

Society of American Military Engineers Headquarters

National Leadership Nominating Procedures Guide



August 17, 2015
Updated September 27, 2021

Message to SAME Post Presidents and the National Board of Direction

On behalf of the SAME National Leadership Team, it is time once again to select our national leaders. This guide constitutes the implementation procedures for our bylaws and is intended to assist you in your role as nominators and as members of a nominating committee if selected for that duty.

Since SAME's adoption of a national governance model in 2012, we have gained valuable experience in developing a viable national leadership succession process. Section 4 summarizes the most important lessons we've learned as we implemented this new model after 92 years of being honored to have one of the service engineering chiefs as SAME President. This document operationalizes our experience, ensures the transparency of the process to all members and enables your commitment to growing future SAME national leaders - committed volunteer leaders who are steeped in a *broad range of SAME experiences over time* and who have a solid foundation of *proven Post level achievement*.

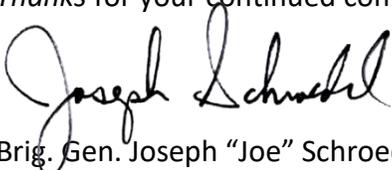
It is important to understand that the cornerstone of our governance model is our *National Leadership Team*; a team of time-tested, dedicated volunteers who serve as our *National Officers*: President, President-Elect, Immediate Past President and Vice President (three) alongside a full-time Executive Director. Our team approach provides the continuity and depth necessary to lead our diverse Society. Selecting the right members for that team is one of your most important leadership tasks.

The other leaders that you must carefully select are the *Elected Directors*. In May 2015, our bylaws established separate nominating committees for National Officers and Elected Directors in recognition of the different qualifications needed by each. Fundamentally, Elected Directors provide SAME members with the first elected opportunity to serve the Society at the national level. Elected Directors also enable senior leadership to begin identifying, developing and motivating potential future National Officers.

Serving as a national leader is a huge commitment. Our National Leadership Team's day to day priorities provide a glimpse into what it takes to ensure successful operations, sustain measurable progress toward our strategic vision and maintain the commitment of all SAME leaders and stakeholders.

SAME is an organization of volunteers who are most productive and active when they have great leadership. Your task is to seek out and nominate our future leaders – we are counting on you, and so is our national security!

Thanks for your continued commitment to our nation, our profession and to SAME!



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

Section 1: National Officers Nomination Procedure

Candidate Minimum Qualifications (bylaws):

- Is an SAME Fellow
- All serving Fellows will be screened for consideration by the committee

Nominator Eligibility:

- Post President
- Post or Regional Fellows Point of Contact
- AOF Executive Committee Member
- Any National Board of Direction Member
- Any SAME Foundation Board of Direction Member
- Any Past SAME National President
- Self-Nomination

Online Nominations Due: 1 December via the SAME Nominations web page.

Selections and Term (bylaws):

- President-Elect: 1 Year term; ascend to President
- Vice Presidents (3): 2 Year term; (one may ascend to President-Elect) unless otherwise approved by the President to extend a third year.

Nominating Committee:

- Selected by President NLT 15 September (President provides strategic guidance NLT 15 August)
- Chaired By: Immediate Past President
- Administration Support: National Office Director
- Members (beyond chair): 6 (maximum of 4 serving National Board Members) that represent cross section of SAME with two additional alternates. Alternates from the previous year should be considered to serve as members for the current year. Demographics to consider:
 - Public Sector members
 - Industry members
 - Post Presidents
 - Diversity, Equity and Inclusion over all
- Convenes: Around 10 December (schedules permitting)
- Committee will include discussion as part of the process.
- Adjourns: After slate is made public
- Results: Chair provides either a slate of officers for membership approval or candidates for membership election NLT 30 January the following year. The committee will determine the recommended way forward based on the total number of applicants for each position as well their assessment of the break point in the applicant pool based on experience and adherence to the SAME President's guidance to the committee. Ideally, the committee will push forward the most qualified candidates for membership election. The committee will also provide the Committee Chair with personalized feedback for candidates not selected.
- Notification: The Chair will personally contact non-selects with feedback and alternative ways to serve the Society. The Chair will congratulate selected individuals and explain next steps.

