



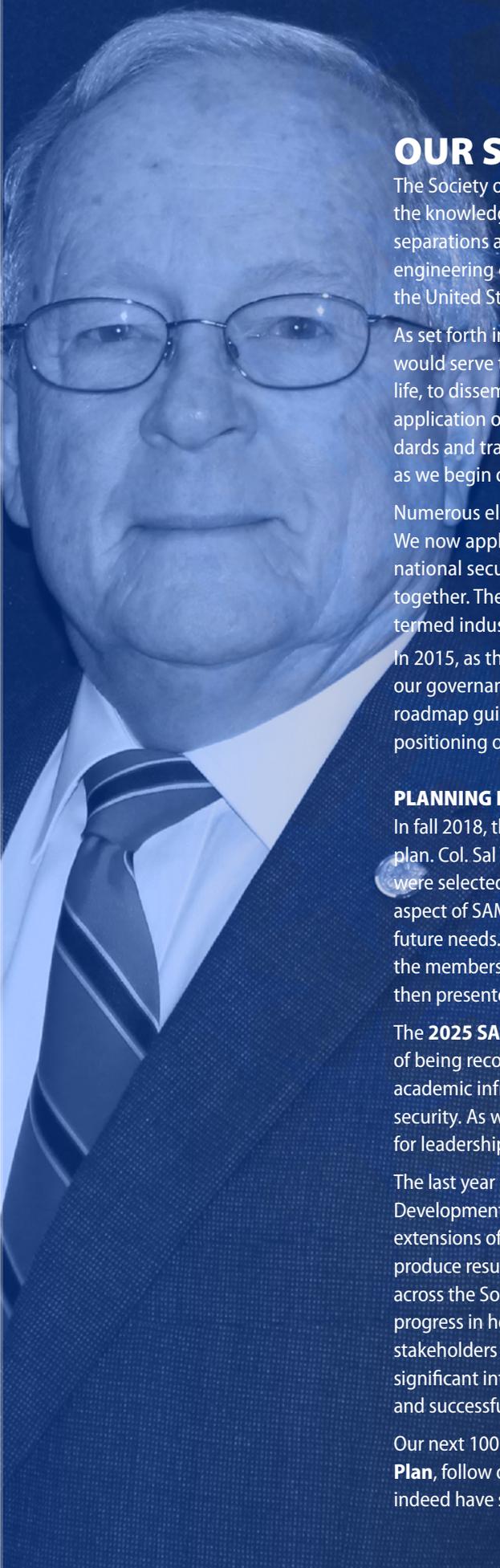
2025

SAME

STRATEGIC PLAN

Securing America's Future, Together





OUR SECOND CENTURY BEGINS

The Society of American Military Engineers was founded 100 years ago, both to ensure the knowledge and comradery developed in World War I was not lost with the engineer separations at the end of the war, and to promote a culture of readiness so that the engineering community would never again be as unprepared for conflict as it was when the United States entered the Great War in 1917.

As set forth in 1920, SAME would be dedicated to patriotism and national security. It would serve to promote solidarity and cooperation between engineers in civil and military life, to disseminate technical knowledge bearing upon progress in the art of war and the application of engineering science thereto, and to preserve and maintain the best standards and traditions of the profession. This selfless purpose has endured for a century, and, as we begin our next 100 years, remains the foundation that will enable our future success.

Numerous elements of our Society have matured as our nation's needs have evolved. We now apply those standards and traditions to all levels of government. We now see national security in the broadest view and inclusive of many technical disciplines working together. The mission to "promote solidarity and co-operation" is still the same—just now termed industry-government engagement.

In 2015, as the end of our first century was approaching and we had recently changed our governance model, we developed the **2020 SAME Strategic Plan**. This multiyear roadmap guided us well, providing the momentum for the "Run to 2020 and Beyond" and positioning our Society to make an even greater impact to start our next 100 years.

PLANNING FOR OUR NEXT 100 YEARS

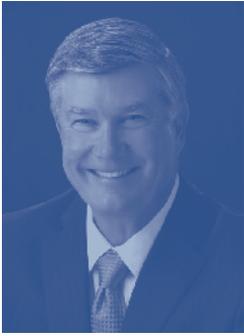
In fall 2018, the SAME Board of Direction initiated the development of our next strategic plan. Col. Sal Nodjoman, P.E., F.SAME, USAF (Ret.), and Col. Charlie Perham, USAF (Ret.), were selected to lead a Strategic Plan Task Force. They gathered volunteers from every aspect of SAME and organized with an eye toward framing the plan around America's future needs. The draft framework was approved in May 2019, then refined by input from the membership over the next few months. The plan was vetted further by leadership and then presented and approved at the Board of Direction meeting in November 2019.

