



The Society of Naval Architects and Marine Engineers

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A Strategic Plan for 2007-2011

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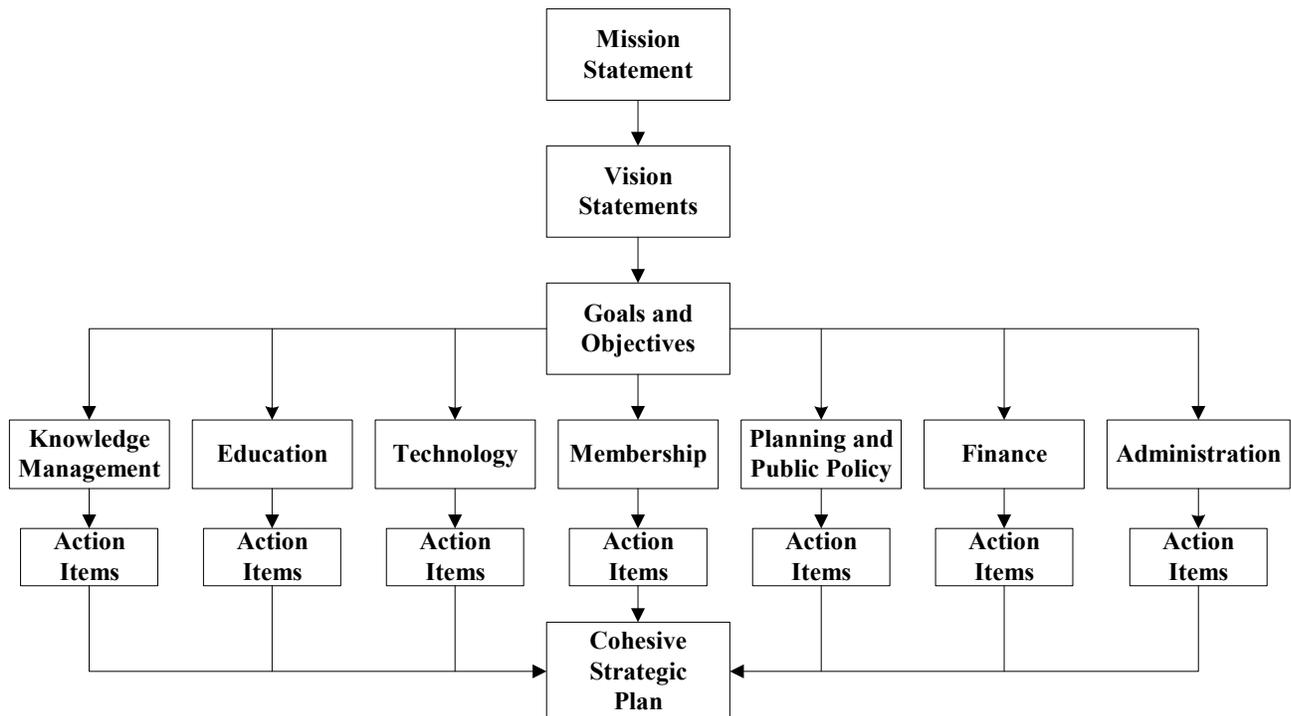
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Executive Summary

This 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 Goals and Objectives and realize SNAME's Vision.

Goals and Objectives were developed by Council from the 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 Society's collective knowledge represented by our technical publications. The Knowledge Management Functional Area will:

- aggressively pursue additional ways in which the knowledge, research, publications, and other data can be disseminated in a manner that is cost effective, and with a new user-friendly website interface that will encourage repeated visits to the Society's website from both members and non-members.
- work to implement the recommendations made by the ad-hoc committee on Knowledge Management, and endorsed by Council in the Fall of 2006, the most significant being a major

upgrade to the website to enable communication and collaboration among members and committees, as well as the dissemination of our publications.

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 Society's affairs.

- the Scholarship Committee will work to develop more fund raising capability to increase the availability of scholarship funds and more fully fund the Student Congress.
- the Education Committee will 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.
- the P.E. Licensure Committee will continue its efforts to support the Professional Engineer licensure program, developing a culture encouraging young as well as older professionals to become licensed.

