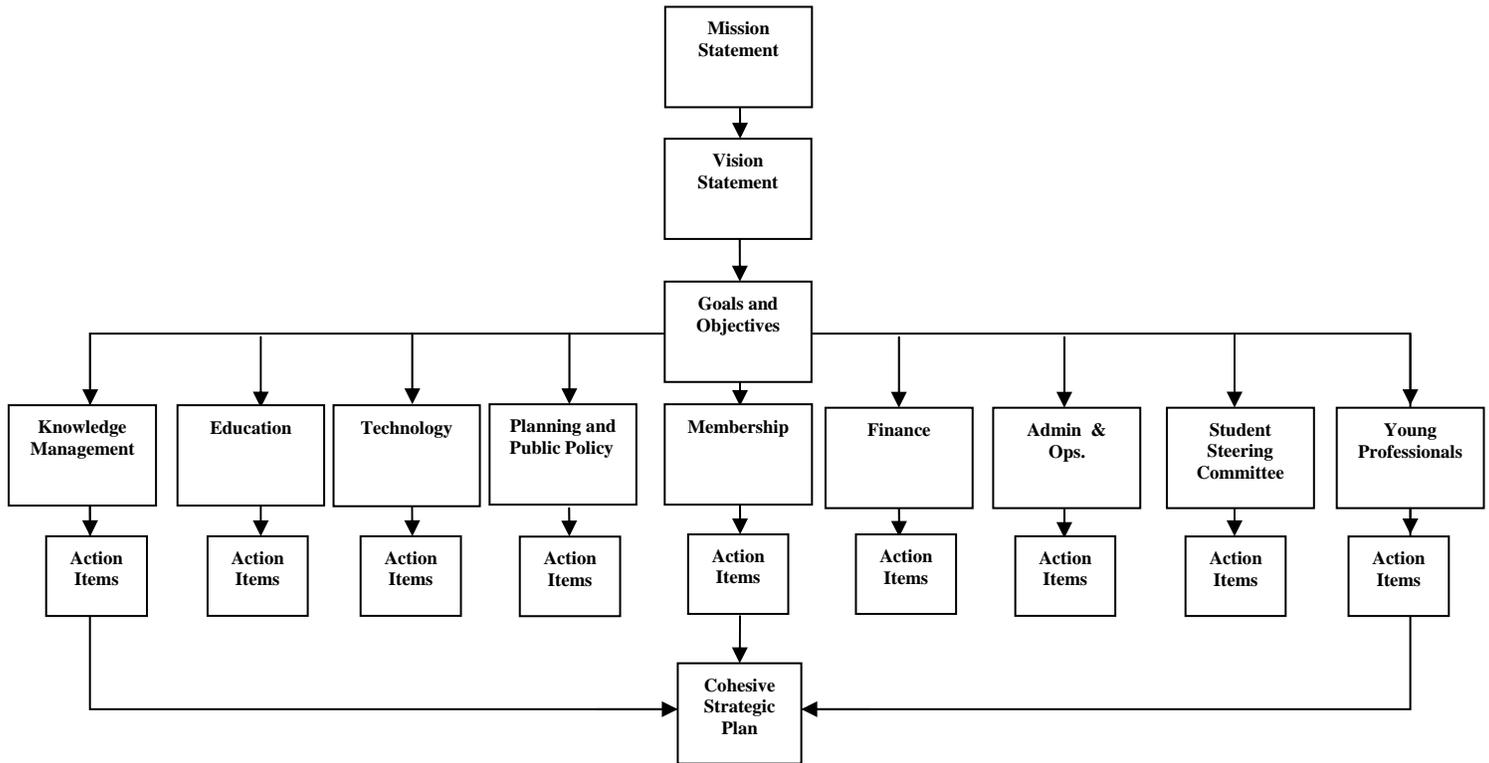
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Executive Summary

This third major update to Strategic Plan for the Society of Naval Architects and Marine Engineers (SNAME) outlines and describes the various actions and efforts necessary to carry out the Society’s Goals and Objectives and to realize SNAME’s Vision.

Goals and Objectives were originally developed by the Council from the Society’s Mission and Vision statements, and are organized by Functional Area. Each Functional Vice-President (FVP) and their committee(s) oversee the plan for their functional area, with prioritized action items.



The purpose of this Strategic Plan is to provide the Society with a carefully thought out course that is well communicated to all the membership and well understood, so that we all proceed in the same direction with the optimized use of our efforts and limited resources. The Strategic Plan will act as a reference document to support the decision-making process of the Society and its organizational structure. The key elements of the Strategic Plan are summarized by functional area as follows.

A. Knowledge Management

This Functional Area supports and manages the heart of our Society’s products, our collective body of knowledge as represented by the pages of our technical publications, no matter the format. It is led by the FVP for Knowledge Management, and supported by six committees: Electronic Media, Journal of Ship Production and Design, Journal of Ship Research, MT Editorial, Papers and Publications. This is the “pipeline” into the Society, and has the potential to serve as the conduit out of the Society as well. It can also serve as the interconnection between and among the Society’s various groups and members. The Society has positioned itself with early use of the worldwide web to deliver material through electronic media. The use of the web and other knowledge delivery methods will be continuously improved to provide members and non-members with these products

of our technical work. To support this continuous process improvement, we will develop business models and plans that support the main objectives of the Society and execute them expeditiously with the support and participation of our member volunteers and staff.

Publications will continue to be a source of net income for the Society, and indeed it is recognized that publication sales and other means of sharing our collective body of knowledge can become a major source of SNAME revenue. Publishing is at the core of the benefits for our members. We must develop and use formats relevant for our members.

B. Education

The Scholarship Committee's program, the Education Committee's activities, and the P.E. Licensure Committee's work will all play increasingly important roles in our Society's affairs. The Education FVP shall with the:

- Scholarship Committee work to develop more fund raising capability to increase the availability of scholarship funds and more fully fund the Student Congress.
- Education Committee continue to develop structured continuing education offerings that will reflect industry needs and return a modest income. They will work to stimulate an interest of undergraduate and graduate students in the design of marine vehicles, and reach out to K-12 students with appropriate educational programs leading to careers in the marine industry. They will also consider expanding the Continuing Education offerings to our international membership, to balance the P.E. Licensing Committee focus on US members, and to the naval engineering community in support of the Naval Engineering Education Center (NEEC) consortium.
- P.E. Licensure Committee continue its efforts to support the Professional Engineer licensure program, developing a culture of encouraging young as well as older professionals to become licensed.

C. Technology and Research

The Technology and Research program generates much of the knowledge and many of the products that our Society has to offer its members and others interested in our work. The T&R program has responded to a changing business environment and increasing internationalization by implementing an agile structure that is able to evolve rapidly with the industry. Specifically, the T&R program creates and sustains multiple technical communities – its committees, panels, and ad-hocs – where professionals may exchange vital information and discuss technological advances. Through a variety of tools – such as the Internet, technical meetings, workshops, and symposia – these communities are designed to encourage collaboration among learned professionals and spread knowledge of their specialized disciplines to our students and younger members. The technical communities are also tasked with and supported in developing products, such as T&R Bulletins, that embody state-of-the-art know-how pertinent to relevant segments of the maritime community.

This Strategic Plan lays out a process for the continuing evolution of a technically proficient and responsive T&R program, one that will continue to grow and elicit increasingly active participation by the Society's members through:

- increasing awareness among SNAME members of the value and opportunities resident in the T&R communities;
- actively soliciting member participation in the T&R program; and
- leveraging from the expertise resident in the T&R communities and embodied in its events and products to increase the visibility and stature of the T&R program both within and outside of the Society.