The **2025 SAME Strategic Plan** speaks to where we have come in achieving our vision of being recognized as the multidisciplinary integrator of military, public, private, and academic infrastructure-related capabilities to produce viable solutions for national security. As we move through 2020 and beyond, we will serve as the foremost integrator for leadership development and technical collaboration within the A/E/C profession.

The last year has been one of focused preparation. The first class of the SAME Leader Development Program got underway. Our Communities of Interest are serving as technical extensions of the National Office and collaborating with partners and stakeholders to produce results. Our Fellows are committed to supporting Posts and leading mentoring across the Society. The Centennial Commission and Centennial Task Force have made great progress in helping Posts plan to celebrate accomplishments of their local partners and stakeholders through Post Centennial Celebrations. The SAME Foundation is generating significant interest in its compelling purpose to foster engineering leadership for the nation and successfully conducted its inaugural fundraising campaign.

Our next 100 years is upon us. We are ready to operationalize the **2025 SAME Strategic Plan**, follow our vision, accomplish our mission, and achieve our goals and objectives. We indeed have sprinted to the start of our second century. But now is no time to slow down!

Lt. Col. Wendell "Buddy" Barnes, P.E., F.SAME, USA (Ret.), Arcadis, is SAME National President.



ENSURING ORGANIZATIONAL CONTINUITY

All great organizations have a roadmap to success. We commonly refer to that roadmap as a strategic plan.

For many years, SAME's strategic plans have provided a framework for how the Society implements activities to

support its mission and vision. Prior to the governance change we made in 2012, our plan was updated every year with the changing of the SAME President. This ended in 2016 when we altered our approach and published the **2020 SAME Strategic Plan**.

The adoption of a multiyear strategic plan allowed for two very fundamental changes that have had a tremendous influence on the future direction of the Society.

The first significant change was within our mission statement. With one simple word we created a much broader perspective to the Society's efforts by making our mission about leading "collaboration." With

that change we have been able to expand programs and activities at all levels of the organization, and bring more value to our members, partners, and stakeholders.

The second major change was adding a value proposition. Understanding the value we provide is extremely important to ensuring our programs remain relevant. All organizations must continuously evolve and transform to remain relevant, or they will fade from existence.

Our value proposition provided the touchstone to the strategic plan and helped us concentrate on what is important: "The Society of American Military Engineers offers professional and personal development, networking and community involvement to individuals of all ages committed to contributing to our national security, by leading a collaborative and focused coalition of organizations that creates opportunities to address and resolve issues that enhance our national security posture."

What emerged from this statement over time were five pillars our members, partners, and stakeholders are most passionate about and where our contributions will have a direct benefit on national security. These lines of effort have grown to become the goals of the **2025 SAME Strategic Plan**:

- Strengthening Industry-Government Engagement
- Building and Sustaining Resilient Communities
- Developing Leaders for the Profession
- Enriching the STEM Pipeline for the Nation
- Preparing Servicemembers and Veterans for the A/E/C Industry.

We now continue our journey with a sharpened focus on creating lasting impact through these goals and their objectives while retaining our role as the lead integrator bringing problem-solvers together.

Col. Marvin Fisher, LEED AP, F.SAME, USAF (Ret.), Farnsworth Group, is SAME Immediate Past President.



DEVELOPING OUR NEW STRATEGIC PLAN

Borrowing from one of America's greatest presidents, the **2025 SAME Strategic Plan** was crafted "of the people, by the people, for the people." The collaborative nature of the effort exemplifies the very mission of the Society.

At the fall 2018 meeting of the Board of Direction, Col. Charlie Perham, USAF (Ret.), and I were appointed

co-chairs of the Strategic Plan Task Force.

We quickly got started. We canvassed the membership for volunteers reflecting all demographics of the Society: members from the military, government, and industry; Young Members and Fellows; Posts of all sizes. We anticipated receiving less than a dozen responses and fully expected them to be many of the same volunteers who consistently step up. While these "tried and true" perspectives are valuable, we thought it imperative to hear new voices. Our call ultimately yielded over 50 volunteers, blanketing the demographics we were

interested in. Most importantly, we heard a chorus of new voices. In nearly 30 years with SAME, I have never been in a position where volunteers were graciously turned away. Our collective thanks to all who contributed or asked to contribute to this important initiative.

