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January 2018
FOREWORD

The Academy of Fellows (AOF) is an organization within the Society of American Military Engineers (SAME, “The Society”), which recognizes those Members who have distinguished themselves in service to the Nation, the engineering profession and The Society and have committed to continue to provide this same level of service into the future. Fellows must remain members in good standing in The Society to maintain their active Fellow status.

Fellows are focused on:
- Dedicated support of the Society’s Strategic Plan.
- Actively supporting Posts.
- Accomplishing specific AOF annual goals.
- Developing and mentoring young engineers and leaders.
- Building our future STEM professionals.

The major annual programs of the Academy include:
- Nomination and Selection of new Fellows.
- Luncheons to welcome new Fellows and re-energize all Fellows – co-located with annual Society events.
- Annual Investiture Ceremony for the induction of new Fellows.
- Annual black-tie dinner to honor those selected for the Golden Eagle Awards and highlight the accomplishments of Fellows.

A detailed account of the formation of the Academy and its roles for the future may be found in the History of the SAME Academy of Fellows, available online and in hard copy at SAME National.
Fellows’ Charge and Pledge

**CHARGE**

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

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

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

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

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

**PLEDGE**

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

The SAME National President will appoint an elected National Officer as Chair of the Academy of Fellows. The Chair of the Academy of Fellows will appoint for two-year terms Vice Chairs to carry out the purposes of the Academy. The Chair, Deputy and Vice Chairs will constitute the Academy of Fellows Executive Committee that shall organize, plan and direct the activities of the Academy. Each Regional Vice President shall appoint a Fellow to be the Regional Fellows Representative to a Fellows Council which will be constituted to provide input to the Academy of Fellows Executive Committee. The term shall be equivalent with the term of the Regional Vice President. Posts shall appoint a Fellows Point of Contact who serves on the Post Board of Direction.

The Organizational structure of the AOF is designed to enhance the focus of our Fellows to provide the maximum positive impact for our society at all levels – National, Regional and Post; with a desire to engage a maximum number of Fellows to help achieve our Strategic Goals. Consider utilizing this.

Our Fellows operate across the society at 3 levels: National Executive Committee, Regional and Post/Individual.

The organization structure portrays the key positions, lines of authority and communication /coordination and outreach and connections to other components of SAME.

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**Academy of Fellows Organization**

*As of 9/19-18*
2. Responsibilities of the Academy -Job Descriptions

**Academy of Fellows (AOF) Job Title:** Chair

**Role:** The Chair leads the AOF Executive Committee and sets the goals and objectives for the AOF based on the National Direction and Strategic Plan.

**Term:** The term of the AOF Chair is dependent on which Vice President or President-Elect (elected positions) is assigned to the AOF by the incoming President in accordance with the Bylaws. Consequently, the term is 1 or 2 years, with the Deputy acting as continuity for the AOF during times of change.

**General Responsibilities:** Determines the goals and objectives for the AOF annually, ensures that all Fellows are aware of their role to accomplish these goals and objectives, and provides the medium and structure for Posts to report accountability. Maintains the governance of the AOF and reports progress to the Board of Direction.

**Specific Responsibilities:**
- Sets goals and objectives for the AOF.
- Determines metrics for accountability and means to report progress.
- Oversees governance and operations for the AOF.
- Assists with succession planning for National Level AOF positions.
- Appoints and fills key positions on the AOF XC.
- Serve on the AOF Nomination Review Committee.
- Determines Class Leaders with advice from Review Committee.
- Works with the AOF Advisory Committee to ensure that they are setting and criteria for Distinguished Fellows and managing selection process transparently.
- Leads all AOF Executive Committee Meetings.

**Schedule / Milestones:**
- Fall (see key dates on nomination web page) – assist with review of AOF candidate packets.
- November – Strategic Plan Assessment (accountability assessment for report to BOD).
- December – Identify Class Leaders and assign responsibilities.
- January – begin identifying replacements with Deputy and Vice Chairs whose terms are ending.
- January – collect reports from RFPOCs and Vice Chairs.
- April – work with National Leadership Team to identify new Chair if term is ending.
- May – Final Assessment Report to BOD and adjust goals and objectives accordingly for the following year.

**Relationships:**
- Reports to SAME President.
- Oversees all Fellows.
- Works with SAME Staff for support.
**Academy of Fellows Operations Manual**

**Academy of Fellows (AOF) Job Title:** Deputy Chair

**Role:** The Deputy is appointed by the Chair and serves on the AOF Executive Committee and Provides management and Administrative Continuity from one Chair to the next. Goals and objectives of the position should support the National Direction and are guided by the National Board of Direction and AOF Chair.

**Term:** Serves for at least two years, the Deputy’s Term does not coincide with the Term of the Chair and purposely overlaps the Chairs’ terms. The AOF Chair will select a Deputy from Vice Chairs, and if necessary, from all Fellows at large.

**General Responsibilities:** Works closely with the Chair in forwarding the Mission and Goals of the Academy.

**Specific Responsibilities:**
- Acting Chair when Chair is unable to perform the specific duties of the position.
- Assists the Vice Chairs in their specific duties. Steps in if Vice Chairs are unable to perform until the Chair identifies a replacement.
- Trains incoming Vice-Chairs in cooperation with their predecessors.
- Assists in the selection of the new Class Leader and works with the existing Class Leaders as they grow into leadership positions in the Society.
- Identifies national level talent and passion within each AOF Class and facilitates personal connections with appropriate AOF and Society Leadership.
- Serve on the AOF Nomination Review Committee.
- Along with the Chair, provide a “second look” at the nomination packages not selected by the AOF Vice Chairs and Regional Fellows Points of Contact (RFPOCs).

**Schedule / Milestones:**
- Fall (see key dates on nomination web page) – assist with review of AOF candidate packets.
- December – Assist AOF Chair with Class Leader identification and involvement
- January – begin identifying replacements with Vice Chairs whose terms are ending.