Nomination Form (*Data Fields – online form to be produced*):

- Candidate Full name
- Candidate Organization/Affiliation
- Candidate Title/Position
- Candidate telephone (home, work, cell)
- Candidate email address
- Candidate Professional Certifications
- Candidate Professional Qualifications
- Candidate SAME Post leadership (SAME Post positions held, contributions by position)
- Candidate SAME National Committee (SAME Committees, contributions)
- Candidate SAME National Board of Direction service and contributions
- Candidate Recognition (SAME and professional awards, citations)
- Candidate Essay (500 words max; how being a National Officer will help SAME achieve its *Strategic Plan*)
- Candidate Commitment Statement (time commitment, employer commitment)
- Nominator Full Name (unless self-nominated)
- Nominator SAME Position (Post President or Board Position)
- Nominator email
- Nominator Narrative (100 words; candidate commitment to SAME over time and potential to serve, including assessment of commitment)
- Two-minute video addressing President’s Guidance which addresses the leadership needs of the Society
- Check-box verifying that nominator and nominee have read the Nominating Procedures

Nominating Committee Evaluation Criteria

- President Elect: Based on President’s Guidance.
- Vice President: Same as President-Elect except evaluation is conducted based on candidate’s potential future candidacy as a President-Elect and the committee’s overall assessment of fit within the NLT.
- The Nominating Committee will decide additional input required (interviews of references; candidate interviews, etc.). Committees are encouraged to conduct interviews with candidates. The President and XD can assist by providing strategic questions which will help the committee assess the preparedness of candidates to lead the Society.
- The Nominating Committee will decide, prior to considering any candidate, the process by which the criteria will be evaluated and candidates ultimately nominated for election. As a minimum, the nominating committee will evaluate:
 - **SAME Experience** (*broad range over time and proven post level achievement*)
 - **Executive Experience** (judgment, ability to oversee national functions)
 - **Commitment** (of both the candidate and the candidate’s employer)
- Tools: The committee should utilize these Nominating Procedures, the President’s Guidance, and the nominations themselves to create an evaluation spreadsheet (not as a checklist, but as a tracking tool to collect input from committee members).

Benefits of Service

- Executive Leadership Opportunity. Few members ever get the opportunity to serve a national professional organization as one of its top executive leaders. The benefits transcend participation in SAME to personal and professional life.

- Event Registration. Complimentary registration to National events (Capital Week, JETC, SBC). Complimentary registration to additional National events if individual is asked to represent SAME on the public stage. Personal assistance with the registration process from the National Office.
- Accommodations. Upgraded accommodations at National events if available per facility contracts. President will receive complimentary room nights at SBC and JETC (for JETC occurring at the end of term year). Accommodation benefits can increase based on availability of complimentary room nights per facility contracts.

Campaigning

- Videos and essays will be used on the ballot for voting if a slate is presented.
- No other campaigning will be permitted via mail or e-mail.
- Nominees will not be permitted to station themselves near a voting table at any event.
- Once submitted, SAME reserves the right to use the video for communications and marketing purposes.

Section 2: Elected Director Nomination Procedure

Candidate Considerations (bylaws will be updated)

- Contributions to local Post
- Contributions to National Strategic Plan

Nominator Eligibility:

- Post President
- Post or Regional Fellows Point of Contact
- AOF Executive Committee Member
- Any National Board of Direction Member
- Any SAME Foundation Board of Direction Member
- Any Past SAME National President
- Self-Nomination

Online Nominations Due: 1 December via the SAME Nominations web page.

Selections and Term (bylaws)

- 4 Elected Directors selected every year, 1 of which must be a Young Member at the time of nomination
- 3-year terms

Nominating Committee:

- Selected by Executive Director NLT 15 September (President provides strategic guidance NLT 15 August)
- Chaired By: National Vice President
- Administration Support: National Office Director
- Members (beyond chair): 4 serving National Board Members that represent cross section of SAME with one additional alternate. Alternate from the previous year should be considered to serve as member for the current year. Demographics to consider:
 - Public Sector members
 - Industry members
 - Post Presidents
 - Diversity, Equity and Inclusion over all
- Convenes: Around 10 December (schedules permitting)
- Committee will include discussion as part of the process.
- Adjourns: After slate is made public
- Results: Chair provides a slate of candidates for membership election no later than 30 January the following year. The committee will determine the break point in the applicant pool based on experience and adherence to the qualification criteria established by the SAME President. The committee will push forward the most qualified candidates for membership election. The committee will also provide the Committee Chair with personalized feedback for candidates not selected.
- Notification: The Chair will personally contact non-selects with feedback and alternative ways to serve the Society. The Chair will congratulate selected individuals and explain next steps.