With the Task Force formed, we sought senior mentor input and conducted unconstrained idea generation. We picked up where the **2020 SAME Strategic Plan** left off and framed a document to guide us into the next decade. The Task Force thoughtfully revised the vision and mission statements, then undertook the challenge of developing goals and objectives in which every member of the Society can see themselves—and importantly, motivate them to become actively engaged. The draft plan was presented to the Board of Direction at the 2019 JETC

in May and improved upon by various breakout groups. From there, Regional Vice Presidents and the Communities of Interest had the opportunity to refine draft goals and objectives to ensure the spectrum of interests were addressed. At the Post Leaders Workshop in August, select attendees with diverse backgrounds and perspectives further refined the plan and began outlining tasks, which will inform the Streamer Program. After a final alignment check with the National Office and the Task Force, we arrived at the document you have before you.

I am extremely proud of our Task Force and all the reviewers, and forever grateful for the contributions they made to an inspiring and compelling strategic plan that will now launch SAME into its next 100 years.

Col. Sal Nodjoman, P.E., F.SAME, USAF (Ret.), Matrix Design Group, is Co-Chair of the SAME Strategic Plan Task Force.

MISSION

Build leaders and lead collaboration among government and industry to develop multidisciplinary solutions to national security infrastructure challenges.

VISION

Serve our nation as the foremost integrator for leadership development and technical collaboration within the A/E/C profession.

2025 STRATEGIC OUTCOME

Set the industry standard for active membership that creates lasting impact at the local and national levels.

★ GOAL 1 ★

STRENGTHEN INDUSTRY-GOVERNMENT ENGAGEMENT

Lead efforts to foster communication and build relationships among military, public, private, academic, and professional organizations; further collaboration to identify issues and develop solutions in support of national security.

OBJECTIVES:

- Ensure SAME's Industry-Government Engagement Plan promotes multidisciplinary industry-government collaboration and adds value to shared efforts to improve America's infrastructure, with the Society recognized by all stakeholders as the platform for industry-government engagement.
- Develop Strategic Partnerships to identify focus areas, challenges, opportunities, and potential solutions, integrating mutual expertise to achieve greater results.
- Ensure SAME's Communities of Interest serve Posts and national entities as subject matter experts, leveraging the Society's broad technical diversity to advance knowledge, standards, and best practices.
- Develop a portfolio of professional communications to inform, educate, and reinforce SAME's impact to the nation; provide a repository of industry-government engagement tools, resources, and lessons learned on the SAME national website.
- Promote inclusion of stakeholder interests at the Post, regional, and national levels through meetings, workshops, symposiums, and conferences.

★ GOAL 2 ★

BUILD AND SUSTAIN RESILIENT COMMUNITIES

Lead efforts to prepare communities to absorb, recover, and adapt from natural and man-made threats; fortify our nation's resolve directly where people work and live.

OBJECTIVES:

- Leverage local, regional, national, and international partnerships to educate and train members and stakeholders on infrastructure risks, mitigation efforts, and joint response strategies to natural and man-made events.
- Utilize SAME's multidisciplinary network to connect and educate stakeholders on new and existing technologies and to develop solutions to problems across critical infrastructure sectors.
- Promote partnerships and collaboration supporting the needs of military installations in pursuit of mission assurance and readiness (such as energy, water, and cyber security).
- Utilize SAME's national relationships and local Posts to furnish vertical collaboration between all levels of government and private business.
- Lead collaboration to advocate for streamlined acquisition and implementation of resilience solutions.



The **2025 SAME Strategic Plan** is the result of a year-long inclusive effort that collected input and perspectives from all demographics across our Society. Contributions from Posts and Regions, Strategic Partners and Communities of Interest, Young Members and Fellows, and stakeholders throughout government, industry, academia, and the military were carefully blended to ensure that every member can see themselves in the plan and knows how they can contribute.

Our mission to “build leaders and lead collaboration among government and industry to develop multidisciplinary solutions to national security infrastructure challenges” is woven all throughout the five goals and 25 objectives.

The plan is lofty and deliberate. SAME leadership realizes not all Posts will achieve every goal and objective. Posts are encouraged to select the areas where they can provide the greatest impact and best serve their members. When we combine our vast network of local, regional, national, and international relationships reaching across the profession, we are confident the Society will successfully achieve these goals and objectives collectively.

For 100 years, SAME has been dedicated to patriotism and national security. As we start our second century, we hope you are inspired to further advance these aims of service through building leaders and leading collaboration across the spectrum of our involvement.

★ GOAL 3 ★

DEVELOP LEADERS FOR THE PROFESSION

Lead efforts to enhance leadership development and cultivate the talent necessary to address the nation’s grand challenges; ensure the enduring stewardship of the A/E/C profession.