D. Membership

After a peak in the late 1990s, there has been a slow but steady decline in membership, which in 2007 showed a turnaround. The Membership FVP and Committees shall work to continue the turnaround through a series of action items. Membership growth potential lies in the International Region, however success depends on the International Activities Committee and the overall ability of the Society to attract and keep International members.

- The Membership Committee will capitalize on the energy and vigor of the student members by pursuing a new Young Professionals program to carry that involvement into their professional careers.
- The Membership Committee will focus on showing the “relevancy” of SNAME and the benefits of SNAME membership in order to attract and retain members.
- The Membership Committee will also actively pursue executive level members of the maritime community, particularly shipbuilding, for SNAME membership. This executive participation will draw others to participate.
- Lastly, the Membership Committee will look at communities of practice not traditionally served by SNAME as a way of increasing the potential pool of new members.

E. Planning and Public Policy

The Planning & Public Policy Functional Area contains committees that have responsibility for six areas: Meetings and Symposia, Planning, Public Policy, International Activities, Joint Strategic Alliance and Offshore Activities Steering. These committees have taken on a particularly important role in the work of the Society, as their responsibilities have touched on many of the major areas of concern within the Society. The FVP for Planning and Public Policy shall work with these committees to:

- Change the content and format of the Annual Meeting to be more attractive and relevant to our membership.
- Change the Society from a North American focus to a worldwide focus.
- Develop a cohesive plan to address these and other issues raised by other Society committees and carry-out the mission of SNAME.
- Re-establish the role of our Society in affecting or influencing public policy, including accurately informing policy makers about naval architecture, marine and ocean engineering issues.
- Collaborate and form alliances to strengthen and expand the influence of our Society.

- Work to increase the Society's presence and influence in the Offshore market sector.

F. Finance

The financial components of the Strategic Plan are over-arching, and this Functional Area will have a critical role in finding ways to fund the numerous actions that are outlined in the Strategic Plan. The Finance Committee will work closely with the Planning Committee to clarify the cost of funding the action items. The Council will then be able to review and adjust its priorities should it prove difficult to fully fund all of the proposed action items.

The Strategic Plan contains a number of fund raising initiatives, and the Finance FVP shall work with the Development Committee to prepare strategies and coherent policies related to fund raising including a policy for how SNAME competes for research project funds from government and industry organizations.

G. SNAME Headquarters, Administration and Operations

SNAME Headquarters Directors and staff have streamlined their operations these past years; however, the ongoing implementation of this Strategic Plan will certainly have the potential to increase the workload at the staff level, even when properly monitored and controlled.

The current governance model was designed to open the lines of communication between the Functional Area volunteers and their staff support people, and this is expected to continue to improve under this Plan. Further, staff has identified other areas internal to the organizational structure where they feel improvements in productivity and cost accounting can be helpful for tracking purposes. A collaborative effort will be undertaken to review Functional Area relationships to assure that the Headquarters staff and volunteers are efficiently and effectively aligned. The implementation of new Association Management software supports improved efficiency and productivity and will be continuously reviewed for opportunities to improve the delivery of services to our membership.

H. Students and Young Professional Members Activities

The Society has experienced a strong resurgence in the activities and involvement by students and by our younger professional members. College students have a heightened awareness of the importance of the Society to their future careers, and the young professionals just starting out in their careers are looking to the Society as an important part of their new profession. SNAME will continue to encourage and support this momentum with the work of the Student Steering Committee and the Young Professionals Committee, and generally oversee the various needs of these critically important students and young members.

Conclusion

The principle mission of the Society of Naval Architects and Marine Engineers is to advance the art, science, and practice of naval architecture, shipbuilding and marine engineering. For more than a century, our membership has included commercial and governmental practitioners, students, and educators of naval architecture, shipbuilding, and marine and ocean engineering; all dedicated to the highest standards of practice.

Central to our mission are the values that guide our work and decisions and help serve the membership and industry we represent. Our values are characteristics or qualities of worth, and they are central to our strategic planning and direction. They are the foundation upon which all of our policies, goals and operations are built. These “core values” are summarized here:

- **Member Experience – We value our members**

In all aspects of the Society, we value our members, their contributions and commitments, and place the highest priority on providing the most positive experience possible for our members. From publishing, technical programs, knowledge management and our Technical and Research program, our core competency relates to advancing the art, science and practice of naval architecture, shipbuilding, marine engineering and related marine and ocean sciences. Our focus and resources will be used to provide continuing education, outreach, support of student programs and young professionals, and the career development of our members.

- **Intellectual Property – We value intellectual property**

As the preeminent society for the maritime trades and industry, our commitment to the exchange, recording and sponsorship of applied research of our industry; SNAME will commit all resources available to the development, indexing, distribution and sharing of technical information for the benefit of the membership and the worldwide maritime community.

- **Quality and Integrity – We value the quality of the information and integrity of our Society**

As a professional Society, our code of ethics and our professional standards equate to our commitment to the quality of the Society’s intellectual property, technical programs, and publications. The quality and integrity of our sponsored Technical and Research volunteer program provides a professionally rewarding experience and is unique to SNAME; distinguishing our Society as the preeminent organization in our industry.

- **Professionalism - We value professionalism**

We are committed to professionalism in all aspects of our operations and among our members. We acknowledge that as a professional organization; we adhere to the high standards we espouse. We therefore respect and support the elected membership and the professional staff of the Society.

The Strategic Plan presented herein is meant to reflect these high standards. This Strategic Plan is far ranging and ambitious; however, its implementation is critical to the Society's continuing development.

The key results that are expected from the elements in this Strategic Plan are:

- A broader membership base, to include:
 - an increasing level of international members
 - a wider range of marine related industry segments; including:
 - the offshore industry,
 - the small craft industry
 - the cruise ship industry
 - vessel and port security
 - international Naval and Coast Guard engineering communities
 - other areas outside of our past “design” focus, such as operations, maintenance, repair and commerce
 - an increasing level of executive membership, with their active participation
- Affirmation of support for traditional constituencies including naval architects, marine engineers in commercial, offshore, and U.S. and Canadian Navy and Coast Guard enterprises.
- A Society which its members feel is not only relevant but also necessary to their continued career advancement and enhancement.
- A Society that is accessible to its members, by providing easily accessible knowledge as well as educational resources for both the student and the professional.
- A Society that the international marine industry views as an important asset.
- A financially stable organization, poised for growth and expansion.
- A Society that functions efficiently, with state-of-the-art Association Management software and web-based communication/collaboration tools.
- Vigorous student and young professional member activities and Society involvement.

1. Statement of the Society Mission, Vision, Goals and Objectives

The action items that are contained in this Strategic Plan have been developed from the Society's Mission, Vision, Goals and Objectives; which are outlined here as follows.

Mission

The mission of the Society of Naval Architects and Marine Engineers is to advance the art, science and practice of naval architecture, marine engineering, ocean engineering and other marine-related professions.

Vision

- SNAME will be the international organization of choice for engineers and other professionals in the marine industry, providing valuable and relevant services to all its members.
- SNAME and its members will be recognized by their peers as the technical leaders in the advancement of the marine industry.
- SNAME and its members will be recognized by the public and by governments as responsible technical authorities and valuable contributors to society.

Goals

- SNAME shall enable the global exchange of knowledge and ideas relative to the marine industry.
- SNAME shall work to further education in engineering as it relates to the marine industry.
- SNAME shall encourage and sponsor research and development in naval architecture, marine engineering, ocean engineering and other marine fields.
- SNAME shall promote the professional integrity and status of its membership.
- SNAME shall promote the public image of engineers, of other professionals in the marine industry and of the marine industry itself, and shall work to ensure that public policy on maritime issues is technically sound.
- SNAME shall manage its financial affairs in such a way as to be both cost-effective in its day-to-day operations and secure in its future.
- SNAME shall administer itself and operate using a well-organized and efficient staff that works to support the other goals and activities of the Society.