C. Technology and Research

The T&R Committee is the source of much of the knowledge that our Society has to offer its members and those interested in our work; however, they face some very serious challenges. The business environment under which the T&R program was originally established has radically changed, especially in the last 5-10 years. The expanding international activities of our Society also contribute to determining the aim and scope of the T&R program. Therefore, a new model is required, incorporating changes in the format and the structure of the program.

This Strategic Plan lays out a process for developing a new and more responsive T&R program format that will result in more active participation by the Society's members. This needs to be a multi-pronged approach:

- one that also takes advantage of strategic alliances, cooperative agreements and collaborative paid projects with research organizations in academia, government and industry,
- one that takes advantage of the Internet and other media in order to facilitate faster and easier communications between diverse geographic regions, thus making it possible for members both in North America and worldwide to participate in panel work.

D. Membership

After a peak in the late 1990s, there has been a slow but steady decline in membership, which is now in 2007 just showing a turnaround. The membership committees will 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, they 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 five areas: Meetings and Symposia, International Activities, Planning, Public Policy, and Joint Alliances. These committees have taken on a particularly important role in the work of the Society, as their responsibilities have touched on some of the major areas of concern within the Society including:

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

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 revise its priorities should it prove difficult to fully fund all of the proposed action items.

The main immediate focus of the Finance Committee will be to work through this Strategic Plan, assisted by the Planning Committee and others as necessary, to determine how to fund the proposed action items. Of immediate concern is the funding of the website upgrade with our portfolio funds.

Secondarily, the Strategic Plan contains a number of fund raising initiatives, and the Finance Committee will develop strategies and coherent policies related to fund raising. As part of a Business Plan for the Society will be a policy for how SNAME competes for research project funds from government and industry organizations.

In establishing a plan to support the action items described in this Strategic Plan, the Finance Committee will also strive to develop balanced budgets without the need to use the investment reserve funds for continuing operations.

G. SNAME Headquarters, Administration and Operations

SNAME Headquarters Director 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 Areas 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. The implementation of new Association Management Software will support improved efficiency and productivity. There is also a need to have a succession plan developed and in place, ready for the eventual replacement of the Executive Director and/or the Associate Director.

H. Students and Young Members Activities

The Society has experienced a strong resurgence in the activities and involvement by students and young members. College students have a heightened awareness of the importance of the Society to their future careers, and the young professionals just starting work are looking to the Society as an important part of their new profession. SNAME will continue to encourage and support this momentum with the establishment of an ad-hoc committee on Young Members Activities, to coordinate the work of the Student Steering Committee (now represented on the Executive Committee) and the Young Professionals Task Group, and generally oversee the various needs of these critically important students and young members.

Conclusion

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, and
 - the cruise ship industry
 - vessel and port security
 - other areas outside our past “design” focus such as operations and commerce
 - an increasing level of executive membership and active participation
- 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 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.

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, 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 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 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

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. This is the "pipeline" *into* the Society, and has the potential to serve as the conduit *out of* the Society as well. The Society has positioned itself with early use of the worldwide web to deliver more material through electronic media than what many other technical societies are able to deliver; however we have a long way to go in our publications. The use of the web will be improved to provide members and non-members (at higher prices) with these products of our technical work.

Publications will 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 could at some point become a major source of SNAME revenue.

Elements of this model are expected to include:

- better and faster ways to collect, categorize, and make available to our members and the general public both historical and new technical knowledge,
- new types of publications,
- an accelerated move towards electronic publications,
- more timely publication of topical papers,
- lower cost printing, and
- revisions of the main reference books to be carried out on a chapter-by-chapter basis.

A significant backlog of enhancements to the website have been identified, which when implemented could provide better service to the Sections and members; these will be addressed as a high priority. The enhancements should upgrade the website so that it is more "user friendly" and provides a higher level of service to our membership. These enhancements should include, but not be limited to, 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.

Our “flagship” journal *Marine Technology* needs to be improved in format and content for improved relevance in today’s industry and international focus. The technical content should be retained and improved, and additional sources for technical papers for *Marine Technology* be pursued.

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.