Nomination Form (*Data Fields – online form to be produced*):

- Candidate Full name
- Candidate Organization/Affiliation
- Candidate Title/Position
- Candidate telephone (home, work, cell)
- Candidate email address
- Candidate Professional Certifications
- Candidate Professional Qualifications
- Candidate SAME Post contributions (actions, impact and results)
- Candidate contributions to the National Strategic Plan (actions, impact and results)
- Candidate Recognition (SAME and professional awards, citations, nomination of others for awards, leadership positions, or Fellow)
- Candidate Essay (250 words; Building on your contributions thus far, how do you plan to serve the Society as an Elected Director?)
- Candidate Commitment Statement (time commitment, employer commitment)
- Nominator Full Name (unless self-nominated)
- Nominator SAME Position (Post President or Board Position)
- Nominator email
- Nominator Narrative (100 words; candidate commitment and potential)
- Check-box verifying that nominator and nominee have read the Nominating Procedures

Nominating Committee Evaluation Criteria & suggested weighting

- Post Contributions (30%) **Those moving directly from another National Board position should have ample Post-level contributions.*
- National Strategic Plan Contributions (30%)
- Candidate Essay (30%)
- Other SAME and professional contributions and accomplishments (10%)
- Tools: The committee should utilize these Nominating Procedures, the President’s Strategic Guidance, and the nominations themselves to create an evaluation spreadsheet (not as a checklist, but as a tracking tool to collect input from committee members).

Benefits

- Public Sector Elected Directors will receive complimentary registration and travel & lodging stipends to JETC and SBC.
- Private Sector Elected Directors will receive discounted registration to JETC and SBC.

Campaigning

- Essays will be used on the ballot for Elected Director voting.
- No other campaigning will be permitted via mail or e-mail.
- Nominees will not be permitted to station themselves near a voting table at any event.
- Once submitted, SAME reserves the right to use the essay for communications and marketing purposes.

Section 3: Elected Officer Expectations

General Expectations for President-Elect, President, and Immediate Past President

- Set an example of commitment that will inspire SAME members to aspire to a volunteer national leadership position.
- Actively champion the Strategic Plan and the national direction.
- Sustain the momentum towards: “One Society of vibrant posts that are relevant locally and contributing to the national direction.”
- Develop a close working relationship with the XD who is the enabler for the success of the volunteer national leadership team (Pres, PE, Past Pres, and 3 VPs) and the leader of the national office team.
- Continue to develop the viability of the volunteer national governance model.
- Be a role model for Fellows.
- Actively contribute to national events (FMW, Capital Week, JETC, SBC, PLW).
- Advocate for the SAME National Foundation.
- Actively Participate in Industry-Government Engagement actions/events and promote the IGE Plan.
- Actively participate in Strategic Partner activities.
- Serve as a voting Member of the Board of Direction (BOD) and Executive Committee (XC)
- Actively contribute to the BOD & USAG meetings (JETC & SBC).
- Actively contribute to XC meetings:
 - Aug. at PLW
 - Dec. Virtual for National Office Budget Approval
 - Mar. Capital Week
 - Virtual as called by the President

President-Elect

- Support the President in all duties as required.
- Actively contribute to BOD and XC meetings.
- Ensure all actions support current Strategic Plan.

President

- Chair BOD meetings and XC meetings.
- Remain in constant communications with XD to ensure synchronization of effort; recommend a weekly call (at a set time) to ensure battle rhythm.
- Conduct quarterly update calls with Post Presidents (National Office coordinates).
- Participate in periodic RVP calls (5 per year, generally prior to major national events).
- Participate in SAME National Foundation Board Meetings.
- Prepare the President’s message for each edition of **TME** (6 Times).
- Together with XD, conduct periodic national leadership team coordination calls to plan national leadership representation at meetings of Strategic Partners and post, region events.
- Send a Strategic Plan progress letter to all Past Presidents (after Nov BOD).
- Appoint the members of the President-Elect Nominating Committee.
- Provide Strategic Guidance to President-Elect and Elected Director Nominating Committees.
- Upon recommendation from XD, appoint Community of Interest (COI) Chairs and Appointed Directors.