**Relationships:**
- Reports to the Chair
- Oversees Vice Chairs and provides continuity during Chair turnover.
- Direct connection and interface with the Class Leaders.
Academy of Fellows (AOF) Job Title: Vice Chair – Internal Affairs

Role: This Vice Chair serves on the AOF Executive Committee as the link between the AOF and National efforts that support growth within the Society. Goals and objectives of the position support the National Direction and are guided by the National Board of Direction and AOF Chair.

Term: Vice Chairs serve for 2 years with terms ending in May. The Deputy and AOF Chair may ask the Vice Chair to extend for one additional year.

General Responsibilities: This Vice Chair is responsible for ensuring that the AOF is supporting the National Direction from within the Society through mentorship, leadership development and AOF Nomination processes.

Specific Responsibilities:
- Liaise with the Leadership Development Program (LDP) Team to ensure that AOF support is carried out consistently and thoroughly.
- Liaise with the Vice President who oversees Regional Vice Presidents (RVPs) as an extra layer of communication between RVPs and Fellows in addition to the Regional Fellow Points of Contact (RFPOC).
- Actively promote the Society’s Mentoring Scorecard & continuum and serve as a resource for Posts and Regional mentoring programs.
- Maintain and execute the AOF Nomination & Selection process in accordance with the Society Bylaws and AOF Operations Manual and with assistance from the SAME Staff Liaison.
- Serve on the AOF Nomination Review Committee.
- Attend (in person or virtually) meetings as requested by the AOF Chair.

Schedule/Milestones:
- Prior to JETC – provide report to AOF Chair on status of AOF support for LDP and Mentoring Programs.
- Directly after JETC – begin AOF Nomination & Selection Process.
- Fall (see key dates on nomination web page) – assist with review of AOF candidate packets.
- Prior to SBC – provide report to AOF Chair on status of AOF support LDP.
- December – Assist AOF Chair with final AOF Candidate list for approval.

Relationships:
- Works with other members of the AOF Executive Committee and SAME Board members as depicted on the Organization Chart.
- Reports to the AOF Chair and Deputy.
**Academy of Fellows (AOF) Job Title:** Vice Chair – External Affairs

**Role:** This Vice Chair serves on the AOF Executive Committee as the link between the AOF and National efforts that extend beyond Society operations. Goals and objectives of the position should support the National Direction and are guided by the National Board of Direction and AOF Chair.

**Term:** Vice Chairs serve for 2 years with terms ending in May. The Deputy and AOF Chair may ask the Vice Chair to extend for one additional year.

**General Responsibilities:** This Vice Chair is responsible for ensuring that the AOF is supporting the National Direction to those outside the Society and in support of the Society and our National Security. Enhancing the national reputation of the Society is a natural function of this position.

**Specific Responsibilities:**
- Liaise with the National Vice President who overseas Committees & Councils and SAME Staff who oversee the STEM Pipeline to coordinate Fellow support where necessary.
- Participate in Foundation meetings as the AOF representative and communicate Foundation needs, issues, and opportunities to Fellows via the AOF Executive Committee.
- Be familiar with SAME Strategic Partners and identify opportunities for Regional and Post Fellows to collaborate with partners in support of the Strategic Plan.
- Assist RFPOCs and the Vice Chair, Recognition in identifying opportunities to recognize Post Fellows.
- Serve on the AOF Nomination Review Committee.
- Attend (in person or virtually) meetings as requested by the AOF Chair.

**Schedule/Milestones:**
- Prior to JETC – provide report to AOF Chair on status of AOF support for external activities.
- Fall (see key dates on nomination web page) – assist with review of AOF candidate packets.
- Prior to SBC – provide report to AOF Chair on status of AOF support for external activities.

**Relationships:**
- Works with other members of the AOF Executive Committee and SAME Board members as depicted on the Organization Chart.
- Reports to the AOF Chair and Deputy.
**Academy of Fellows Operations Manual**

**Academy of Fellows (AOF) Job Title:** Vice Chair of Events

**Role:** This Vice Chair is responsible for the organization and execution of national level AOF events. Goals and objectives of the position should support the National Direction and are guided by the National Board of Direction and AOF Chair.

**Term:** Vice Chairs serve for 2 years with terms ending in May. The Deputy and AOF Chair may ask the Vice Chair to extend for one additional year.

**General Responsibilities:** This Vice Chair is responsible for the planning and execution of annual AOF Luncheons and/or Conclaves, national mentoring events, the AOF Investiture and the Golden Eagle Dinner.

**Specific Responsibilities:**
- Internalize the National Direction and find innovative ways to infuse it into AOF events.
- Work with the Deputy Chair, Young Member Council Chair, or local Posts (event location dependent) to develop event committees to assist with execution when needed.
- Work closely with SAME Staff Liaison to execute event vision and ensure seamless coordination with SAME event staff.
- AOF Luncheons and/or Conclaves (Capital Week, JETC, SBC)
  - Determine agenda and secure speakers
  - Focus program on Fellows contributing to National Direction.
- National mentoring events (JETC, SBC)
  - Work with appropriate committees on program.
  - Ensure SAME Staff Liaison is aware of logistical needs.
- AOF Investiture
  - Coordinate processional music (taped or live).
  - Provide event logistical information to new AOF Class with assistance from SAME Staff Liaison.
  - Assist with on-site robing and rehearsal.
- Golden Eagle Dinner
  - Secure and manage minimal entertainment (preferably pro-bono).
  - Secure and manage color guard and anthem singer.
  - Secure and manage toasters.
  - Secure and manage invocator.
- Serve on the AOF Nomination Review Committee.
- Attend (in person or virtually) meetings as requested by the AOF Chair.