Knowledge Management Action Items (in order of priority)

1. Upgrade the website so that improved service to the Sections, Committees and Members is supported, especially for “ease of use” improvements related to publications.
2. Deliver and implement a creative means to improve the content and format of *Marine Technology*, with particular attention to overseas members and sources.
 - a. Evaluate a “student” papers and projects section in *Marine Technology*.
3. Develop an “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.
4. 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.
5. Establish electronic “communities of practice” (online “chat groups” where individuals with similar interests can share experience and provide resources for others needing direction or assistance; for example, a naval architect’s group, a marine engineer’s group, an offshore group, etc.).

B. Education

The three standing education committees, under the direction of the Functional Vice President 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 and relevant. The Education Committee, with cooperation of the T&R Steering Committee and supported by the ongoing efforts of Administration and Operations, will also continue to seek a means for qualifying continuing education credits for various SNAME activities: annual and local meetings, paper preparation and presentation,

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. 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 Education Committee will work to build a large scholarship endowment fund, and at the same time 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. It is recognized that the P.E. licensure 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.

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 2010.

- 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 \$1M endowment by 2010 and eventually reaching \$4M in the longer term.
- 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. Obtain 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 NAME 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.
3. P.E. Licensure Committee
- a. Complete the preparation of a Naval Architecture and Marine Engineering (NAME) 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.
 - c. Develop an item database sufficient to allow efficient and low cost production of NAME examinations.

C. Technology and Research

There are currently several market, policy and societal forces combining to threaten the long term viability of the Society's Technology and Research (T&R) program.

The traditional commercial shipbuilding industry, which has always formed the base of support for the Society's T&R program, has significantly eroded. This is reflected in the shrinking number of shipyards designing and producing large commercial vessels in the U.S. As a result, the pool of Society members that have an interest in the T&R program and the incentive for them to actively participate has correspondingly shrunk. In its place however is a significant domestic small ship industry building coastal and inland waterways vessels (largely driven by Jones Act considerations) and strong offshore industry activity (centered within other professional societies).

There is a new focus in the remaining large segments of the industry: military programs in the U.S. During the 30 years preceding the U.S. government implementation of the acquisition reform initiatives of the 1990s, the U.S. Navy and U.S. Coast Guard were active leaders in the T&R program, participating on panels and committees and rapidly sharing the results of their developmental initiatives. However, while there is still significant investment by the U.S. Navy and U.S. Coast Guard in their shipbuilding programs, these programs have been conducted in a more competitive environment that does not reward the open sharing of technology and research activities by shipbuilders and their design agents. These government and industry policy changes have combined to similarly erode the vibrancy of the T&R program by reducing the amount of data, information and knowledge sharing available, and introducing substantial latency into the process, if in fact the information is divulged at all.

In addition to these market and policy changes, there has been a basic societal change in the manner by which knowledge is exchanged. In years past, the T&R committee and panel structure provided a forum for networking, collaborating and sharing in the exchange of state-of-the-art data and information, thereby creating a collaborative knowledge environment. However, with the explosion of the Information Age, the introduction of a computer savvy and digitally connected workforce, and the rapid increase in the speed of business, the T&R program has largely not been able to keep pace with the demand for rapid communication and dissemination of information, the exception being the ad hoc panels established by the Society. In fact all of the ad hoc panels have used the worldwide web as a necessity as many international members have participated in each ad hoc panel.

Further, SNAME is now firmly on an “international” footing, taking on a greater international flavor in its character. Our Society needs to plan for and develop ways where it can make use of its broad technical knowledge and credibility to represent the marine technical community at the highest international levels, especially at the International Maritime Organization.

Despite these challenges, the Society needs to continue to foster support for and encourage research and development through the T&R program. This will include soliciting and funding project proposals, publishing the results of these technical efforts, responding to technical related inquiries to the Society in general, establishing ad hoc panels to address current technical issues of interest and importance, and making the general membership more aware of the value of the T&R resource by providing a means to both “pull” and “push” information via the website.