Objectives

A. Knowledge Management

- Support the local sections in their exchange of information and ideas.
- Organize meetings, conferences and symposia for the specific purpose of exchanging information and ideas.
- Maintain an easily accessible library and database of technical literature.

- Publish a broad range of books, periodicals, technical bulletins and other materials that are of value to the profession, to the marine industry and to the general public.

B. Education

- Promote an interest in the marine industry among students.
- Administer scholarship funds for undergraduate and graduate students in naval architecture, marine engineering, ocean engineering and other marine fields.
- Work with accrediting societies, educational institutions and public education authorities to ensure that programs of education in marine disciplines are maintained at appropriate levels.
- Work with industry, governments, educational institutions and public education authorities to ensure that engineers in the marine industry have access to adequate programs of continuing education to assist them in advancing and maintaining their professional status.

C. Technology and Research

- Organize and manage a research program that addresses all aspects of the design, construction and operation of ships, marine vehicles and structures.
- Participate in and, where appropriate, financially support other relevant research programs.
- Correspond, cooperate and collaborate with relevant domestic and international research programs.

D. Membership

- Increase the membership, both in North America and worldwide.
- Organize and support the membership in a network of local sections.
- Establish and apply criteria for admission to the various grades of membership in the Society.
- Establish and enforce a code of ethics for the professional behavior of members.

E. Planning and Public Policy

- Work to advance the Society by planning new initiatives, considering development of new committees and alliances, coordinating international activities, expediting by-law changes, and coordinating and maintaining the Society's Strategic Plan.
- Plan the Annual Meeting and other Symposia to be appealing and relevant to our members.
- Seek to increase SNAME's international presence and to enhance the professional benefits to SNAME's members by working with the Council, Executive Committee, and other committees.

- Work with other professional engineering societies and related organizations to promote the status of the engineer in society.
- Undertake a public relations program aimed at educating the general public concerning the economic and societal impacts of the marine industry.
- Recognize, publicly and with appropriate publicity, the achievements of individual members of the Society or organizations within the marine industry.
- Work to ensure that public policy relating to the marine industry is firmly based on sound engineering principles and reliable data, particularly in relation to safety, security and protection of the environment.
- Be the primary source for reliable technical information and provide points of contact for the media on marine issues of current significance.
- Establish and promote practices and procedures that foster professionalism and enhance the status of marine professionals.

F. Finance

- Manage the financial affairs of the Society in such a way as to provide the services required with the resources available.
- Develop a reserve fund large enough to meet any likely emergencies.
- Plan the long-term financial affairs of the Society to support the Society's growth objectives.

G. Headquarters Administration and Operations

- Plan the Society's administrative requirements (facilities, staff, etc.).
- Assist as necessary to implement the Action Items contained in this Plan which have been assigned to them.
- Provide strong leadership in advancing and executing initiatives aimed at improving member services as well as streamlining operations.
- Provide sufficient "continuing education" to enhance the training and responsiveness of the staff to deal with both the challenges AND the opportunities that will present themselves.

2. The Strategic Plan

This Strategic Plan outlines the strategic directions to be taken by the Functional Areas and their Standing Committees in order to realize the Vision of the Society. Each Functional Area led by a Functional Vice President (FVP) is discussed, and the items identified have been listed in the order in which they are expected to be addressed. The immediate and long term objectives herein are not intended to relate to the day-to-day work of the Committees or to alter any existing and established initiatives, but rather they are intended to represent both short and long range strategic direction.

A. Knowledge Management

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Publications will continue to be a source of net income for the Society, and indeed it is recognized that publication sales and other means of sharing our collective knowledge can become a major source of SNAME revenue. Publishing is at the core of the benefits for our members. We must develop and use formats relevant for our members.

Elements of this model are expected to include:

- better and faster ways to collect, develop, categorize, find, and make available to our members and the general public both historical and new technical knowledge, such as
 - use of advances in Internet search technology, and
 - adaption to mobile technology developments,
 - both of these to leverage our basic work and to ensure access to broadly accepted practices
- new types of publications,
- an accelerated move towards electronic publications,
- more timely publication of topical papers,
- lower cost printing,
- revisions of the main reference books to be carried out on a chapter-by-chapter basis,
- the use of appropriate web based meeting capabilities

Our website will provide the required high level of service expected by our membership and serve to attract new other users who in turn may become members. Our web presence should enable better cooperation with other technical societies, particularly those with which we

have reciprocal agreements, providing the Sections with increases in efficiency to extend their outreach, and providing a means to improve communications among members of the Society's committees, particularly the collaborative T&R panels.

The focus of the Electronic Media Committee has been on using the resources of our website as a place from which technical papers and research materials can be "pulled" by the user. The new website will "push" this information, data, and other research out to members and non-members alike who may be interested in or need the materials, but who otherwise would have no way of knowing that the technical information even exists. Included with this effort will be an enhanced searching capability, perhaps allowing the user to perform interactive research and use mobile technology developments.

Our publications will be reviewed on a regular basis to ensure that they present the required mix of technical specialties and increasingly complex mix of current content and time tested peer reviewed research work. We will collaborate with the Education Committee and consult with educational institutions to see how the Society can support them with reference material, and perhaps with text books that support their teaching efforts. We will also work with the International Activities Committee to use Knowledge Management in developing closer connections with the international marine community. The Knowledge Management function will work to integrate capabilities across the other Functional Areas, particularly in the area of applied use of electronic capability.

Knowledge Management Action Items (in order of priority)

1. Engage appropriate committees and staff to complete business plans and models by 1 June 2011 to include the elements noted in the bullets above and the elements described in this section with special focus on the following:
 - a. Continuously upgrade the website so that improved service to the Sections, Committees and Members is supported, especially for "ease of use" improvements.
 - b. Develop and implement a plan for "on demand" or focused publishing capability, allowing users to purchase specific needed chapters of resource material and perhaps even including a subscription service to include book updates.
2. Assist the Education Committee by developing a web page or wiki geared to teens and younger children, designed to increase awareness of NA & ME career opportunities including continuing education, and professional development. This effort will include and build upon SeaPerch, NEEC, and other elements of our outreach programs.
3. Develop the electronic "communities of practice" capabilities of our web site in such a way as to leverage the T&R organization and activities.

B. Education

The three standing education committees, under the direction of the FVP for Education, are the Education Committee, the Professional Engineering Licensure Committee, and the Scholarships Committee. The Education Committee will work with industry, government and academia to “ensure that engineers in the marine industry have access to adequate programs of continuing education.” Further, they will work with the Accreditation Board for Engineering & Technology (ABET) to ensure that the academic programs of colleges and universities, which are related to the various marine disciplines, are kept current, relevant and prepare graduates for entry into practice in the field. The Education Committee, with the cooperation of the T&R Steering Committee and supported by the ongoing efforts of Administration and Operations, will also continue to qualify continuing education credits for various SNAME activities at the annual and local meetings by reviewing papers and presentations, short course content, etc. It is recognized that this activity, as well as the work of our P.E. licensure Committee, may not provide direct benefit to numerous U.S.-based members, nor our Canadian and international members; so the costs and revenues for these programs must be continually evaluated against the benefits.

As our Society becomes more international in scope, our efforts to serve a broader spectrum of our members will need to do the same. The Scholarship Committee will work to build a larger scholarship endowment fund, working in conjunction with other SNAME fund-raising Committees (Development, Finance, etc.) and goals so as to minimize conflicts of purpose. At the same time, the Committee will work to improve the ways our scholarships are promoted to the students.