**Schedule/Milestones:**
- January – begin planning for Capital Week events.
- March – begin planning for JETC events.
- July – begin planning for SBC events.
- Fall (see key dates on nomination web page) – assist with review of AOF candidate packets.

**Relationships:**
- Works with other members of the AOF Executive Committee and SAME Board members as depicted on the Organization Chart.
- Works closely with SAME Staff Liaison and other event staff.
- Reports to the AOF Chair and Deputy.
**Academy of Fellows (AOF) Job Title:** Vice Chair of Awards & Recognition

**Role:** This Vice Chair is responsible for the organization and execution of the AOF Awards & Recognition Plan. Goals and objectives of the position should support the National Direction and are guided by the National Board of Direction and AOF Chair.

**Term:** Vice Chairs serve for 2 years with terms ending in May. The Deputy and AOF Chair may ask the Vice Chair to extend for one additional year.

**General Responsibilities:** This Vice Chair is responsible for the organization and selection of National AOF Awards (Gerald C. Brown Mentoring Award and Golden Eagle Awards) and for compiling accomplishment of our Fellows for National recognition at all levels throughout the Society.

**Specific Responsibilities:**
- Work with the Deputy Chair to develop award review committees as needed (this has historically been done for the Gerald C. Brown Mentoring Award).
- Develop and maintain a transparent process for nomination and selection of the Golden Eagle Awards (contributions to the profession and contributions to National Security).
- Liaise with national awardees to ensure that they have logistical information, understand ceremony and speech parameters.
- Develop a plan for recognizing Fellows at the Post Regional and National levels. Work closely with SAME Staff Liaison and Vice Chair of Communications and Marketing for Society-wide recognition.
- Develop relationships with Regional Fellow Points of Contact (RFPOCs) to collaborate on identification of Fellows deserving of recognition.
- Energize nomination process for National AOF awards through RFPOCs.
- Monitor Post and Regional recognition plans and serve as a resource for development of such plans.
- Serve on the AOF Nomination Review Committee.
- Attend (in person or virtually) meetings as requested by the AOF Chair.

**Schedule/Milestones:**
- January – begin identifying replacement with AOF Deputy (if term is ending).
- February – develop plan for recognizing Post Fellows at Golden Eagle Dinner.
- Late Summer – begin nomination process for national awards.
- Fall (see key dates on nomination web page) – assist with review of AOF candidate packets.
- December – identify award recipients and begin coordination. Collect data on accomplishment of Fellows.

**Relationships:**
- Works with other members of the AOF Executive Committee and SAME Board members as depicted on the Organization Chart.
- Works closely with RFPOCs for recognition identification.
- Reports to the AOF Chair and Deputy.
Academy of Fellows (AOF) Job Title: Vice Chair of Communications and Marketing

Role: By maximizing SAME varied and integrated communication products and services, the Vice Chair for Communications and Marketing is responsible for increasing the effectiveness of AOF branding and messaging, improving AOF operations, and energizing its members to actively contribute to the SAME Strategic Plan and other key SAME and AOF initiatives.

Term: Vice Chairs serve for 2 years with terms ending in May. The Deputy and AOF Chair may ask the Vice Chair to extend for one additional year.

General Responsibilities: This Vice Chair will lead communication and marketing activities that promote, enhance, and protect AOF brand recognition relative to the Strategic Plan and positioning of AOF and its leadership. The Vice Chair will stay current on the SAME National Direction to include the Strategic Plan, Bylaws, AOF Operations Manual, and the Fellows Nomination Process. The Vice Chair will work closely with SAME Staff Liaison and the AOF Executive Committee.

Specific Responsibilities:
- Manage a comprehensive strategic communications, public relations, and marketing program to advance AOF’s mission and goals.
- Lead the development, implementation, monitoring, and revisions of an integrated strategic communications plan to advance AOF’s brand identity; broaden awareness of AOF’s programs and priorities; and increase the visibility of AOF initiatives among Fellows and the general SAME membership.
- Direct the creation, execution, and modifications of a marketing/public strategy that will allow AOF leadership to cultivate and enhance meaningful relationships within the Academy, the National Leadership Team, SAME National staff, Post and Regional Leadership and SAME general membership.
- Monitor communications at the Post and Regional level and share examples of effective communications
- Work with AOF Executive Committee to recognize internal and external communication opportunities and solutions - in direct response challenges and emerging issues faced by AOF and/or SAME - and define and execute appropriate strategies to support them.
- Serve as a communications and marketing counselor to AOF leadership and as an ambassador for AOF in relationship building.
- Gauges interest of Fellows to guide communication and marketing strategy.
- Serve on the AOF Nomination Review Committee.
- Attend (in person or virtually) meetings as requested by the AOF Chair.

Schedule/Milestones:
- Monthly – communicate with AOF Executive Committee and SAME Staff Liaison.
- Mthly or Qtrly communications with Fellows.
- Fall (see key dates on nomination web page) – assist with review of AOF candidate packets.

Relationships:
- Works with other members of the AOF Executive Committee and SAME Board members as depicted on the Organization Chart.
- Works closely with SAME Staff Liaison.
- Interacts with Regional and Post leadership teams.
Academy of Fellows (AOF) Job Title: Regional Fellow Point of Contact (RFPOC)

Role: The RFPOC serves on the AOF Executive Committee as the link among Posts and National efforts. He/she synergizes goals and objectives that support the National Direction and are guided by the Regional Vice President (RVP) and AOF Chair.

Term: The RFPOC serves for two years. The RVP and RFPOC may decide to extend the term for one year to provide continuity through an RVP change.

General Responsibilities: The RFPOC should stay current on the National Direction to include the Strategic Plan, Bylaws, AOF Operations Manual, and the AOF Nomination Process and unite all Fellows in the Region to achieve their role as Fellows.