In addition to expanding T&R Panel participation among the Society’s own membership (i.e., making it easier for Society members to join a T&R Committee or Panel), T&R program activities need to include expanded participation in influential external organizations to assure that an unbiased and knowledgeable technical voice is present in the consideration of maritime matters of importance. Such an expansion will likely entail the identification of resources and opportunities for research and its funding. This will allow SNAME to achieve significant leveraging of its investment of resources, both of volunteer hours and monies. The T&R panels and committees should redouble their efforts to have overseas members join in their activities; the website and electronic media make this possible.

The revitalization of various panels and committees in the program will work at an accelerated rate to effectively bring together the Society’s own active and corresponding members and those members from technical societies with whom the Society would benefit from strategic alliances, or with whom we have reciprocal or cooperative agreements. To this end, the Society will work aggressively to formalize strategic alliances that transcend the scope of the more limited cooperative agreements. The resulting increase in membership participation will go a long way towards reactivating some of the dormant panels. This initiative will serve to increase the benefits to our international members as well, and thus this will be a jointly coordinated effort with the International Activities Committee.

A revised organizational structure is needed that will:

- Increase involvement by members.
- Allow leveraging of the T&R dollars into new publications, new topical meetings (perhaps supported by specified Sections and scheduled on a recurring basis).
- Support 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.

The T&R Offshore Committee will be re-invigorated and will work with a new ad hoc committee in Planning and Public Policy that is tasked with enhancing our position in the offshore industry and at OTC.

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 the meeting's Proceedings.

T & R Action Items (in order of priority)

1. The T&R Steering Committee is to prepare a T&R Strategic Plan that:
 - a. Considers revising the T&R structure into a matrix organization by spreading technical discipline groups across the panels associated with industry functional areas. Our members, our technical resources, would be organized by technical discipline. This is intended to lead to broader member involvement in T&R.
 - b. Allows the committees and panels to form, dissolve or re-form as needed to address current needs of the industry. This less rigid panel structure will be supplemented by temporary ad-hoc panels formed to address emergent issues with the T&R Steering Committee guiding assignments.
2. Prepare a Strategic Investment Plan for T&R in two steps, first developing a strategic plan and then expanding with financial requirements to the Strategic Investment Plan, using the NSRP Strategic Investment Plan as an example. This plan is to be developed in coordination with the Finance Committee, and is to consider all our external funding sources.
 - a. The Ship Design Committee will start this strategic planning effort with a pilot program for their Committee.
3. Add more international members into the T&R program, using the model of electronic communications.
4. Make an offer to WMTC members to participate in T&R program. Address implementation and strategic alliance issues under the Joint Strategic Alliance Committee and International Activities Committee.
5. Review, update or add to the various Marine Systems Bulletins and Guides responding to industry needs, and collaborate with U.S. Navy, U.S. Coast Guard, ABS, and other societies; as a way to improve our Society's visibility in the operating environment.

6. Address “company proprietary” issues. Pursue means (rules of engagement) that will result in greater exchange of data, information and knowledge. Look to the offshore industry for insight and model for sharing.
7. Ensure that a legitimate vehicle for collaboration is available under the Ship Production Committee if needed, in the event that U.S. government funding for NSRP is reduced or eliminated.
8. Expand T&R support to the offshore industry, through a re-invigorated Offshore Committee.
9. Evaluate the proposal by the International Activities Committee on joint activities with other technical bodies
10. Address the cruise industry as a new focus area; meet with the International Council of Cruise Lines and pursue a strategic alliance. Consider a requirement-driven approach to panel structure for environmental, safety and ports issues.
11. Identify resources and opportunities for research and new funding availability. Increase the number of quality proposals submitted and approved.
12. Expand web access to conference materials available to SNAME members under existing Cooperative Agreements; make these materials available to members after the conference, regardless of attendance.
13. Develop knowledge plans for each Committee (e.g., Community of Ship Design Knowledge).
14. Pursue new Ship Design Committee (SDC) Initiatives
 - a. Develop an e-Journal of Ship Design as a pilot program, with coordination with Knowledge Management
 - b. Panel SD-2, Collaborative Design Environment, is to develop a new web-enabled collaborative design site, experimenting with new collaborative internet tools.

D. Membership

This functional area has established broad goals for seeking and retaining membership levels.