OBJECTIVES:

- Execute leader development programs at the Post, regional, and national levels and ensure their long-term viability.
- Promote a structured mentoring continuum, highlighting growth and leadership opportunities for members at all levels.
- Support and promote the SAME Foundation in fostering engineering leadership for the nation.
- Increase participation and partnerships with academic institutions and college students at the local, regional, and national levels.
- Utilize SAME Fellows to assist Posts in building engagement, identifying and developing volunteer leaders, and establishing succession plans.

★ GOAL 4 ★

ENRICH THE STEM PIPELINE FOR THE NATION

Lead efforts to inspire, encourage, and enable youth to pursue STEM careers; help develop the technical capacity that our nation needs to remain globally competitive.

OBJECTIVES:

- Become a leader in STEM initiatives by leveraging national partnerships and connecting with locally relevant organizations focused on advancing STEM.
- Grow prospective members of the Society through K-12 outreach, scholarships, sponsorships, and engagement of college students.
- Grow participation in existing, and create new, Post and national STEM camps and initiatives; develop programs to motivate members to serve as mentors.
- Align students with mentors to enhance learning and long-term commitment that leads them into STEM professions.
- Enhance college outreach by collaborating nationally to help define the effective and unique role of Student Chapters.

★ GOAL 5 ★

PREPARE SERVICEMEMBERS AND VETERANS FOR THE A/E/C INDUSTRY

Lead efforts to fully integrate military and government members into the A/E/C industry; support training, credentialing, and networking initiatives that build, maintain, and translate skills to meet current and future needs.

OBJECTIVES:

- Provide technical and joint training, industry best practices, and networking opportunities to servicemembers at the Post, regional, and national levels.
- Provide servicemembers and veterans access to the full spectrum of credentialing for licensed professionals, skilled labor certifications, and other A/E/C qualifications.
- Enable success during and after active service by eliminating barriers to participation and by partnering with organizations that promote the entirety of veteran well-being.
- Sponsor leader development, networking, mentoring, and job fair opportunities for transitioning servicemembers that connect them to trade labor unions, industry organizations, and other professional resources.
- Operationalize the Post sponsorship model, where SAME Posts coordinate to welcome servicemembers/civilians and their families upon transitioning to new locations.

BEGINNING A NEW CENTURY OF LEADERSHIP BUILDING ON OUR FIRST 100 YEARS OF SERVICE TO THE NATION

The **2025 SAME Strategic Plan** is now official, having received a unanimous Board of Direction affirmative vote in November 2019. A special thanks to the Strategic Plan Task Force and all those who provided input over the last year to develop the first strategic plan of our next century.

Our five strategic goals and the primary enablers that will help us accomplish our mission and vision are highlighted in the key member perspectives that follow. Through these messages, the depth of the strategic plan will come into focus—and bring understanding to how our collective contributions through SAME will create lasting impact at the local and national levels. But first, some context.

When we rolled out the **2020 SAME Strategic Plan** in 2016, we established a powerful long-term vision. Simply put, that vision was based on our commitment to service and our potential to lead by leveraging our uniqueness in the A/E/C community: a diverse and multidisciplinary military, government, industry, and academic membership.

We quickly realized the perfect value-added role for SAME was to lead collaboration between government and industry to solve national security-related infrastructure challenges. Today that vision is being realized every day, especially through our Industry-Government Engagement Plan, and is set to extend into our second century.

Our last step was to anchor the plan on SAME's Centennial to add to the excitement of what we set out to do. We let a single, overarching outcome guide us: increase member participation by becoming One Society of vibrant Posts that are relevant locally and contribute to our national direction. Over the last few years, major investments of time and resources around our Centennial has galvanized momentum across the Society.

TURNING A FOCUS ON MEMBERS

As we begin our new century and head toward 2025, our primary focus now is members, and enabling them to deliver the impacts embodied in our strategic plan.

Throughout the Society, our members do not accomplish anything alone. They contribute as members of the Board of Direction and the Communities of Interest. They contribute as members of Posts and Regions. They contribute as members of the Academy of Fellows and through the SAME Foundation. They contribute as students, as young professionals, as mid-career managers, and as senior leaders. Our members make immeasurable differences as mentors at camps and advisors at Student Chapters, through leader development programs, STEM outreach, and support to veterans.

The **2025 SAME Strategic Plan** recognizes that our members contribute because they see themselves in the plan through their engagement in the robust interest groups that are SAME!

The Society of American Military Engineers is critical to national security. Our leadership of collaboration, development of leaders, and enabling of members all adds up to lasting contributions to the enduring ends of SAME, as established in 1920 and reaffirmed today, 100 years later.

This plan keeps us on a journey that will assure the relevance of SAME to America's national security well beyond the next 100 years. Deeds Not Words!