Specific Responsibilities:
- Research the demographics and assess the health of Post Fellow activities, involvement and effectiveness.
- Identify Posts with weak Fellow presence and assist with re-build. In the absence of a Post Fellow, the RFPOC will act as Post Fellow Point of Contact (PFPOC) until a suitable replacement can be found.
- Support the common goals of the AOF and unify Fellows within the Region to work towards the execution and accomplishment of these goals.
- Communicate with ALL PFPOCs in the Region and share issues, news and needs of the Society.
- Plan and support Posts in identifying possible AOF candidates, encourage Posts to nominate AOF candidates, review packages, endorse and support new Fellows.
- Participate in GO/NO GO phase of AOF Selection Process.
- Participate in conference calls as requested by the AOF Chair.

Schedule/Milestones:
- Monthly – communicate with PFPOCs.
- Summer & Fall (see key dates on nomination web page) – identify AOF candidates and assist with packets.
- Fall (see key dates on nomination web page) – assist with review of AOF candidate packets.
- January – begin identifying replacement with RVP (if term is ending). Discuss terms with PFPOCs.
- Mid October/April – provide consolidated report to AOF Chair in the format provided regarding the status of the Region (format is determined by AOF Chair).

Relationships:
- Works with and for the RVP and the AOF Executive Committee.
- Reports to the AOF Chair.
- Oversees PFPOCs.
Academy of Fellows (AOF) Job Title: Post Fellow Point of Contact (PFPOC)

Role: The PFPOC will serve on the Post Board with a focus to ensure that the Post stays vibrant at the local level through active member participation and supports the National Direction. The SAME Fellow is uniquely equipped with leadership qualities, adequate time as a member and passion for the mission and vision of the Society.

Term: The PFPOC term is the same as other elected Post Board members. If the RFPOC and Post leadership approve, PFPOC can serve multiple terms at the Post. The RFPOC and PFPOC will work together to ensure that Post Fellow leadership does not become stagnant and that Posts with low numbers of Fellows are cultivating AOF candidates and Post Fellows in training.

General Responsibilities: The PFPOC ensures that the Post is cultivating members to be active participants in the Post, Region, and Society and possibly, AOF candidates. He/she is responsible for sharing information from the RFPOC to keep Post members up-to-date with AOF activities and the National Direction. He/she is also responsible for reporting any issues or opportunities for recognition from the Post to the RFPOC.

Specific Responsibilities:
- Assess the health of Post Fellow activities, involvement and effectiveness. Encourage all Post Fellows to become engaged.
- Develop a plan, working with the RFPOC, to energize Post Fellows and work toward execution and accomplishment of AOF and local goals.
- Communicate with ALL Post Fellows and share issues, news and needs of the Society.
- Evaluate Post mentoring and leadership programs for effectiveness and Return on Investment.
- Recognize deserving Post members, especially Fellows, and share information with the RFPOC and AOF Vice Chair, Recognition.
- Identify possible AOF candidates, encourage individuals to submit, review their package and nominate members. Upon selection, mentor new Fellows.
- Serve as a key resource in the Post, based on knowledge of the Society (and know where to find information) for: recruiting, roles of Committees & Councils, Foundation, Industry-Government Engagement, STEM activities, serving veterans and more.
- Track active Post Fellows and provide accountability data to RFPOC and Post Leaders.

Schedule/Milestones:
- Monthly – conduct Post Fellow meetings or conference calls.
- January – welcome new Fellows and have them discuss their Commitment to the Post to Fellows and Post Leadership. Discuss term with RFPOS and Post Leadership.
- March & October – provide report to RFPOC in the format provided (format is determined by AOF Chair).
- Summer & Fall (see key dates on nomination web page) – identify AOF candidates and assist with packets.
- December – develop action plan for new year supporting AOF and Society Goals.

Relationships:
- Works with and for the Post President and other Post Leaders.
- Reports to the RFPOC.
- Oversees all Post Fellows.
**Academy of Fellows (AOF) Job Title:** Fellow at Large (FAL)

**Role:** The FAL represents any Fellow either connected with a Post or not who is active in the AOF. Members near a Post should engage at the Post level, join the PFPOC Fellows team to support their programs. Fellows not associated with a post, should seek remote opportunities to stay engaged.

**General Responsibilities:** The FAL will stay engaged and develop a personal plan to support the Post, Region or Society. He/she is also responsible for staying current on post goals, national directions, strategic plan and specific AOF Goals.

**Specific Responsibilities:**
- Answer the annual test questions that are part of the Fellows application process
- Develop a personal plan to stay engaged plan, working either with the PFPOC team, as an individual or both - toward execution and accomplishment of AOF and local goals.
- Communicate with the PFPOC or RFPOC by providing periodic reports on your contributions
- Seek mentoring opportunities – mentoring YMs, campers, scholarship recipients or community members
- Identify possible AOF candidates, encourage individuals to submit, review their package and nominate members. Upon selection, mentor new Fellows.
- Serve as a resource in the Post

**Schedule/Milestones:**
- Monthly – attend Post luncheons and event, if applicable
- Annually – plan to attend at least regional or national event.
- Early October/April – provide a report to the PFPOC or the RFPOC on your accomplishments (very short).

**Relationships:**
- Works with and for the PFPOC if there is one near you,
- Reports to the RFPOC if not Post affiliated
Distinguished Fellows Advisory Committee

Distinguished Fellows are Fellows selected from the AOF for their achievements significantly over and above that expected of most Fellows. The first group of Distinguished Fellows was agreed upon by the National Leadership Team in May 2018 from the entire list of Fellows, using distinct criteria that demonstrated their continued dedication to the Society since becoming a Fellow.

Role. The Distinguished Fellows Advisory Committee is composed of the first group except for those already serving on the AOF Executive Committee. This group is tasked with developing established criteria and process for selecting future Distinguished Fellows. These individuals shall be called upon for advice, input into develop the Strategic Plan and providing an independent assessment of the Society’s path, historical accuracy and advanced mentors to existing Fellows and leaders.