- Recognize outstanding contributions to SAME through prudent use of the President’s Coin and other opportunities.

Immediate Past President

- Actively participate in BOD and XC meetings.
- Chair the President Elect Nomination Committee.
- Support specific actions as directed by the President.

Minimum Expectations of ALL Board Members

Character

- Adhere to SAME’s values; Integrity means doing what is right when nobody is watching
- Set the example for our members; individually and collectively
- Comply with Conflict of Interest standard

Participation

- Actively participate in Board activities (prep, meetings, follow up)
- Come prepared for Board meetings - review materials prior to the Board or Executive Committee meetings
- Participate in the deliberations but realize that Board meetings are limited duration
- Actively participate in succession planning (recruiting) for the board

Competence

- Understand and be able to apply the SAME Constitution and Bylaws
- Understand and be able to apply Roberts Rules of Order
- Take seriously the Board’s fiduciary responsibility – SAME has Officer and Directors (D&O) insurance

Teamwork

- Represent the best interests of SAME as a whole, not your particular Post or region
- Solicit feedback from Posts and members to enlighten your perspective

Governance

- Understand and comply with Constitution
- Understand and comply with Bylaws
- Understand the role of Communities of Interest and Regional Vice Presidents

Section 4: Annual Timeline and Voting Procedures

Annual Timeline:

| Suspense | Event | Lead |
|-----------------|---|---------------------------------------|
| Apr | National Officers provide outreach to members in the following categories: Fellows, LDP graduates, departing Board Members, Post Presidents, others who are visibly serving at the Post or National levels. | President |
| JETC (May) | Nominating Procedure changes presented to BOD at JETC | XD |
| PLW (Aug) | Key Leader Development Commission (KLDC) and National Leadership touchpoint to identify potential leaders and explain processes. | XD, KLDC, National Officers |
| 15 Aug | President's Guidance established and presented to BOD and Post Presidents | President |
| 15 Sept | National Officer Nominating Committee selected | President |
| 15 Sept | Elected Director Nominating Committee selected | XD |
| 30 Sept | Key Leader Webinar | KLDC |
| 30 Sept | Announcement to membership published | Communications |
| 1 Oct | Nominations accepted via online form | Communications |
| 1 Dec | Nominations close | Communications/ Governance |
| 10 Dec | National Officer Nominating Committee convenes | IP-President/ appointed SAME Director |
| 10 Dec | Elected Director Nominating Committee convenes | VP/ appointed SAME Director |
| 15 Jan | Procedural update provided to XD and President | Appointed SAME Directors |
| 30 Jan | Nominating Committees Adjourns | President/VP |
| 10 Feb | Notifications are complete | VP/IP-President |
| 10 Feb | Officer Ballots prepared for voting | Communications/ Governance |
| 1 Mar | Voting Opens | Communications |
| 1 Apr | Voting Closes | Communications |
| 10 Apr | Results shared with XD and President and candidates notified | Governance |
| May | Elected Officers and Directors presented to Board at JETC | XD |

Voting Procedures

- Voting is open to all SAME members in good standing (bylaws).
- All voting is conducted online using an electronic ballot. The electronic ballot is developed by SAME National staff and housed on the SAME website at www.same.org/vote.
- Once the deadline is reached, online voting is closed and no additional ballots may be cast or accepted.

- Final Ballots are then tabulated by a designated representative. Individuals who receive the most votes for the position sought are deemed the winner and are notified by a member of the SAME Executive staff. Elected Officers and Elected Directors are announced in the May-June issue of *TME*.
- For Elected Director voting, candidates will be listed alphabetically with Young Members listed parenthetically. After the candidates are rank ordered according to the number of votes received, if the Young Member has not been ranked in the top four, the highest ranking Young Member will assume the fourth Elected Director position.