Brig. Gen. Joseph Schroedel, P.E., F.SAME, USA (Ret.), is SAME Executive Director.

★ GOAL 1 ★



STRENGTHENING INDUSTRY-GOVERNMENT ENGAGEMENT

Most may not know the United States was vastly unprepared when it entered World War I. A massive mobilization of men and industry was undertaken, including buying most of our

weapons from the Allies. The engineers immediately available for military service in 1917 numbered 256 officers and 2,228 soldiers. When the armistice was signed in November 1918, there were 10,886 officers and 292,300 men in the Engineering Department of the United States. Clearly, demand was more than anyone had anticipated.

To capture the lessons of that mobilization and to ensure the entire engineering community remained ready to support the nation in war and peace, SAME was formed. Industry-government engagement has been at the core of the Society's purpose from inception. True industry-government engagement is not about providing access. It is about sharing knowledge and best practices, conducting joint training, building trust, and collaborating on issues to solve problems and reach consensus.

With more than 1,600 Sustaining Member companies, SAME brings critical industry experiences to the table. Those perspectives are

enhanced through strategic partnerships with organizations like the Associated General Contractors of America, American Institute of Architects, Construction Management Association of America, Design-Build Institute of America, National 8(a) Association, and American Council of Engineering Companies. These partners bring key professionals with technical skills to problem-solving discussions. SAME also has relationships with many federal agencies, from local districts and commands to headquarters levels. These connections get the right government representatives engaged. Collectively, drawing expertise from multiple viewpoints allows SAME to more effectively help find solutions to protect our nation.

Throughout a long career spanning both government and industry, it has been my experience that problems are best addressed closest to their source. SAME encourages each of its more than 100 Posts around the world to conduct IGE Workshops that address challenges and identify solutions, with the goal to solve issues at the lowest level possible. For concerns that are more cross-cutting or systematic in scope, SAME provides forums to confront them nationally, including through CEO Roundtables, Table Top Exercises, our Communities of Interest, and *The Military Engineer* magazine.

At the center of it all is strengthening industry-government engagement, and a shared motivation to support national security.

Col. Miro Kurka, P.E., PMP, F.SAME, USA (Ret.), Mead & Hunt, is SAME TEXOMA Regional Vice President.



How important is market research? In FY2019, the federal government spent a reported \$4.45 trillion procuring products and services. There is a significant amount demanded of federal agencies to plan and execute that work. They, in turn, demand significant support from industry to help them meet their requirements, including within the A/E/C community. So, market research complete, right? Wrong!

For government and industry to be successful, market research needs to be robust and thorough. Through national conferences, regional symposiums, industry days, and small business fairs, SAME provides opportunities for companies and agencies to make connections, share information, develop relationships, and build trust. The biggest beneficiaries though are taxpayers and the nation's industrial base. Increased competition is the single biggest outcome of effective market research.

If you are going to succeed in government contracting, there are many questions you will face. Most firms, especially small businesses, have a limited amount of resources to expend finding

the answers. About a decade ago, my company, a small business, started marketing our services to federal clients. We had no federal past performance and not a clue where to start beyond wading through the hundreds of thousands of opportunities posted every day on FedBizOpps. We did not know how to engage with agencies. And we were not on their radar to engage with us.

As luck would have it, we stumbled across the monthly luncheon our local SAME Post was hosting, and in 2010 we started showing up regularly. We found these lunches to be invaluable in learning what our government customers wanted and for them to learn what we could provide. Our next step was to take a chance and invest in attending the SAME Federal Small Business Conference—that was an investment with a tremendous return. At that first conference, we met the bonding agent who said “yes” when everyone else was telling us “no.” We began the dialogue with many of the teaming partners with whom we have since successfully pursued dozens of prime contracts. We learned “the language” and expectations of our customers. Most importantly, we found (and still are finding) many informal mentors and champions, and continue to provide our services and compete in the federal marketplace.

Mario Burgos, Burgos Group, is Chair, SAME Small Business Community of Interest.

★ GOAL 2 ★



BUILDING AND SUSTAINING RESILIENT COMMUNITIES

Over the last 100 years, our profession and our nation have been confronted by many challenges. Every time, we have prospered through difficulty. The technical contributions of SAME members and facilitation of an appropriate flow of information between industry and government have been instrumental in navigating unprecedented periods in the last century. The application of this knowledge has both changed and evolved, through peace and conflict, in response to national and global circumstances. Today, a pressing need for industry and government collaboration is to prepare our nation to address natural and human-caused emergencies. This preparation is termed resilience.