AOF Task Force
To accomplish specific tasks within the AOF, the Chair may, from time to time, appoint Fellows to serve as non-voting Members of a special Task force to carry out tasks as he or she sees fit. These members serve at the discretion of the Chair. Their tenures shall not exceed two years in any one period of assignment.
3. Accountability and Reporting.
Annually the Chair will challenge the AOF members with specific Goals/Action Items, which compliment the Strategic Plan and support and improve our Posts, Regions and the Society. These Goals represent opportunities for Fellows to provide value added from our experience and display how we are applying the SAME Mission and National Direction into action. Generally there will be 3-4 new Goals published in April. These goals can be integrated into personal or group plans at all levels.

Each Active Fellow should be accountable to make a measurable contribution to the AOF and the society each year. Results of their accomplishments should be documented in individual or collective reports and sent to their PFPOC or RFPOC if not formally associated with a Post.

- Format and deadlines for reporting will be provided by the Chair.
- Reports should be shared according to the organization of the Academy. (i.e. RFPOCs would report to the AOF Chair.)

4. Calendar

<table>
<thead>
<tr>
<th>Month</th>
<th>Society Governance Cycle</th>
<th>AOF Calendar</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Post streamer submissions and financial reports due; National Leadership Nominating Committees convene (President Elect, Elected Director).</td>
<td>Deadline for Gerald C. Brown Mentoring Award, selection panel convened; Succession Planning for AOF Leadership positions.</td>
</tr>
<tr>
<td>February</td>
<td>National Office Audit and Tax preparation; appoint Audit committee; hire independent auditor. Camp planning begins.</td>
<td>AOF support Camps with YM mentor recruiting</td>
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<tr>
<td>March</td>
<td>Post Annual Reports and Awards submissions due; National Audit and taxes due; Capital Week with face-to-face XC and Golden Eagle Award Dinner; develop Annual Report for last fiscal year.</td>
<td>Investiture and Golden Eagle Awards Dinner. Chair adjusts Goals for the following year and announces any updates to the AOF.</td>
</tr>
<tr>
<td>April</td>
<td>Membership voting for National Leaders (online).</td>
<td>New Fellows Future Action Plans posted to web – begin implementation. Status report on AOF Goals and Objectives prior to JETC.</td>
</tr>
<tr>
<td>May: JETC</td>
<td>BOD Meeting, Annual Report Video roll out, Ball, Post Awards, USAG, strategic plan progress.</td>
<td>AOF Chair reports on Status of AOF Goals and Objectives at Society BOD Meeting. AOF Luncheon with updates, successes, direction and recognition.</td>
</tr>
<tr>
<td>Month</td>
<td>Event Description</td>
<td>Notes</td>
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<tr>
<td>June</td>
<td>Camps underway.</td>
<td>Fellows supporting young members as camp mentors.</td>
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<tr>
<td>July</td>
<td>Written Annual Report in TME; New President letter to Past Presidents.</td>
<td>Chair requests Golden Eagle Award Nominations from Fellows</td>
</tr>
<tr>
<td>August</td>
<td>PLW with face-to-face XC; Committees and Councils submit Annual Work Plans with resource requirements and priorities to the National Office for consideration in the annual National Office budget process.</td>
<td>Fellows Nomination packets reviewed by RFPOCs.</td>
</tr>
<tr>
<td>September</td>
<td>Member needs survey every three years – 2015, 2018, etc.....</td>
<td>Golden Eagle Award Nominations due to National, selection panel convened.</td>
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<tr>
<td>October</td>
<td>Fellows Nominations due to National</td>
<td>Fellows Nominations due to National; Gerald C. Brown Mentoring Award Nominations Due; Status report on AOF Goals and Objectives prior to SBC.</td>
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<tr>
<td>November: SBC</td>
<td>BOD Meeting, Annual Strategic Plan Assessment, USAG</td>
<td>AOF Chair reports on Status of AOF Goals and Objectives at Society BOD Meeting.</td>
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<tr>
<td>December</td>
<td>National Leader Nominations Due, National Office Budget Brief and National Office Priorities for the next Fiscal Year to XC (virtual).</td>
<td>New Fellows selected and announced; Golden Eagle Award Recipients announced.</td>
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5. **Membership Classification as Fellows**

**Categories of Fellows**

Members of the Academy are responsible for carrying out the pledge as leaders within the Society. Fellows must retain their Society Membership and should remain in good standing. Fellows fall in two categories:

*Active.* active members should be eager to fulfill leadership positions, carry out the Strategic Plan, mentor, support AOF Goals.

*Retired.* Fellows select this category for themselves, they are no longer engaging at the any level. They should be recognized for their contributions, relied upon for historical knowledge, and kept abreast of SAME affairs.

a. **Classification of Fellow**

The Society shall have a classification for Fellow that is unrelated to dues categories of membership. Fellows are members of the Society who have rendered dedicated and outstanding service to The Society and to the engineering profession, have demonstrated a commitment to continue this same level of support to the professional and SAME in the future and who are approved to become a Fellow in accordance with procedures established by the Bylaws. Nominees shall have been Active Members of The Society for a minimum of ten years, be an active member and shall remain in good standing in The Society. The Society’s Bylaws outline the classification requirements for Fellows. To see the nomination form, deadlines and application requirements, please visit the SAME website (Appendix A).

b. **Criteria for Becoming a Fellow**

There are generally nine criteria for becoming a Fellow which are reflected in the online form in greater detail:

1. Nominees must be a member in good standing for at least ten years with information provided on the form matching information found in the database record.
2. Nominees must have held elected and appointed leadership positions at various levels over a span of at least ten years.
3. Nominees must demonstrate the impact they have made on the Society in their time as a member.
4. Nominees must demonstrate the impact they have made on the profession in their time as a member.
5. Nominees should list awards, honors and citations.
6. Nominees will provide signed endorsements from their nominator (must be a Fellow), their Regional Fellows Point of Contact, their RVP and their Post President.
7. Nominees will demonstrate their knowledge of the Society by answering “open-book” questions.
8. Nominees will declare their future plan to translate their passion for SAME and the National Direction into action at the Post level.
9. Nominees will provide a citation for the Investiture Ceremony.