Initiatives aimed at retaining the Society's existing members will be the Committee's highest priority. It is much easier to retain an existing member than to recruit a new one.

Nonetheless, new members will still be needed. It is expected that 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. Also in the short term, this Committee needs to lead, but continue 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 to retain student members when they transition from student to associate. The Young Professionals initiative shows great promise and will be pursued. Additionally the mentor program will continue building to a success.

It is recognized that we have lost relevance to many of the executive level members of our industry. We need to attract these individuals to become members, particularly the shipbuilders, not just through recruitment but by providing a Society that they need to join. Members at the executive level will provide a natural attraction for others to join the Society.

The area of outreach at secondary school levels has long been a goal of this Committee, but to date little has been accomplished. Efforts to coordinate these similar activities on a consistent Section-wide basis are difficult but must continue to be stressed. Successful outreach is being achieved by numerous local sections – partnering with local school systems and community colleges is commendable, and these “best practices” will be encouraged for other Sections to follow, if appropriate.

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. Increase the membership, both in North America and internationally:
 - a. 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. Pursuing the Young Professional program, where Section activities are developed that specifically target the recently graduated professionals.

- b. 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.
 - ii. Continue to support the “mentoring” program, formalizing the Mentor Program as a Subcommittee.
 - iii. Improve the value of membership by implementing the conclusions from the 2006 Member survey.
 - c. Attract new international members by working with International Activities Committee on strategies for increasing international members, including providing member benefits internationally and pursuing the concept of regional centers for improved access to the Society by the international members.
 - d. Connect with industry leaders and management to stress the relevancy and importance of SNAME, gaining their membership, participation, and support of their employees’ involvement.
 - e. Attract new members by expanding marketing and our relevance to shipbuilders, ship owners, operators, ocean engineering, offshore, and the small craft markets.
2. 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. Revising Section Chair-elect Seminar curriculum to include discussions on strategic planning issues.
 - iii. Updating the Sections Manual.
 - iv. Updating the Section By-laws.
 - v. Establishing guidelines for 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.
 - c. Improve the coordination and communications between SNAME National and local Sections, and among Sections; establish a “best practices” document for Sections.
3. 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 the electronic workflow for processing applications.

E. Planning & Public Policy

This functional area includes a variety of committees: meetings and symposia, international activities, planning, public policy and joint strategic alliances.

The new Meetings and Symposia Committee will implement the results of the ad-hoc committee, revising the focus and content of the Annual meeting and coordinate the Society's technical symposia.

Continuing to expand the Society's international scope, the International Activities Committee will solidify our cooperative international connections and perhaps establish additional Sections outside North America.

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 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.

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 extensive 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.

The Planning Committee will coordinate efforts to reach out to strengthen the Society's visibility and service to various groups within the marine community including shipyards, offshore and small craft communities, design firms and universities.

For its Objectives related to Public Policy, this committee will focus on publicizing its activities and those of the marine community: promoting safe and sound engineering practices and be a reliable source of technical information. Many 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 was chartered nearly two years ago 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 Committee is one of the few truly joint committees with co-chairs who alternate as Committee chair. Though the Committee is chartered to address only ASNE/SNAME matters it can be called upon to render advice for other potential alliance matters.

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

1. Meetings and Symposia
 - a. Execute the new 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.
2. International Activities: The IAC seeks 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 to:
 - a. Increase international membership in SNAME and facilitate the establishment of international sections or affiliated groups where appropriate.
 - b. Cooperate with other marine profession societies in the WMTC, and other similar activities worldwide.
 - c. Foster and participate in an International Federation of Marine Technical Societies and establish alliances with other organizations for the benefit of SNAME's members.
 - d. Involve professionals from other marine societies in SNAME through the T&R program and other activities; and
 - e. Otherwise encourage international communication and technical cooperation among SNAME members and other international marine organizations and their members.
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, SMTC&E and SPS attendance, involvement in T&R programs and international growth will more easily follow.

In this regard and in the short term, specific constituencies have been assigned the following order of priority, recognizing the availability of limited resources. The specific action plans to accomplish these efforts reside with other functional areas, primarily Education and T&R.