As populations and technology have grown, the scope of SAME engagement has expanded beyond its traditional military roots. An SAME community today is as likely to be a county or city as a military installation, though support to the military remains key to our identity and activities.

The principles of resilience apply equally to buildings, roads, airports, energy systems, water supplies, health care, law enforcement, energy production and distribution, communications, and cybersecurity. While the range of vulnerable, critical sectors has expanded, the application of resilience principles remains equally applicable. It is the manner of application that varies.

Building on efforts by the federal government, resilience can be viewed as the sum of activities across a resilience spectrum. These activities include design developed with an improved understanding of threats, and often using risk-based approaches. The designs

are expected to perform reliably to a predetermined level, and if exceeded, to “fail gracefully” with warning and in a predetermined manner for ready restoration.

Resilience also includes response capabilities as a failure approaches, in order to provide compensating measures such as evacuation, alternative resources, or diversion of function. Finally, resilience involves recovery, which includes the design, actions, and resources that help return the infrastructure or function to an equal or better pre-crisis condition.

Promoting resilience is an essential national service. Through our Post structure, local relationships, and coast-to-coast connections at all levels of government, industry, and academia, SAME is uniquely positioned to help build and sustain resilient communities.

Col. Joe Manous Jr., Ph.D., P.E., D.WRE, F.SAME, USA (Ret.), USACE Institute for Water Resources, is Chair, SAME Resilience Community of Interest.

★ GOAL 3 ★



DEVELOPING LEADERS FOR THE PROFESSION

SAME has always held a unique role in developing leaders and, unlike other societies, our demographics count military leaders (active and retired) and senior industry leaders who together provide an unmatched pool of experience to share with the membership at the national and local levels. Leader development is in our DNA. We will leverage this bounty to develop leaders for the profession and help to preserve our nation’s technological advantage on a global stage.

Emphasizing, and investing in, developing leaders has a direct linkage to the compelling purpose of the SAME Foundation (to foster engineering leadership for the nation), which enabled the establishment of and financial support for the SAME Leader Development Program beginning in 2019. This national program is just the start.

The 2025 SAME Strategic Plan lays the marker to focus on continuing the refinement and expansion of leader development programs locally and nationally; greatly increase support to Posts to grow their leader ranks; and establish a mentoring continuum to grow and develop our members to support our profession’s needs. Our efforts will need to continually add value to the leaders who participate and the organizations that support them to ensure they are well equipped to lead through whatever challenges the future holds for our industry and our nation.

A key step in 2020 will be the establishment of a formal Leader Development Community of Interest to provide the structure, commitment, and volunteer manpower to resource leader development at all levels of the Society.

There are opportunities for every member to make a difference as we continue our fine tradition of building leaders for our nation. We are at a crossroads in the United States with some of the toughest infrastructure challenges we have ever faced, along with significant geopolitical concerns around the world—the future of which are unpredictable. This all requires new ideas, innovation, collaboration, and leaders to pull teams together. Take an active role in the renewed focus on leader development within SAME and help make a difference in our second century.

Caroline Roberts, GISP, Jacobs, and Lt. Col. Michael Darrow, P.E., PMP, F.SAME, USA (Ret.), USACE Norfolk District, are Co-Chairs of the SAME Leader Development Community of Interest.

★ GOAL 4 ★



ENRICHING THE STEM PIPELINE FOR THE NATION

STEM outreach is critical for America's future economic growth and security. SAME is strategically situated from both a geographical footprint and mission standpoint to have an even greater impact on STEM as part of our service to this nation over the next 100 years.

Nationally, we have been involved in hosting very successful STEM-related camps with the military services and other

providing a competitive atmosphere. Engaging with teachers to help them provide practical real-world examples in their classrooms has produced great dividends in the form of students being exposed to STEM at the right time in the right way.

Over the last few years, SAME has established several strategic partnerships with STEM-related organizations—groups that are on the frontlines of creating opportunities, promoting inclusion, encouraging participation, and inspiring the next generation of scientists, technologists, engineers, and mathematicians.

Many of us chose this field because we were exposed to it by someone else who worked in a STEM position. We have a great responsibility to pay it forward for the next generation. Every member of every Post should commit to using some part of their time, talent, or money to encourage youth to consider STEM as a career. In doing so, we will help enrich the STEM pipeline for the nation and ensure that our great country continues its unrivaled run of prosperity well into SAME's next 100 years.

Henry Dulaney, P.E., F.SAME, USACE Vicksburg District, is Director, SAME/U.S. Army Engineering & Construction Camp.

partners for two decades. These camps have been able to provide a look inside the STEM career field for thousands of teenagers. The experiences have helped shape the futures of many of these young people who are now involved in STEM positions in the A/E/C community, both with industry and in the government.