c. Selection Process
The Nominating Review Committee will consist of the AOF Executive Committee (Chair, Deputy, Vice Chairs) and during Phase 2, RFPOCs will be included in the process. Nominations are evaluated in three phases:
1. Phase 1: All elements of the packet are uploaded to the web form. Information provided is consistent with member record (contact info and years of membership), and packet is received on time. Any nominee not meeting those criteria will be eliminated.
2. Phase 2: Packets will be passed on to the Nominating Committee and RFPOCs to make an initial yes/no determination on each packet. “No” determinations must be explained. This phase is dedicated to packet completeness, meeting all criteria, following the basic requirements for submission, and a scan of past contributions and impact. AOF Chair and Deputy will review “No” packets and determine if they should be eliminated.
3. Phase 3: Packets will be reviewed in detail by the Nominating Committee with weights applied. Proposed slate will be presented by the AOF Chair to the President.

d. Fellow Designation and Wearing of the Pin and Medallion
New Fellows may use the designation “F.SAME” (Fellow, SAME) as soon as the Board of Direction approves the list of new Fellows annually. An individual remains an active Fellow as long as he or she remains an active member and in good standing of The Society. Active Fellows may wear the Fellows Pin at any time on business or formal attire. The Fellows Medallion may be worn at any formal or semi-formal SAME National, Regional, or Post event. The Pin and Medallion will not be worn together, though either may be worn in conjunction with other SAME service medallions or pins.

e. Distinguished Fellow Designation & Procedures: Distinguished Fellows are Fellows selected from the AOF for their service and achievements significantly over and above those expected of Fellows. Distinguished Fellows set exemplary, outstanding levels of continuing service to the Society and AOF throughout their time as Fellows. The first group of Distinguished Fellows included eight Fellows that were identified by the Society National Leadership Team in May 2018 from the entire list of Fellows as having provided outstanding leadership to the Society and AOF. The criteria used by the National Leadership Team included number of years as a Fellow and a continued high level of dedication and outstanding service to the Society since becoming a Fellow. The Distinguished Fellows Advisory Committee consists of all Distinguished Fellows other than those serving on the Executive Committee of the AOF. The initial Advisory Committee consists of six Distinguished Fellows.
1. Recognition of Distinguished Fellows. Recognition as a Distinguished Fellow is a high honor that all Fellows should strive to achieve. Distinguished Fellows will be appropriately recognized at Fellow events and functions.
2. Criteria for Recognition as Distinguished Fellow. Recognition as a Distinguished
Fellow will be determined by the Distinguished Fellows Advisory Committee and the Chair of the AOF periodically based upon criteria that includes: (1) number of years as a Fellow; (2) efforts undertaken on behalf of the Society during those years as a Fellow; (3) high Society honors and similar recognitions received; (4) current efforts being undertaken on behalf of the Society and AOF; and (5) the individual’s expected specific continuing active service to the Society and AOF. These criteria will be stringently followed and applied with the expectation that Distinguished Fellow recognition will be bestowed to only a few.

3. **Process.** The process for selection will not be formal (as is the Fellow selection) and will be conducted based on need. Any Fellow that believes he/she should be recognized as a Distinguished Fellow should submit a formal letter to the Distinguished Fellows Advisory Committee POC and Chair of the AOF for consideration, keeping in mind the unusually high standard necessary to achieve the distinction. The Advisory Committee, along with the AOF Chair will vote on the submission.

4. **Role.** The Distinguished Fellows Advisory Committee will serve as advisers to the AOF Chair and Executive Committee on matters of significance to the Society and AOF including such things as input into the development of Annual Fellow Goals and the Society Strategic Plan, providing an independent assessment of the Society’s path, advising of historical accuracy, and serving as senior mentors to Fellows and Society leaders. To accomplish specific tasks within the AOF, the Chair may, from time to time, appoint Distinguished Fellows to serve as non-voting members of special task forces or committees to carry out tasks as the Chair sees fit. These members will serve at the discretion of the Chair with assignments not to exceed two years. Beginning in 2020, the Distinguished Fellows Advisory Committee will select, with the approval of the Chair, AOF and Society President, recipients of the Golden Eagle Awards.

5. **Meetings of Distinguished Fellows.** The Distinguished Fellows will meet as determined by the Chair, AOF. They may be called into session at the request of a Distinguished Fellow to the Distinguished Fellow Advisory Committee POC and as approved by the Chair for any purpose related to their role or to discuss major Society-related issues.

6. **Awards and Recognition**
   a. **Golden Eagle Awards.** Since 1996, the SAME Academy of Fellows has honored two outstanding Americans: a SAME Fellow for outstanding contributions to the engineering, architecture and construction professions; and a prominent leader for significant contributions to national security. The Golden Eagle Award is presented annually at the Golden Eagle Awards Dinner. The award, like SAME itself, has a rich heritage. To see more about the history and past awardees, please visit the AOF web page.

   i. **Eligibility:** Candidate for contributions to the professions must be an SAME Fellow with outstanding contributions to both their engineering, architecture or construction professions and to SAME. Candidate for contributions to national
security should be person with a distinguished career of service to the nation (see list of past recipients on the AOF web page for examples).

ii. **Criteria:** There are no specific criteria for either award as of now.

iii. **Process:** Nominations for this award must be made by a SAME member and endorsed by the RFPOC or a member of the AOF Executive Committee. Nominations will be submitted using the SAME on-line form. Nominators must provide contact information for the nominee and the reasons why he/she believes the person should receive the award. Additional endorsements will be accepted. The Vice Chair, Awards & Recognition, will provide potential nominees to the AOF Chair, SAME President, and SAME Executive Director for selection.

b. **Gerald C. Brown Mentoring Award.** SAME created the Academy of Fellows Mentoring Award in 2004 to recognize SAME Fellows for outstanding mentoring efforts. The first award was presented in March 2005. Awards are presented each March for the previous year.