Process

- **Consistency:** This guide attempts to build on the processes used since 2012 to establish consistency based on best practice.
- **Qualifications:** The qualifications have been debated and ultimately those contained in this guide deemed the minimums to ensure we get the best pool of candidates. Nominating committees will naturally consider other qualifications, perhaps as discriminators. The requirement for the President to issue guidance at the outset of the process also affords the nominating committee an opportunity to broaden their view of the candidate pool.
- **Transparency:** It is the purpose of this guide to ensure that the nominations process and procedures for Elected Officers and Elected Directors is transparent and open. This will help ensure that SAME members who have demonstrated a “broad range of SAME experiences over time” and a “solid foundation of Post level achievement” are well-informed of opportunities to become a part of the SAME National Leadership Team.

Section 5: Communication Plan

Board Nominations

In keeping with the goal to be transparent and open, communication to the membership will be a multi-step process each year starting with communications about the nominations process—to secure the best candidates—though to communications about the voting details and deadline, and culminating in communications announcing the final Elected National Officers and Elected Directors.

- **Aug:** Include short information piece for publication in the September-October issue *TME* (so all members have been informed)
- **Oct 1:** Publish article on the SAME blog announcing that nominations are open and detailing qualifications
- **Oct 1:** Announce Nominations are open via Social Media (LinkedIn, Twitter, Facebook)
- **Oct 1:** Email nominations announcement to SAME membership
- **Nov:** Nominations Being Accepted announcement on SAME website home page
- **Nov-Dec:** Send targeted emails to select SAME member groups to encourage nominations (i.e. Post Presidents, Fellows, members who have served in leadership positions on local level, etc.)
- **Mid-End Nov:** Final email to SAME membership that nominations close Dec. 1

Sample Message [DRAFT] to SAME Members (to be published in March-April TME for the following year):

It is time once again to select our national leaders!

SAME has initiated a NATIONAL LEADERSHIP NOMINATION process that is more inclusive, more transparent and more equitable. We need your active involvement to find the “best of the best” to serve as SAME National Officers and Elected Directors. Simply put, we are looking for willing and experienced volunteers to lead our Society!

Our process (see the bylaws online) establishes separate nominating committees for National Officers and for Elected Directors. Evaluation criteria have been aligned with the qualifications and specific procedures established in a guide for nominating committees to follow. Our National Leadership Team is committed to finding dedicated volunteer leaders who are steeped in a *broad range of SAME experiences* over time and who have a solid foundation of proven *Post level achievement*.

In accordance with our bylaws, here are the minimum qualifications for nomination (positions needed this year):

National Officers (President-Elect).

Minimum qualifications:

- SAME Fellow

Nominations may be made by any Post President, Board Member, SAME Fellow or as a self-nomination.

Elected Directors (four needed, one of which must be a Young Member).

Minimum qualifications:

- Served as a Post Leader
- Served on a National Committee or Council

Nominations may be made by any Post President, National Board of Direction Member, or as a self-nomination.

Nominations for both National Officer and Elected Directors are **due December 1 of each year**. Nominations will be accepted online at www.same.org/boardnominations beginning October 1.

The results of the nominating committee will be posted online 1 March 2XXX for voting by the general membership. We look forward to having an exciting election! Let’s find the best!

Thanks for your continued commitment to our nation, our profession and to SAME!

Brig. Gen. Joseph “Joe” Schroedel, P.E., F.SAME, USA (Ret.)

Executive Director

Voting

It is the right and responsibility of every SAME in good standing to have an opportunity to vote for their elected leaders. As such, SAME makes a concerted effort to communicate to the entire membership the candidates, and voting details and deadlines.

As a general rule, voting information is made available to the SAME membership through:

- List of Candidates w/photos and bios published in the March-April issue of *TME*
- List of Candidates w/ photos and bios posted on the SAME website
- “Vote Now” announcement featured on the SAME home page w/link to online ballot
- “Vote Now” announcement w/link to online ballot emailed to all members three times during the open voting period (March 1-April 1). The main messages for each of three emails are: Voting is Now Open (March 1); Vote Now—Reminder (March 15); and Voting Closes April 1 (April 30).

- “Vote Now” graphic image with link to online ballot will be featured at the bottom of promotional emails sent during the March 1-April 1 timeframe
- “Let Your Voice Be Heard” messages will be sent/posted via Social Media (LinkedIn, Twitter, Facebook) throughout the voting period to get members talking about and voting for the candidates