Costs associated with P.E. exam preparations are high, though decreasing, and the cost/benefit ratio will continue to be evaluated. A formal analysis and report will be completed in FY 2011. It is recognized that the P.E. Licensure Committee that their efforts have been perceived by some as working against the needs of the small boat community, and so the Education and P.E. Licensure Committees, together with the T&R Committee, will endeavor to provide other means of professional support to this community in the areas of education and T&R. We should evaluate how existing design practices that are a big part of the small craft community can be brought into alignment with a P.E. program rather than approached as a zero sum game.

The Education Committee will work to develop SeaPerch in such a way that it can be embedded in school curricula as a basic element and for used as a foundation for other coursework, in national programs such as 4H Clubs and Scouting, as well as a stand alone activity. We will examine ways to extend SeaPerch so that there are additional activities for advancement. This will help funnel interested young students into more advanced studies and scholarship programs supported by STEM and NEEC, for instance.

Further, the Education Committee will actively support the new NEEC initiative by providing Subject Matter Experts for Mentoring, by establishing appropriate Certification practices, and by suitable Outreach. We will participate in identifying relevant content providers for inclusion in the NEEC program. NEEC is a joint effort with ASNE, and as such we will develop joint activities in support of this program.

Education Action Items (in order of priority)

1. Scholarships

Over the next three years, increase the pool of available funds so that annual scholarship funds available for awards could be in the amount of \$200,000 by 2015.

- a. Increase the level of contributions supporting the program by promoting the annual contributions with the membership dues bill submissions.
- b. Increase the level of contributions from past scholarship recipients.
- c. Increase the level of contributions from corporate sponsors, in coordination with the Corporate Development Committee (see Finance functional area).
- d. Increase the level of the SNAME scholarship endowment funds, working to build a \$2M endowment by 2012 and eventually reaching \$4M by 2015.
- e. Develop creative ways to promote scholarships.

2. Education

- a. Continue to offer continuing education courses and forums at the annual meeting and other appropriate venues.
- b. Develop a continuing education credit policy and implementation for panel participation; working with the T&R Steering Committee to define and formalize it.
- c. Prepare a white paper, "A Vision of the Future of Naval Architecture and Marine Engineering", which identifies what a new graduate of an ABET-accredited NA/ME/OE program is expected to know or be able to do upon entering his/her profession.
- d. In cooperation with the Membership Committee, broaden the Continuing Education program into Sections, our strategic partners, and the international community.
- e. Provide certification for continuing education courses.
- f. Establish a Continuing Education Sub-committee to handle the current and the increasing work load for courses, as well as focus on providing continuing education as a member benefit.
- g. In association with T&R and P.E. Licensure Committees, work towards further professional support for the Society as a whole, but especially for the small craft industry and the offshore industry.
- h. In cooperation with Knowledge Management, develop a web-based outreach program aimed at educating teen and younger children, perhaps even K-12, about NA&ME career opportunities.
- i. In cooperation with the P.E. Licensure Committee, identify needs for and develop Online Continuing Education courses that meet Federal Defense Acquisition Workforce and State Education Departments' certification requirements for continuing professional development.

- j. Establish an Accreditation sub-Committee for ABET related activities of the Education Committee.
- 3. P.E. Licensure Committee
 - a. Complete the preparation of a Naval Architecture and Marine Engineering (NA&ME) Study Guide for those preparing to take the P.E. exam.
 - b. Work with the Finance Committee to monitor the cost and benefits for the P.E. licensure; preparing a detailed analysis for review during FY 2011.
 - c. Develop an item database sufficient to allow efficient and low cost production of NA&ME examinations.
 - 4. NEEC
 - a. Establish practices that will enable SNAME to offer certification of courses, continuous education and professional development offerings. As this program matures other levels of certification may be desirable and SNAME can play a guiding role in this decision-making.
 - b. Establish relevant standards as needed in support of the general Naval Engineering program, including other forms of competence certification.
 - c. Establish mentoring program that will make SNAME a source of Subject Matter Experts.
 - d. Identify business models for these processes that can become self sustaining activities.
 - 5. SeaPerch
 - a. Develop a business plan for SeaPerch
 - b. Develop deliverable modules that can be implemented for broad based programs, such that groups like the 4H club can roll out a program among their many groups.
 - c. Develop SeaPerch II and III for advanced and older students who have participated in SeaPerch I.
 - d. Expand SeaPerch from the roughly \$500,000 level to \$1.5 M by December 2011 and to \$XXX by plan end.

C. Technology and Research

The Society's Technology and Research (T&R) program is organized under the FVP Technology to respond to the needs of the domestic and international maritime industrial base which is focused largely on design, construction, and maintenance of vessels serving coastal routes, inland waterways, the offshore industry and government. Elements of the T&R program foster exchanges between the U.S. and Canadian Navy and Coast Guard and the commercial industry that serves them through the Ship Structures Committee (SSC). The T&R program likewise supports the International Maritime Organization (IMO) and other International Groups such as the International Association of Independent Tanker Owners (INTERTANKO), Canadian Department of Transportation, International Standards Organization (ISO), American Towing tank Conference (ATTC) and International Towing Tank Conference (ITTC).

T&R leadership guides an agile organizational structure of committees and panels, allowing these organizational elements to form, dissolve and redefine themselves as needed to address current needs of the industry. This fluid structure of panels and committees is supplemented by temporary ad-hoc panels formed to address emergent issues, with the T&R Steering Committee's guiding assignments.

The T&R committees and panels provide forums for networking, collaborating and sharing in the exchange of state-of-the-art data and information, thereby creating a collaborative knowledge environment. However, owing to evolution in both the government and private sectors, the T&R program faces continuing challenges in obtaining data and information so that it can fulfill its role of knowledge sharing and technical leadership. The T&R program is leveraging off of an increasingly computer savvy and digitally connected workforce, an agile business environment and an improved ability to reach out to the international maritime community through the worldwide web.

Further, SNAME is now firmly on an "international" footing, taking on a greater international flavor in its character. The T&R program is the repository for the Society's broad technical knowledge, which is the principal source of its credibility to represent the marine technical community at the highest international levels, especially at the International Maritime Organization.

The Society needs to continue its commitment to fostering support for and encouraging research and development through the T&R program by working with T&R to:

- Solicit and fund targeted project proposals and publish the results of these technical efforts;
- Manage the structure of panels and committees to provide forums for addressing the evolving technical and research needs of government and industry;
- Hold meetings, workshops and symposia to foster professional exchanges on topics and issues that are of technical interest and importance to the maritime community;
- Respond to technically-related inquiries to the Society while becoming the "go to" source for expertise in naval architecture, marine and ocean engineering, and other T&R disciplines, as discussed further below;

- Increase awareness among SNAME members of the value and opportunities resident in the Society's T&R resource; and
- Actively solicit member participation in the T&R program.

In addition to expanding T&R Panel participation among the Society's own membership, T&R program activities need to expand their participation in influential external organizations to assure that an unbiased and knowledgeable technical voice is present in the consideration of maritime matters of importance. In this endeavor, T&R activities should identify resources and opportunities for research and funding that allow SNAME to leverage its investment of resources as measured by both volunteer hours and monies.

T&R panels and committees are encouraged, where appropriate, to identify opportunities where it would be beneficial for the Society to form strategic alliances or reciprocal or cooperative agreements with other technical societies, both North American and international.

A revised organizational structure has been established that:

- Increases involvement by members.
- Allows leveraging of the T&R dollars into new publications and new topical meetings (supported by specified Sections and scheduled on a recurring basis).
- Supports a proactive posture where work and projects that are timely and pertinent are more directly assigned, in much the same way that the current ad hoc T&R committees are functioning.