In 2009, the SAME Board of Direction renamed the award the Gerald C. Brown Mentoring Award in honor of the founder of the Academy of Fellows. Brig. Gen. Gerald C. “Jed” Brown, USA (Ret.), chaired the working group that formalized organizing the Fellows into an Academy in 1994 and served as the first chair of the Academy. Nearly all the workings of the Academy in place today were formulated under the leadership of Gen. Brown.

The Gerald C. Brown Mentoring Award is inspired from the pledge the Fellows take when invested:

“I charge you to be a mentor. A Fellow sets and abides by the highest ethical standards. A Fellow espouses continual professional development. A Fellow shares knowledge of the professional with members and non-members.” To view past recipients, please visit the AOF web page.

i. **Eligibility:** Candidate must be an active SAME member and Fellow.

ii. **Criteria:** The nomination will be evaluated based in the following criteria:

- **Advocate:** Arrange for the mentee to participate in high-visibility activities within your organization and in SAME-sponsored events.
- **Advisor:** Communicate the formal and informal realities of career progression; recommend beneficial training; review mentee's professional development plan.
- **Communicator:** Establish an environment for open interaction with young members; act as a sounding board for ideas and career concerns.
- **Coach:** Teach managerial and technical skills; recommend specific behaviors for success; encourage Young Members to take leadership roles in SAME.
- **Sponsor:** Take Young Member to SAME meetings and introduce to colleagues; connect Young Members with educational and employment opportunities.

iii. **Process:** Nominations for this award must be made by an SAME member and endorsed by a Post President or member of the National Board of Direction, using
the SAME on-line nomination form. The Post President or member of the National Board of Direction endorsing the nomination will verify that the Fellow meets the eligibility criteria for the award, and that the nomination package provides information to support each of the nomination criteria and all required nominee information.

The Vice Chair, Awards & Recognition, will form a selection panel to review submissions. The final recommendation will be provided to the AOF Chair for presentation at the Investiture.

c. Other awards (coming soon)

7. Communications and Marketing
   a. Strategic Communications Plan

   Goal: The purpose of this plan is to enhance communications among AOF members, between AOF and SAME general membership, as well as National, Regional and Post Leadership.

   Objectives: To energize Fellows to fulfill their role as an AOF member, increase their level of involvement with AOF and SAME in general, strengthen the AOF community by building and maintaining relationships, and transmit ideas and information regarding AOF and SAME.

   Messages: Messages will differ based on proposed objective and actions to be undertaken. Potential topics are as follows:
   - Support AOF efforts to be a dynamic organization within the SAME community.
   - Educate Fellows and general SAME membership about AOF and SAME Strategic Plan.
   - Recruit volunteers for AOF leadership positions and activities, such as STEM Camp Mentors
   - Rally support for AOF and SAME initiatives, such as Road to 2020 and Beyond
   - Announce AOF events and opportunities
   - Celebrate AOF honors and inductions and accomplishments
   - Raise money for Post philanthropic endeavors as well as the National Foundation
   - Publish Fellow success stories
   - Track and report on Fellow accomplishments in exacting specific goals of the academy

   b. Communication Channels: Based on AOF demographics, as to be determined and analyzed (step 1 below), communication pathways as well as a communication schedule will be determined as appropriate or the message(s) being transmitted. When possible, messages will be bundled together to prevent overflow of communications to Fellows, but not at the expense of burying the key message.
   - Emails (Post, Region, National)
   - Webpage (Post and National)
   - The Military Engineer / Real Time (National)
   - National and Post Meetings
   - Telephone Calls/Text (Post and Region)
   - Social Media (Post and National)
   - Presentations at key conferences and event (Post, Region, National)

   c. Recurring Actions:
      1. Database
a. National maintains database in a format that can be easily transferred to enhance the distribution of communications by AOF and the Posts.
b. Posts assist National by identifying inconsistencies and lapsed members or Fellows.

2. Periodically Evaluate the current portfolio of SAME varied and integrated communication products and services to identify opportunities to maximize branding opportunities for AOF
   a. Highlight AOF in Current SAME Publications
      i. In keeping with today’s trend, SAME has widely adopted the use of categorization in its publications and has assigned logos to each category. To the extent possible, AOF communications should be its own category in the publications and a “first-click” category on the website. The icon should be the Fellow insignia.
      ii. Maximize the use of AOF insignia throughout existing communication channels.
      iii. Develop and maintain AOF activities and information on Post websites.
      iv. Email concise, focused, and simple. They do not have to cloaked as a formal letter.
      v. Real TiME: Posts should provide content through the appropriate Vice Chair for possible use in Real TiME.
      vi. The Military Engineer: Posts should encourage Fellows to write articles outlining successes surrounding activities that support the Strategic Plan.
Appendix A HELPFUL LINKS

- Academy of Fellows web page: www.same.org/fellows
  - List of Fellows by class
  - Mentoring Scorecard
  - Mentoring Continuum
  - AOF Charge & Pledge
  - This Operations Manual
  - How to Nominate a Fellow
  - Annual Fellows Events
  - Fellows Awards Program
  - Academy Leadership

- SAME Governance web page: https://www.same.org/Governance
  - Constitution
  - Bylaws
  - Strategic Plan
  - Industry-Government Engagement Plan
  - Annual Reports
  - National Board of Direction
  - National Office Staff
  - Committees & Councils
  - Awards & Recognition
  - SAME Foundation

- Strategic Partnerships: https://www.same.org/Grow-Professionally/Strategic-Partnerships

- Post web pages: https://www.same.org/Get-Connected/Find-a-Post

- Real TiME E-Newsletter: https://www.same.org/realt ime


- SAME Calendar: https://www.same.org/calendar
Appendix B HISTORY OF THE ACADEMY OF FELLOWS

A. RECOGNIZING EXCELLENCE AND ORGANIZING AN ACADEMY
In order to recognize those SAME members who had rendered exceptional time and leadership to SAME, The Society began to select and recognize “Fellows” as a separate classification of membership in 1972.