- i. Priority 1: Shipyards – Major and Medium Sized Yards, both domestic and international.

This will be accomplished by reaching out to the shipyard engineering directors and managers, and providing benefits of relevance and value to them with the goal that the message will find its way to the upper management and boards of the shipyards, promoting a connection to SNAME.

SNAME will bring in international shipbuilding production technology as one means of providing value to U.S. yards, and also will continue involvement and participation with ATI, NSRP, and the SNAME Ship Production Committee. Our metric of success will be an increased number of

shipbuilding members attending the Annual Meeting, and an influx of international content in Journal of Ship Production papers.

ii. Priority 2: Offshore and Small Craft Communities

SNAME prominence at the Offshore Technology Conference (OTC) should be emphasized and coordinated by the SNAME OTC Steering (Coordinating) Committee, established to coordinate SNAME's involvement in OTC.

Our small craft community relationship will be improved by providing relevance and value through both educational and T&R opportunities.

iii. Priority 3: Design Firms and University Department Chairs

Design firms are a key constituency and we must increase our value and relevance to them. Technical papers that are directly applicable to supporting design firm engineering work, as well as educational opportunities, will help achieve this goal.

It is recognized that there is already significant SNAME involvement by university faculty; however, continuing to work to reach students with the message of the relevance and importance of SNAME will help achieve this goal.

b. The Planning Committee will also work to initiate and track the following general topics and issues. This 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 is include engendering discussion and involvement of the Council in setting the strategic direction of the Society.

4. Public Policy

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

a. *Recognize, publicly and with appropriate publicity, the achievements of individual members of the Society or organizations within the marine industry.* The Committee will work with Headquarters to prepare press releases to industry journals announcing Fellow appointments and Society awards. These releases will be copied to the members' employer with letters of thanks.

b. *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) relating to the current challenges in the marine industry.

- c. *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.
- d. 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.
- e. The committee will monitor SNAME support to IMO and expand policy statements to the international community.
- f. 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 program; 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 ensure that both Societies are receiving comparable benefit for the effort invested.
- c. On a longer term basis re-evaluate whether or not the Alliance should continue to exist.

F. Finance

The financial element is an extremely critical component to the future success of this proposed Strategic Plan. All of the FVPs have outlined action items and future direction initiatives that will require increased financial resources from a budget that is already stretched beyond its means and currently operating at a deficit. Very serious discussions at the Executive Committee level are needed to make critical decisions, and hard choices must be made that will affect the very future of the Society.

Of primary concern is how the Society can move from being “stable,” i.e. operating at an annual deficit, but with an investment reserve of adequate size to forestall immediate concerns, to being “viable,” i.e. operating at an annual surplus and not relying on our investment reserve for survival. We recognize that there are no easy answers here, and simply cutting costs and looking for ways to increase revenue are only short-term, not long-term responses. Provided the action plan items put forth by the FVPs can be successfully implemented, the overall result will be a vigorous Society with stable and possibly growing membership levels. It is this tangible end result of the Strategic Plan that will be needed in order for the Finance FVP to develop and implement a sound financial plan that makes such a Society viable.

In the short term, however, many of the initiatives listed herein will require funding, and the Council and the Executive Committee will need to make some tough choices about where the funds come from: Can they be freed up from existing operations and programs? Will the investment reserve need to be tapped at a higher rate in order to fund the Plan? Are there other innovative funding opportunities possible?

In order for these decisions to be properly made, a Business Plan will be developed wherein the objectives and action plan items are defined by their costs and their benefits, and then critically evaluated to maximize the effort expended with the Society’s limited resources. The actual costs of implementing the Strategic Plan, together with a revised revenue model associated with the enhanced benefits to the Society, will be determined and used to determine whether we as a Society can afford to implement the Strategic Plan in its entirety, or whether adjustments in priorities between the Functional Areas are required. The Finance Committee will be supported in these efforts by the Planning Committee.

Another financial issue that is readily apparent from the Strategic Plan is the expressed need by a number of Committees 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 and this plan would form a part of the Business Plan noted above.