The challenge for us now as an organization is to more fully support the camps through donations, providing mentors, and volunteering. We must remember that hundreds of future engineers and STEM professionals are coming through this program.

At the local level, SAME has done tremendous STEM outreach in the geographical footprint of each Post. Support to math competitions helps young people see that math can be fun. The support to robotics competitions helps expose students to technology while

★ GOAL 5 ★



PREPARING SERVICEMEMBERS AND VETERANS FOR THE A/E/C INDUSTRY

This Society has long played a role in preparing servicemembers and veterans for the A/E/C industry. The **2025 SAME Strategic Plan** reinforces the importance of that effort. While each military branch provides education and training individuals need to get the mission done and grow as members of the profession of arms, SAME takes this a step further. The Society strives to help servicemembers make the most of their experience through mentorship, networking, and professional development—both to make them more qualified while in uniform and better prepared to contribute when they do leave the service.

Opportunities available through SAME introduce members to diversity they would not typically encounter if they solely trained and networked within their service. The arrangement of military, government, private, and academic connections opens your aperture and helps maximize your potential in current and future roles. This structure acts as a platform to learn how to broaden and emphasizes the importance of mentorship through a multidisciplinary approach. Indeed, as was stated in *The Military Engineer* in 1921: "An exclusively military training like any other training of an exclusive nature, may have a narrowing influence. The successful military engineer must be a broad-minded man. The profession demands men of this type. We are broadened by professional and social contact with men in other lines of endeavor."

Growing the next generation of leaders is a top priority, and SAME does an outstanding job investing in training programs that target servicemembers and veterans. The Young Member Credentialing

Achievement Awards Program is an excellent resource that provides financial support for professional development and education specifically for military members. I cannot overstate the value of the training opportunities SAME offers. From a transitioning perspective, the Credentialing Community of Interest is a great example of how SAME helps prepare members for post-service careers. It is aligned with several credentialing bodies and strategic partners to promote awareness and discount programs aimed at enlisted personnel and noncommissioned officers. The goal is to promote mission and career assurance simultaneously by aligning military training with industry-recognized certifications.

The values that servicemembers and veterans bring are immeasurable. Ensuring they are immersed in the full aspects of the profession is beneficial both to the individuals and the engineering community.

Chief Master Sgt. Adam Boubede, USAF, 627th Civil Engineer Squadron, is Chair, SAME Enlisted Community of Interest.



HELPING TO CREATE THE HUMAN CAPITAL

The SAME Foundation, established in 2016, exists to provide the financial resources to identify, develop, and nurture future engineering leaders for the security of our nation. Consistent with the founding of the Society, and now more important than ever before, our continued national security is materially dependent on technical superiority, which comes from engineers, scientists, planners, and innovators—many of whom can be found in the ranks of our Society.

We as a nation simply cannot leave the development of these highly talented young technologists to chance and hope that one day they will be in key national security leadership positions. We must enable our brilliant, patriotic, and talented young men and women through early career leadership opportunities and provide them mentors. We must support their entry into as many defining leadership roles as possible. As such, the compelling purpose of the SAME Foundation is to foster engineering leadership for the nation.

Our uniformed members should have the opportunity to learn and develop alongside their civilian partners. The Society's highly acclaimed Leader Development Program—which the SAME Foundation underwrites—augments the great leadership

development programs offered by the services and industry by focusing on the talent that supports the technical superiority of national security and by bringing together a diverse group of high-potential individuals from both the public and private sectors.

The SAME Foundation is financially strong and growing stronger. Our stewardship philosophy is based on a voluntary board and the ability to accept any type of gift: large or small, one-time or enduring. Gifts go directly to programs that fulfill national needs within the A/E/C profession. In essence, the SAME Foundation is helping to create the human capital for our Society to thrive in its second century of service. America's future is bright. Let's help make it brighter.

Col. John Mogge Jr., Ph.D., RA, F.SAME, USAF (Ret.), Jacobs, is President, SAME Foundation Board of Directors.



THE FUTURE OF THE SOCIETY

The **2025 SAME Strategic Plan** starts with us: Young Members. We are the future board members at our Post; we are the future Fellows giving back; we are the future speakers and moderators at events; we are the future decision-makers at IGE Workshops and CEO Roundtables. We are the future

presidents of the Society. Building and developing leaders is now specified in SAME's mission and vision: We are those future leaders.

When I look at the **2025 SAME Strategic Plan**, I see Young Members. I see a focus on cultivating and guiding young professionals to be successful. I see efforts to promote collaboration and networking that produces real value. I see opportunities to make a meaningful contribution to our nation and the next generation.