More investment in T&R will be made, recognizing that there should be a return on that investment through publication of the knowledge developed and meeting proceedings.

T & R Action Items (in order of priority)

1. Update the T&R Strategic Implementation Plan in coordination with the Finance Committee. The Strategic Implementation Plan update will consider how best to focus funding to further the principal objectives of the T&R strategic plan as outlined, *infra*. Target date: Summer 2011
2. Develop a yearly Priority Action Items and Milestones plan, execute and report on progress.
3. Target industry leaders to participate actively in or lend organizational support to selected T&R activities such as development of T&R Bulletins, workshops, or symposia.
4. In recognition of the increased burdens of travel for face-to-face meetings and the increased availability of "virtual" alternatives, facilitate participation by international members and members in different areas of the country by:
 - a. Encouraging and enabling, where possible, the use of teleconferencing and web-based alternatives and
 - b. Making available through the SNAME website (for purchase, when appropriate) proceedings of T&R meetings, workshops and symposia.

5. Expand web access to conference materials available to SNAME members under existing Cooperative Agreements; and make these materials available to members after the conference, regardless of attendance.
6. Have T&R committees and panels support the Publications Working Group in the review and updating of or addition to the Society's Marine Systems Bulletins and Guides, including the following:
 - a. Review status of effort to match publications to T&R committees and panels and ensure T&R has responded to the Working Group. Target date: Summer 2011
 - b. Establish priorities and schedules for publication updates.
 - c. Collaborate with committees and panels to identify future publication needs and foster development of publications to meet those needs, including supporting efforts to seek funding for publications development, where appropriate.
7. Identify resources and opportunities for research, particularly those where new funding is available from outside the Society.
8. Finish developing knowledge plans for each Committee. Target date: 2011 Annual Meeting.
9. Encourage T&R committee and panel chairs to involve a greater proportion of SNAME members in their activities by extending invitations to join the group or participate in its events to SNAME members who have indicated the substantive technical area as an area of interest on their SNAME profiles.
10. Encourage young professional and student membership on T&R panels and committees by having the responsible chairpersons invite those members expressing interest in the technical area to participate.
11. Work with SNAME web personnel to complete the roll-out of T&R microsites and transition T&R committees and panels, including relevant content on the legacy site, to a fully-functional new SNAME Voyager platform.
12. Complete the reorganization of standing committees.
13. Streamline the T&R Steering Committee.

D. Membership

This Functional Area is led by the FVP for Membership and is supported by seven committees: Applications, Awards, Fellows, Member Benefits, Membership, Nominating, and Sections. The FVP and committees have established broad goals for retaining and growing membership.

Initiatives aimed at retaining the Society's existing members are the Committee's highest priority. It is much easier to retain an existing member than to recruit a new one. Of course, in order to remain a viable society, new members are always needed.

A major potential source of new members lies in recruiting additional international members. To accomplish this in a planned and focused manner, the Society needs to address the challenges that come from international growth, including quantifying the cost to the Society of supporting a larger international membership base; and demonstrating the value added that SNAME can bring to international members. Membership continues to work with the International Activities Committee to enhance international membership benefits without compromising our North American membership base or adding cost without corresponding revenue.

Another focus area for membership is retaining student members when they transition from student to associate. The Young Professionals (YP) initiative shows great promise and will continue to grow, relying on active YP coordinators supported at each Section. The mentor program will also continue building, to provide students with experienced contacts in industry.

The executive level members of our industry, particularly the shipbuilders, do not appreciate SNAME's contributions or the Society's relevance to the success of their enterprises. We need to communicate with these leaders and induce these individuals to become members, not just through active recruitment but by providing a Society that they understand the value in joining. In so doing, members at the executive level will provide a natural attraction for others to join the Society.

The growing SeaPerch program is an excellent introduction to marine related engineering for elementary, middle school and secondary school students. Sections will support this program and other local school activities. Outreach at secondary school levels through the Apprentice School Student Section's Boat Design Competition is growing rapidly and similar activities could be emulated in other sections. Membership needs to communicate and coordinate these similar activities on a consistent Section-wide basis. Successful outreach is being achieved by numerous local sections – such as partnering with local school systems and community colleges -- and Membership will encourage these “best practices” for other Sections to follow.

Life Members' and retirees' dues rates will be reviewed, with the goal of increasing the number of members that opt for Life Membership, but without having an impact on the long-term cost to the Society of supporting those members.

Membership Action Items (in order of priority)

1. Retain existing members as the highest priority:
 - i. Formalize across all Sections the policies of contacting new Members several times in the first year.
 - ii. Re-visit dues rates for Life Members and retirees.
 - iii. Grow the YP program, and developing Section activities that specifically target recently graduated professionals.
2. Increase the membership, both in North America and internationally:
 - a. Attract new young members, and make sure that student members become associate members, and then full members by:
 - i. Improving outreach by providing guidance and information to student section faculty advisors, as well as providing support to the SSC.
 - ii. Encouraging the formation of new SNAME student sections with active support from regular SNAME sections.
 - iii. Strengthening and growing YP groups at every section.
 - iv. Continuing to support the “mentoring” program. Improving the value of membership by implementing survey results and members’ suggestions; as well as explore opportunities to tie in to the new NEEC mentoring program.
 - b. Attract new international members, by working with the International Activities Committee. Develop strategies for increasing the number of international members, including providing valued member benefits internationally and pursuing the concept of regional centers for improved access to the Society by the international members.
 - c. Connect with industry leaders and management to communicate the relevancy and importance of SNAME, gaining their membership, participation, and support of their employees’ involvement.
 - d. Attract new members by expanding our relevance and marketing to shipbuilders, ship owners, operators, ocean engineering, offshore, and the small craft communities.
3. Organize and support the membership in a network of local Sections:
 - a. Implement strategic planning and execution at the Section level by:
 - i. Establishing guidelines for Sections to implement SNAME strategic goals.
 - ii. Regularly reviewing and revising Section Chair-elect Seminar curriculum to include discussions on strategic planning issues.
 - iii. Regularly reviewing and updating the Sections Manual as needed.
 - iv. Regularly reviewing and updating the Section By-laws as needed.
 - v. Establishing guidelines or assisting Sections to create their own Strategic Plans that are in alignment with SNAME Headquarters’ strategic planning initiatives.

- b. Improve the coordination and communications between SNAME National and local Sections and among the Sections themselves, specifically to improve the method(s) of sharing information among Sections in order to improve their efficiency. Increase communications including regular bi-monthly Membership/Sections telecons, active use of the SNAME website, frequent communications from SNAME HQ, use of best practices from the “compelling ask” discussions and new best practices shared between section leadership.
4. Evaluate the existing criteria, and if necessary, devise and recommend new criteria for admissions to the various grades of membership in the Society:
- a. Streamline the process for processing applications and processing member services and communications; investigate electronic workflow for processing applications. Employ new SNAME website and emerging technologies to improve membership service.

E. Planning & Public Policy

This Functional Area is led by the FVP for Planning and Public Policy and is supported by six committees: Annual Meeting and Symposia, Planning, Public Policy, International Activities, Joint Strategic Alliance and Offshore Activities Steering Committee.

The Annual Meeting and Symposia Committee will continue to implement the results of the Ad-Hoc Committee, adjusting the content of the Annual Meeting to better meet the expectations of the Members. This relates to improving both the format of the technical program through the inclusion of high level panels, and the non-technical offerings, improving the networking aspects of existing events such as the Annual Banquet, and adding new social events, such as a golf tournament and sailing regatta. The committee will work to promote and coordinate the Society's technical symposia, and encourage the development of new symposia or collegia, embracing new formats and technologies to aid in their success. However, given that we have now had several years under the new plan; an evaluation of the progress of the plan vis-à-vis the recommendations of the Ad Hoc Committee is in order, and will be undertaken. A strategic discussion about changing from a break-even mentality to a more profit oriented approach will be pursued.