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 T&R Committee, the Finance Committee will integrate the T&R Strategic Plans and support submittal of proposals to ONR, NAVSEA, USCG and other government agencies and industry supporters for R&D projects that are consistent with our Goals & Objectives and where we are not competing with our sponsoring organizations.

Finance Action Items (in order of priority)

1. Work with FVPs to develop a Business Plan to determine the costs/benefits of the Strategic Plan, with particular emphasis on identifying those portions of the Plan that can be readily funded so that those items can be rapidly moved forward.
2. Re-energize the Corporate Development Committee, aka the Blue Ribbon 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. Continual 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. SMTC&E and SPS (Annual Meeting) corporate sponsorship.
 - d. External grants and project funding for:
 - i. Education initiatives, through grant proposals
 - ii. T&R projects, through government agency funding, following T&R's Strategic Investment Plan.
3. Work to increase revenue, especially through these areas: membership, education, publications, partnering, donations.
4. Work to decrease expenses, especially in these areas: Headquarters, publications, membership, and Annual Meeting.
5. Use investment reserve fund annual gains for discretionary programs.
6. Balance the annual operating budget to eliminate the draw against the investment reserve funds.
7. Working with the other FVPs and Headquarters Staff, develop a strategy for maintaining the Society as financially "viable."

G. SNAME Headquarters, Administration and Operations

SNAME Headquarters Director and Staff have worked extremely hard these past years adapting to new initiatives and working to provide more cost-effective services to the membership that they serve. In the process, these more streamlined operations have resulted in a Staff that is not only a better trained and more responsive, but which also has been instrumental in helping the Society and its members deal with both challenges and opportunities that in prior years might have gone unnoticed, unaddressed, or untapped.

One issue that has never really been previously addressed is to begin looking at a succession plan for the Executive Director and the Associate Director. No such plan currently exists, and having a vetted plan ready to go when needed will certainly be useful at some point in the future, especially as the Executive Director gets closer to retirement age.

The new SNAME governance structure enacted in 2003 has resulted in an even higher level of communication between Headquarters Staff and some of the members it serves. As a result, many new and exciting initiatives have been identified and targeted as part of the Society's Strategic Plan. This improved level of communication needs to remain and even improve, especially as the FVPs begin to cope with the increasing workloads caused by implementing the Strategic Plan.

The following Action Plan, under the direction of the President, would be overseen by the Executive Director with assistance from the Associate Director.

Headquarters Action Items (in order of priority)

1. Headquarters staff will fully adopt a new Association Management Software tool, as well as enhance its internal capabilities to upgrade operations and take service to members to the next level.
2. Develop a plan to increase IT capability in time to support the new AMS and website.
3. Improve the ability to keep member-volunteers involved at the national level by streamlining their activity through web-enabled forums and similar organizational and communication tools.
4. Develop a US national accreditation capability for SNAME courses, technical papers, presentations, national and section meeting attendance, etc. for purposes of continuing education credits.
5. Expand support for sections functions, especially for international and student sections.
6. Expand support of outreach activities to the general public.
7. Develop a succession plan for the Executive Director and Associate Director.

H. Students and Young Members Activities

Students and Young Members Action Items (in order of priority)

1. The Student Steering Committee is to be more firmly established with an on-going, permanent funding structure to support student attendance at the Annual Meeting and Student Chair-elect seminar.
2. Continue the development of the Young Professionals Task Group through the Membership Functional Area, with the goal of creating a formalized program to orchestrate local young professional groups and activities, as well as represent young professional interests on the SNAME Executive Committee and Council.
3. An Ad-hoc Committee on Young Members Activities is to be established, with the potential for a future functional area or full Committee. This ad-hoc committee is to:
 - a. Coordinate Student Sections Activities through the Student Steering Committee (SSC)
 - b. Work with the Sections Committee (Membership Functional Area) to:
 - i. Interface with Faculty Advisors for the Student Sections, stimulating involvement where needed.
 - ii. Manage the Mentoring Program, eventually moving it to a sub-committee of its own.
 - c. Work with the Education Committee to develop a means to more broadly advertise scholarship opportunities to students.
 - d. Interface with University Administrations to gain support for their faculty advisors