By the early 1990’s, the list of SAME Fellows was growing, as was the acknowledgement that to be a SAME Fellow was a particularly high honor. Once Fellows were selected, however, there was no new or special direction as to what they should contribute. In addition, while it was recognized as an honor to be selected as a SAME Fellow, those selected, in the view of some, were not accorded the full recognition they deserved.

B. AN IDEA TAKES SHAPE
In early 1994, discussions began among SAME leaders about the possibility of organizing the Fellows and granting Fellows greater recognition. Soon, the idea of elevating the status of Fellows and organizing the Fellows began to gain traction.

On June 1, 1994, an informal breakfast was held during SAME’s Annual Meeting to discuss how best to proceed with better honoring and recognizing SAME Fellows. Nearly 80 Fellows attended, including several past National Presidents. The consensus was that a committee should be established and be charged with considering how to elevate recognition of Fellows within SAME; consider what more Fellows could do for SAME; and consider an organization of Fellows.

What came to be known as the “Working Committee,” a group of 12 SAME leaders with professional experience across government and industry, would meet six times over the next several months. Led by Brig. Gen. Gerald C. “Jed” Brown, USA (Ret.), the Committee first met on June 30, 1994, with the final meeting occurring on January 26, 1995. These meetings would help establish the roles and responsibilities of Fellows; expand the process for how new Fellows would be selected; develop a specific Fellows logo and medallion; ascertain a path forward for what would ultimately become the Fellows’ premier events: The Academy of Fellows Investiture and the Golden Eagle Awards Dinner; and give direction to Fellows in helping SAME meet its goals and objectives.

The meetings were thorough and detailed, and ultimately very successful in accomplishing the committee’s goals. The Academy of Fellows began as an official organization New Year’s Day 1995.

C. LOOKING BACK
In less than two years, SAME leaders, led by Gen. Brown along with many others, conceived, organized and established the Academy of Fellows, held the inaugural Investiture Ceremony and Golden Eagle Awards Dinner, and redefined the Fellows
selection process. In short order, the Academy of Fellows elevated the achievements of Fellows and brought appropriate recognition to these devoted men and women.

D. INAUGURAL FELLOWS INVESTITURE
The first SAME Academy of Fellows Investiture was held October 19, 1995 at the Alamo, in conjunction with the SAME TEXOMA Regional Conference in San Antonio. The Working Committee established a planning committee for the Investiture. It was chaired by a member of the Committee who worked with the chair of the TEXOMA conference to plan and carry out that first Investiture. The Alamo was an ideal location. The Daughters of the Republic of Texas provided the use of a large room in the Alamo for the Investiture service and a private garden for a reception. Invitations were sent to family, friends and associates of those being invested. It was a formal event with full pomp and circumstance. The Investiture was presided over by Gen. Brown as Chair of the Academy of Fellows, and Ms. Suzanne DiGeronimo as Vice Chair for Investiture of the new Academy, with 38 of 56 newly selected Fellows in attendance.

E. GOLDEN EAGLE AWARDS DINNER
In addition to the Fellows Investiture, the Working Committee developed the concepts for the Golden Eagle Awards Dinner, which also was turned over to a planning committee presided over by members of the Working Committee. The stated purpose of the dinner was to promote fellowship among SAME Fellows. The program would include a guest speaker of national prominence and brief remarks by recipients of the Fellows’ Awards. Two awards would be presented, one to a SAME Fellow and the other to someone not a member of SAME. Essentially, the criteria for award recognition for both awards included “singularly distinctive contributions to military engineering and the nation’s defense and to the ideals of the Society,” along with “outstanding achievements on behalf of the community or nation over an extended period of time.”

The first Golden Eagle Awards Dinner took place on Saturday, February 17, 1996, at the historic Willard Hotel on Pennsylvania Avenue in Washington, D.C. Maj. Gen. Clifton “Duke” Wright, USAF (Ret.), former Air Force Civil Engineer and past SAME President, and at the time an executive with 3D/International, was honored for “contributions to military engineering,” while Mr. Norman R. Augustine, then President of Lockheed Martin and formerly Under Secretary of the Army and later Acting Secretary of the Army, received the award for “contributions to national defense.” The event was a great success and the following year it was moved to a larger venue to satisfy the high demand to attend.

F. MOVING FORWARD
As the Academy of Fellows grew in size and stature, its role evolved as well. While in the first several years the Investiture was held in connection with a regional conference, the ceremony later would be combined with the Joint Engineer Training Conference (JETC), and then with the Golden Eagle Awards Dinner. The result was a day-long event in the Washington, D.C. area, bringing together SAME Fellows, Sustaining Member firms,
military engineering leaders and other invited guests to honor and recognize so many deserving individuals for their support to The Society and the Nation.

In furtherance of its mentoring efforts in support of SAME, in 2004, the SAME Academy of Fellows established a Fellows Mentoring Award and presented it for the first time in March 2005 to Lt. Col. Wendell L. “Buddy” Barnes, P.E., F. SAME, USA (Ret.), to recognize a SAME Fellow for outstanding mentoring efforts. In 2009, the SAME Board of Direction renamed the award the Gerald C. Brown Mentoring Award in honor of Gen. Brown, who was so instrumental in establishing the Academy.

For a complete history, please visit the website, www.same.org/fellows.