Continuing to expand the Society's international scope, the International Activities Committee (IAC) will solidify our cooperative international connections and perhaps establish one or two additional Sections outside of North America. Of particular interest are the Scandinavian and Italian international communities where local colloquia have been successful.

The Planning Committee will continue to assist Council in identifying issues of concern to the Society and developing strategies for addressing them in order to move the Society towards the accomplishment of our vision. This has included the production of this Strategic Plan; which is intended to be reviewed and updated in a methodical biennial manner. The incoming President-elects will work closely with the Planning Committee to review and update the Plan; so that when they take office, they have a Plan ready to be ratified and implemented. Further, the Planning Committee will take a lead role in coordinating the activities and agenda of the SNAME Council meetings, in order to help the group keep its strategic focus.

While the nature of the work of the Planning Committee is to look at and plan for longer term objectives, the committee has also set short term goals in order to generate momentum to move forward, making the best possible use of our resources. An action plan has been developed, which, true to the nature of the committee's work, is focused on the "planning" and coordination aspects rather than the actual implementation.

For its objectives related to Public Policy, this committee will focus during the coming year on re-vitalizing this important work by re-evaluating the mission of the Public Policy Committee, and working with the President to find a suitable individual or group of individuals who can embrace the mission of the Public Policy Committee and move it forward. Some of the primary Society objectives listed in Section 2 of this plan are related to public policy, and the Public Policy Committee will be energized to carry-out these objectives with specific promotional and public service activities. Emphasis is placed on the need *"to ensure that public policy relating to the marine industry is firmly based on sound engineering principles and reliable data, particularly in relation to safety, security and protection of the environment."* The Public Policy Committee will be proactive and

responsive in being the technical knowledge base supporting the formulation of public policy.

The Joint Strategic Alliance Committee (JSAC) was chartered in 2003 to coordinate activities and interests between the American Society of Naval Engineers (ASNE), with an initial thrust to bring ASNE members into the technical panels of SNAME's T&R program. The JSAC is one of the few truly joint committees with co-chairs who alternate as Committee chair. Though the JSAC is chartered to address only ASNE/SNAME matters it can be called upon to render advice for other potential alliance matters as in the case of the NEEC where the JSAC provides the necessary oversight for both societies.

Planning and Public Policy Action Items (in order of priority)

1. Meetings and Symposia
 - a. Continue to execute the Society-wide strategy for the Annual Meeting and Symposia that will both disseminate technology developments and provide networking and communication forums.
 - b. Develop a business plan for the Society's Annual Meeting and Symposia; evaluating both a break even and a "for profit" model for consideration.
 - c. Evaluate the success of the past few Annual Meetings, and the current Symposia plans; and recommend small or large course changes for the coming years, if needed, to achieve the overall goals established by the Ad Hoc Committee and the Annual Meeting consultant.

2. International Activities: The IAC seeks to increase SNAME's international presence and to enhance the professional benefits to SNAME's members – both in North America and overseas by working with the Council, Executive Committee, and other committees to:
 - a. Increase the participation of the international membership in SNAME and facilitate the establishment of international sections or affiliated groups where appropriate.
 - b. Ensure that international members know they have a voice in the Society.
 - c. Participate through IMO Administrations and NGOs to bring technical information to the Organization.
 - d. Cooperate with other marine profession societies (including those in the WMTC) to bring benefits to members, such as publications and symposia proceedings.
 - e. Involve international members in SNAME through the T&R program and other activities.
 - f. Encourage international members to hold SNAME-sponsored activities in their own country and encourage North American members to join in those activities.
 - g. Support the formation of international student sections – IAC will serve as their "parent" section.
 - h. Support and encourage international members in establishing new sections in their regions.

3. Planning

- a. The primary short-term objective of the Planning Committee is to coordinate plans with the various functional areas to promote SNAME's role as an "Industry Asset." Once SNAME's relevance and value have been strengthened, membership, Annual Meeting, Exposition and Ship Production Symposium attendance, involvement in T&R programs and international growth will more easily follow.
- b. The Planning Committee will also work to initiate and track the following general topics and issues. This on-going effort includes sponsoring or engendering discussion of these issues at the Council level, and working to coordinate plans for addressing them with the various functional areas.
 - i. Revised Governance – Work with the President and the Executive Director, monitor the revised Governance, Regional VP concept and new Council role, and confirm their effectiveness in serving the membership.
 - ii. New Constituency – Work to develop an outreach to the Operations and Ship Management sector of our industry
 - iii. Strategic Plan – Maintain the infrastructure to update and monitor the Strategic Plan, ensuring it is applicable and realistic, agrees with Council guidance and follows the Mission, Vision, Goals and Objectives of the Society. This is to be done in collaboration with the President, President-elect, and the Executive Director of the Society, and includes engendering discussion and involvement of the Council in setting the strategic direction of the Society.
 - iv. Other areas as requested by the President or Council – The Planning Committee will make itself available as a resource to the President and/or Council to assist them with any special projects or planning efforts, as may be required.

4. Public Policy

The following specific action items focus on two of the primary Society Objectives:

- a. *Work to ensure that public policy relating to the marine industry is firmly based on sound engineering principles and reliable data, particularly as it relates to safety, security and protection of the environment.* The committee will assemble and organize various white papers previously written on policy matters and if still applicable, organize them on the SNAME website for unlimited access. Then the committee is to develop more policy statements (goal is 3 to 5 per year), when a clear consensus exists, or informational sheets, when a clear consensus does not exist, relating to the current challenges in the marine industry.
- b. *Be the primary source for reliable technical information and provide points of contact for the media on marine issues of current significance.* The Committee will support the efforts of Headquarters staff to enhance the current public relations efforts with increased public education on the economic and societal impacts of the marine industry.

- c. The committee will work with the Professional Engineer Licensure Committee with the goal of fostering professionalism and enhancing the status of marine professionals through their efforts. The committee will develop a SNAME P.E. Licensure Policy Statement.
- d. The committee will monitor SNAME support to IMO and expand policy statements to the international community.
- e. The committee will review the existing Code of Ethics for the professional behavior of members, modify as necessary and submit for comment and approval.

5. Joint Strategic Alliance Committee

The following specific action items are the Committee's objectives:

- a. Oversee the ASNE member integration with SNAME's T&R, Education and NEEC programs; assist in establishing ASNE-specific panels in T&R.
- b. Establish metrics for the Alliance – in order to assess the efficacy of the alliance and to ensure that both Societies are receiving comparable benefit for the efforts invested.
- c. On a longer term basis, re-evaluate whether or not the Alliance should continue to exist.

6. Offshore Activities Committee

The following specific action items are the Committee's objectives:

- a. Develop a program to expand on the "Mentor for a Day", focused on Ocean Engineering
- b. Develop a pool of papers/presentations that could be offered to multiple Sections to raise awareness of Ocean Engineering
- c. Investigate possible synergies with respect to alternative energies
- d. Develop a program to use e-groups to build a community of practice to share resources and information

F. Finance

The financial elements are an extremely critical component to the future success of this proposed Strategic Plan; and this effort is led by the FVP for Finance with five supporting committees: Audit, Development, Finance, Investments and Pension. All of the FVP's have outlined action items and future direction initiatives; many of which will require increased financial resources from a budget that is challenged by the recent poor economic conditions, a consensus among Council to avoid increasing dues, and a pension fund that will need significant annual funding for the foreseeable future.