Young Members, you hold the most essential elements needed to generate the power required to make the plan successful: your energy and your passion.

There is something within the strategic plan that resonates with every Young Member. I encourage you to find what that is and make your contribution to the Society. What you put in, you are sure to get back threefold. As SAME embarks on its second 100 years, it is Young Members who will lead the way in ensuring the future of the Society.

Victoria Mechtly, Tega Companies, is Chair, SAME Young Member Community of Interest.



LEAD BY EXAMPLE

The Academy of Fellows provides the Society with proven leaders and a great resource. At all levels Fellows are actively engaged mentoring students and Young Members as well as the "rising" leaders on the Post Board of Directors. Investiture as a Fellow is a midpoint in your service, not a lifetime achievement.

My experience the past 29 years as a Fellow has been to seek out prospective leaders to carry on the tradition set by those before me. The ride has been terrific and fulfilling. I have found having a cadre of Fellows supporting the Post not only provides the leadership to succeed, but enhances the opportunity for the Post to stay successful. Mentoring future leaders and identifying successors is essential. The Northern Virginia Post has at least five, and as many as 10, Fellows actively engaged on its Board of Directors. They serve advisory roles, support all operations, and chair several committees. They also hold top leadership positions. Equally important, Fellows remain engaged for years following their terms. I encourage every Post to have a Fellows Committee or Council and utilize it for the experience Fellows can provide.

Look among the leaders in your Post that are prospective Fellows. Assist them in preparing nomination packages that reflect their accomplishments and leadership potential. I can assure you they will make a difference for your Post—and our Society.

Capt. James Donahue, P.E., F.SAME, USCG (Ret.), is a member of the SAME Distinguished Fellows Advisory Committee.

LET'S GET IT STARTED!

As SAME embarks on its second century we face a challenging world of untold complexity. It is a dynamic time to be part of the military engineering community, and I am inspired by the many bright and energetic minds of all ages and backgrounds that comprise our ranks.

It has been my privilege to work with and learn from so many dedicated professionals who serve SAME at the local, regional, and national levels. I can't wait to see what we can accomplish in the coming years.

The "Run to 2020 and Beyond" has centered on generating awareness and excitement about SAME's legacy of service to the nation, with the aim of increasing member participation as we start our second 100 years. As we implement the **2025 SAME Strategic Plan**, we are committed to enabling volunteers to achieve goals and objectives that support our mission and vision. Success will be defined by focusing on two outcomes: Value and Impact.

When we deliver value, we attract and retain a diversity of public and private sector members who sustain the Society. To do this effectively, we must invest in efforts that make an impact in a meaningful and sustainable way. SAME, as we enter our second century, will evolve to meet the changing needs of the profession and those we serve. This will require that we take an honest look at what we are doing and adjust or possibly abandon some old ways of doing things, while remaining true to our core mission. In essence, we will require measurable results that will allow us to hold each other accountable that we are delivering on our promise.

In order for SAME to create lasting impact, it is critical that we focus on developing future leaders. We need to lead by example so that today's Young Members experience the value of SAME, and then envision themselves as Post and national leaders. We must be accessible, innovative, and welcoming as leaders and as a Society to encourage early and deep engagement by a diverse group of members. We need to build our bench for leadership roles through development and personal invitations.

BRINGING VALUE & IMPACT TOGETHER

Since we introduced the **2020 SAME Strategic Plan** in 2016, our Society has focused on leading collaboration and bringing industry and government together to solve America's infrastructure-related challenges. The **2025 SAME Strategic Plan** builds off the key lines of effort that our members, partners, and stakeholders have shown they are passionate about, and, importantly, are critical areas where our contributions will directly secure America's future. Each of the five goals (Strengthening Industry-Government Engagement, Building and Sustaining Resilient Communities, Developing Leaders for the Profession, Enriching the STEM Pipeline for the Nation, and Preparing Servicemembers and Veterans for the A/E/C Industry) can find a connection tied into advancing aspects identified in the National Security Strategy.

When we support and encourage active participation we bring value and impact together. Our goals are about the value we provide—whether to uniformed personnel, government civilians, or the private sector; whether to agencies, companies, or professional associations; whether to volunteers, veterans, students, or local communities across America. Through participation and a strategic approach, we will have a measurable impact on our profession and our national security.

As we deliver that value and impact, we will motivate people and organizations to actively promote, support, and sustain the Society into our next century, with benefits for our entire country. Let's get it started!

Heather Wishart-Smith, P.E., PMP, LEED AP, F.SAME, F.ASCE, Jacobs, is SAME President-Elect.