Today the Society is financially stable, not relying on the investment reserve to fund operating expenses. The investment reserve directly funds T&R, Scholarships, the Pension fund (partially) and other special initiatives. However, the dividends from that investment reserve have decreased with the falling markets, and hence the withdrawal allocation is also down. This comes at a time when new funding is needed to continue developing a vigorous Society with a stable and possibly growing membership levels.

Hence the basic financial challenge is to find an appropriate to balance between allocating reserve funds to the "best value" initiatives that progress the Society, while growing the fund to build for the future.

In order to address the "best value" allocation of reserve funds, a Funding Plan will be developed wherein the short term and long term objectives and action plan items that call for investment reserve funding are defined by their costs and their benefits, and then critically evaluated to maximize the value to the Society given the Society's limited resources. The Finance Committee will be supported in these efforts by the Planning Committee.

In order to address the need to grow the reserve for the future, there is the expressed need for additional fund raising efforts. An overall coordinated strategy for fund-raising needs, along with specific policy, process definition and guidelines, will be developed and approved.

Working with the Education Committee, grant proposals should be written to support our education goals (distance learning, K-12 initiatives, etc.) and contracting with professional grant writers should be considered.

Working with the Scholarship Committee, develop a new Scholarship Funding Plan that continues the current work to build the Scholarship investment portfolio to self-fund substantial scholarships at the desired level; this means building the Scholarship Fund to \$4M by 2015 in order to self-fund \$200,000 a year.

Working with the T&R Committee, the Finance Committee will integrate the T&R Strategic Implementation Plans and support submittal of proposals to industry, ONR, NAVSEA, USCG and other North American government agencies and industry supporters for R&D projects that are consistent with the Society's goals and objectives and where we are not competing with our sponsoring organizations.

Finance Action Items (in order of priority)

1. Work with Planning Committee to develop a Funding Plan to determine the short and long term demands on our investment reserve, with priorities determined based on the costs/benefit of the various Strategic Plan initiatives.
2. Re-energize the Development Committee. This Committee will initially focus on development and approval of strategies, policies and procedures related to all of the Society's fund raising activity:
 - a. Long term giving / estate planning.
 - b. Continued annual corporate and member support of Scholarships, the General Fund, the SNAME website, T&R, the P.E. Program and the Student Steering Committee.
 - c. Annual Meeting, Exposition and Ship Production Symposium corporate sponsorship.
 - d. External grants and project funding for:
 - i. Education initiatives, through grant proposals (e.g., SeaPerch, National Defense Education Program)
 - ii. T&R projects, through industry and government agency funding, following T&R's Strategic Implementation Plan.
 - e. Establish new and diverse revenue sources to ensure continued financial strength
3. In conjunction with the Development Committee and the Education Committee, develop a detailed Scholarship Funding Plan with goals, objectives and targets to build our scholarship investment portfolio.
4. Work to decrease expenses, especially in these areas: Headquarters, publications, membership, and Annual Meeting.
5. Working with the other FVPs and Headquarters staff, develop a risk-based strategy for maintaining the Society as financially stable, looking at various future scenarios that could threaten or enhance our financial stability.

G. SNAME Headquarters, Administration and Operations

The Headquarters organization is led by the Executive Director with support from four Directors: Publications, Technical (vacant), Membership & Marketing, Outreach & Strategic Development, with a staff that numbers approximately 11 full time and 9 part time personnel. In 2009 Headquarters completed most of its action items that had been established for the Strategic Plan in July, 2007.

The new SNAME web-based Association Management Database, Financial Management System and the Content Management System including professional networking tools have been implemented. Information Technology capabilities to support the new Association Management System and SNAME website have been implemented. Member-volunteers are engaged at all levels of the Society, from T&R Panels and Committees to Standing Committees, the Council and Executive Committee, with new found capabilities for collaboration through web-enabled forums with e-Groups and microsites.

The ONR-funded SNAME K-12 Outreach program through SeaPerch continues to rapidly expand realizing its goal of growing to national prominence within five years. SNAME Student Sections have expanded to 28 incorporating a wider variety of programs for Students available both at the Section and national levels such as mentoring, job search and career counseling, social events, technical design competitions, an expanded student scholarship program, technical paper presentations and poster tracks at the Annual Meeting, e-Group and microsite collaboration and SSC representation on governance at the national level. Newly instituted programs are also under way for YPs with guidance provided by a committee dedicated to supporting student transition to the workplace and early career development.

Working with the cognizant Functional Vice-Presidents, the Executive Director will oversee the Headquarters Staff in completing the following Action Plan:

Headquarters Action Items (in order of priority);

1. KNOWLEDGE MANAGEMENT

- 1.1 Provide all SNAME intellectual content including Section, Symposia and Collegia online and for sale
- 1.2 Establish Communities of Practice for collaboration
 - Recruit leaders for each community
 - Invite new and existing members to join one or more communities
- 1.3 Train volunteers and facilitate establishment of e-Groups for member participation

2. PROFESSIONAL DEVELOPMENT

- 2.1 Continuing Education
 - Expand the Heritage Series of Legacy Lectures
 - Develop online technical course
 - Centralize registration for all courses on sname.org
 - Provide Section presentations for online educational content
- 2.2 Continuing Education Accreditation
 - Establish a national accreditation program
 - Expand accreditation to all sections

2.3 PE Licensure

- Move PERC to SNAME.org
- Provide PE Study Guide

3. TECHNICAL AND RESEARCH

- 3.1 Achieve 100% recruitment of T&R community webmasters and Community of Practice/Microsite training
- 3.2 Develop an automatic T&R invitation for every new member to join a Community of Practice and a T&R Panel/Committee

4. MEMBERSHIP

4.1 General

- Increase engagement and retention practices
- Develop plan to identify/invite prospects to become members
- Re-evaluate categories of membership

4.2 Young Professionals

- Establish a National Committee with representatives from each Section
- Build a Best Practices and support system for Sections
- Create “YP on the Move”
- Implement professional networking strategies and a YP Institute

4.3 Students

- Formalize development of SSC and Student Section Chairs
- Implement Student Section Microsites
- Formalize the Student Mentoring Program
- Utilize Students as “reverse mentors” to assist members with new web tools
- Strengthen community of Faculty Advisors
- Establish and welcome new Student Sections
- Update RVP position description to serve as Industry Liaison for Student Sections
- Student Sections to prepare an Annual Plan
- Organize regular Student Section visits by leadership, RVP, staff

5. MARKETING

- 5.1 Build the SNAME brand online, in print and through the media
- 5.2 Develop and implement a Communications Plan
- 5.3 Develop and Conduct a 2010 Member Value Survey
- 5.4 Expand internal marketing of SNAME products and services to current members
- 5.5 Create a SNAME Website Plan

6. PLANNING AND PUBLIC POLICY

- 6.1 Develop a new three-year Annual Meeting Plan starting in 2011
- 6.2 Develop a Symposia Business Plan
- 6.3 Create an action plan for future International Activities
- 6.4 Develop an action plan for Public Policy

7. FINANCE AND ADMINISTRATION

- 7.1 Develop an action plan for SNAME Development
 - Annual Meeting/Symposia Sponsorship
 - Grants – Outreach, T&R, Educational
 - Annual Giving, Planned giving
 - Scholarships
- 7.2 Establish new and diverse revenue sources to ensure continued financial strength
- 7.3 Implement activity-based accounting

H. Student Steering Committee

The Student Steering Committee was born out not just out of a strategic desire to involve a larger number of students in the activities of the Society, but to improve the visibility of the students in the Society as a whole, and to impress upon both the students and the members their importance to the long term success of the Society's growth initiatives. This newly added section to the Strategic Plan will serve to cement their place in the governance structure, and to provide a the same level of strategic vision, as well as a means of monitoring the progress of achieving that vision. The SSC is not currently linked to any FVP as are all other Standing Committees, as so currently report directly to the Executive Committee.

SSC Vision

The Student Steering Committee is formed by Student Section leaders from each of the recognized Student Sections; and chaired by a member elected from this group. Its vision is to provide a collaborative framework to improve SNAME's presence in the professional lives of the student membership. .

Mission Statement

With the guidance of the SSC, student leaders shall:

- Have significant influence regarding students' interests in Society policy
- Serve as a national organizer of student events including, but not limited to, the Annual Meeting Student Program and the Student Chair-Elect Seminar.
- Encourage student membership and participation in SNAME
- Support the Young Professional Committee and encourage participation in YP events.
- Develop a collaborative network of student sections encouraging communication, collective decision making and leadership opportunities throughout the Society.

Strategic Implementation

Develop a collaborative network of student sections encouraging communication, collective decision making and leadership opportunities throughout the Society.

- The SSC shall be in a permanent receptive mode: Invite all Student Section Leaders to all regularly scheduled SSC Teleconferences fostering a communications conduit on a consistent basis
- The SSC shall make personal connections to the student body: Create and continue to foster Student Sectional Partnerships among Student Sections to increase inter-sectional communication. An SSC Officer will be assigned to each partnership to facilitate communication.
- The SSC will conduct a regularly held "student needs assessment summit: Institute and make permanent, a Bi-Annual Student Summit at the SNAME Annual Meeting, where the SSC and SNAME senior leaders can poll and interview a large sample size of student body representatives on matters of interest to the Society and to its student members.

Encourage student membership and participation in SNAME

- The SSC shall follow three principles of participation and leadership development among the student body.
 - Inclusion: Each student will believe they are a member of a larger organization that brings value to themselves, their institutions, and professional career goals.
 - Meaningfulness: Through the collaborative action of student sections led by the SSC, each student will see the impact to SNAME student policy changes. These demonstrative changes will reinforce their continuing involvement in society activities.
 - Competence: Through networking with senior members, collaboration with the SSC and individual leadership development activities, students will believe they have become more competent. This will encourage greater participation.

Increase student influence on Society policy

- The SSC Chair is a voting member of the SNAME Executive Council
- Members of the SSC will serve on SNAME committees: T&R, Annual Meeting, Education etc.
- Development of student web sites and regular student publications
- Continue to grow the Students Papers Committee.
- Student opinions count: it is understood that the nurturing of student leadership is a prerequisite to SNAME viability and sustainability.

Support continuing SNAME Membership and the Young Professional Program

The conduit from student member/leader to the Young Professional Program to full SNAME membership will be strengthened. The Young Professional Program leadership has been the leadership of the SSC. When appropriate, this trend should continue and grow as new SNAME policy changes to meet membership demands. SNAME senior leadership realizes the importance of encouraging younger members to become active and has facilitated this by creating programs like the SSC and the Young Professionals Program. Given this opportunity, the SSC will continuously strive to educate all student members, and especially those who are not yet members, about the benefits of ongoing SNAME membership.

I. Young Professionals

The Young Professionals Committee is an out-growth of the success of the SSC; as we transition more student members into full members, there was a recognition that these “young professionals” needed some special attention in order to not only retain their membership, but to actively engage them in the life of their Section and the Society as a whole. As with the SSC, the YP Committee is not currently tied to a Functional VP, and so reports directly to the Executive Committee.

The goals of the Young Professionals Committee are to assist in the transition from student to associate member and to highlight programs that are to the benefit of young professionals. If no such attractive incentives or programs exist, it is within the scope of the committee to create or recommend the creation of new benefits, methods, and programs that will help attract and retain young professionals (similar to what the SSC has done).

Similar to the Student Steering Committee and SNAME Student Sections, a national Young Professionals Committee serves as the organizer and primary support mechanism for many local Young Professional (YP) groups. These YP groups are similar to Student Sections, in that they are linked to one of the SNAME Local Sections, and serve to bring together young professionals from within a particular geographic area.

Many young professionals feel out of place at SNAME-related functions since very few young members attend. They are typically surrounded by student members and well established members. The young professionals who take initiative and do attend SNAME functions are presented with ample opportunities to network with current industry leaders.

Roles and Responsibilities of Local YP Groups

YP groups serve as a means to bring young professionals from a particular area together and help to spark more interest in SNAME as a whole. Meetings and activities could consist of events geared toward social, technical, and educational programs. The primary goal is to allow young professionals to meet and network with one another. YP gatherings would include:

- Social gatherings
- Technical presentations
- Talks on how to foster professional development
- Community service activities
- Interact and support with local SNAME Student Sections
- Assist in the SNAME Outreach program, by presenting at local grade schools and high schools

Once established, YP groups can take on any form that works best for that particular section. Ideally, there will be a few officers – like all local and student sections. The officers will also serve as liaisons between the local YP group and the national YP Committee, and be a conduit through which to advertise SNAME benefits for young professionals.

YP groups should have close ties to their respective Local SNAME Section. Ideally, we would like for the Local Sections to create an Executive Committee position for a YP leader. We hope that YP group activities will spark interest in young professionals, and encourage them to participate in Local Section activities, in addition to YP group activities.

Roles and Responsibilities of National YP Committee

The national YP Committee is modeled after the Student Steering Committee, in that it is responsible for organizing and overseeing all local YP groups and serves as the national spokesman for all young professional members.

The YP Committee is tasked with overseeing the creation of the local YP groups. This is accomplished by working with the Local SNAME Sections and through recruiting YP volunteers to serve as local YP group leaders. To aid in this process, the national YP committee will offer guidance and instructions on how to properly organize YP groups. The committee promotes spreading ideas and support for the YP groups by hosting bi-monthly teleconferences for YP group leaders to conference together and share lessons learned and new programming. This is similar to the Sections and Membership teleconferences.

In addition to supporting the local YP groups, the national YP committee is expected to promote current SNAME benefits and services of value to YP members. It also works towards creating new benefits and programs to fill the needs of young members. Some of these activities will include:

- Offer programs and advice on professional development
- Work to expand the mentor program to include YPs
- Create a YP event at the SMTC&E – such as a professional development workshop or panel discussion with industry leaders
- Promote awareness of the PE exam and SNAME's PERC.

Most recently, the *YP on the Move* program was instituted at SNAME Headquarters. With this program, new Associate Members transitioning from being Student Members are introduced to YP leadership of their new local sections. This outreach is expected to help draw YP members into the SNAME Local Sections and retain members during their transition to professional life.

Net Result

The net result from the formation of a Young Professionals program within SNAME is that our Young Professionals will have more reasons to remain SNAME members. They will have the ability to network with like-minded, young professionals, become aware of current and future SNAME benefits of value to them, and have more motivation to become active in all levels of SNAME.

Consolidated Goals/Actions

- Continue the formation of Young Professional Groups throughout all Sections of SNAME.
- Find Young Professional “champions” in all Section from established members to serve as YP Section mentor
- Strengthen the activity levels of existing Young Professional Groups; encourage more “events” like “Meet the Boss”, or PE Info Nights
- Promote and recognize young professional members within the Society

- Enhance the value of SNAME membership for young professionals by
 - Publicizing exiting benefits of value to young members
 - Enhancing value by creating new programs and benefits
 - Recognizing young professionals, their contributions and their potential to our industry
 - Offer programs to foster professional growth
 - Mentorship program
- Assist in the transition of students to Associate Member and the retention of young professionals via the *YP on the Move*
- Create events tailored for Young Professionals at the SNAME Annual Meeting and other conferences/symposia sponsored by SNAME.

Based on the above, the current leadership of the YP Committee will continue to work to develop a specific action plan designed to implement and achieve the above goals.