

# ACADEMY OF FELLOWS OPERATIONS MANUAL

## OPERATIONS MANUAL SOCIETY OF AMERICAN MILITARY ENGINEERS ACADEMY OF FELLOWS

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## 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.*

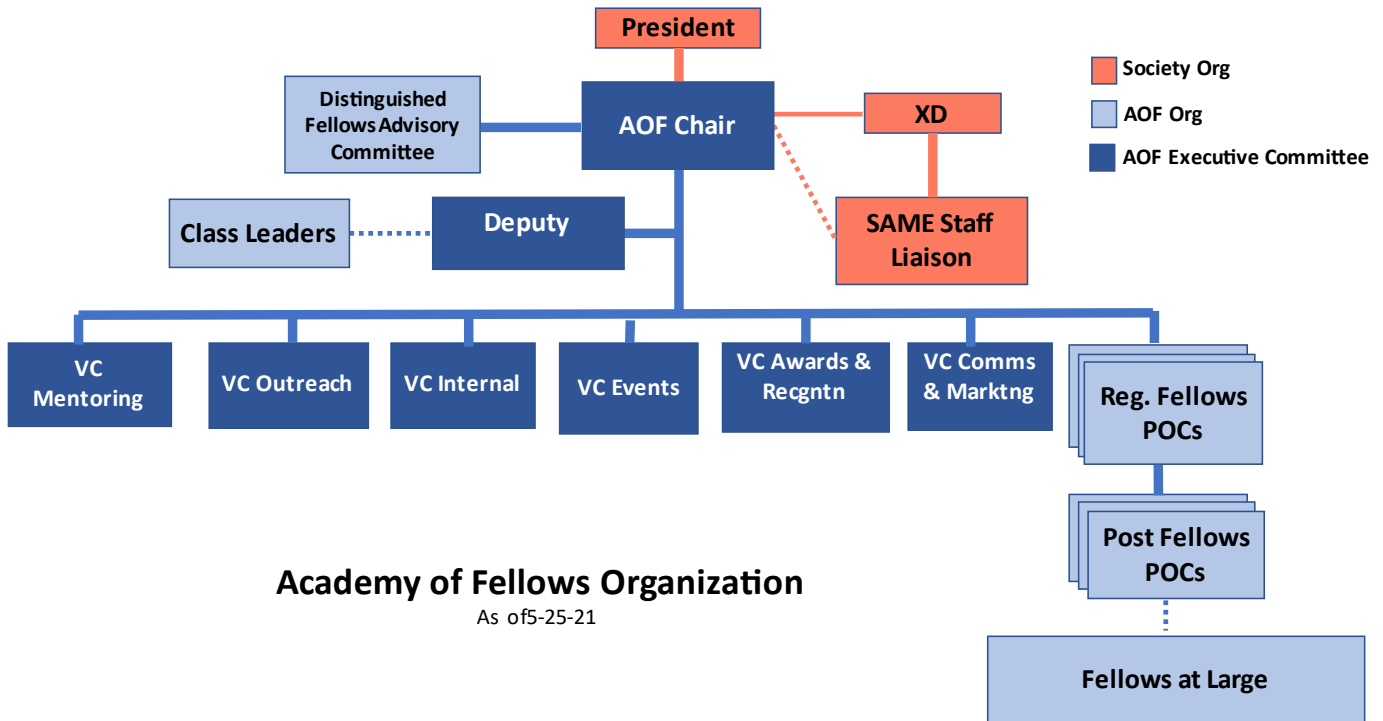
# ACADEMY OF FELLOWS OPERATIONS MANUAL

## 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 Regional Fellows Point of Contact (RFPOC) to provide input to the Academy of Fellows Executive Committee. The term shall be equivalent with the term of the Regional Vice President. Posts are should work with their RFPOC to 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. AOF Class Leaders are selected from each invested class to keep communications open and lead the class in holding each other accountable in their commitments.

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



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## 2. Responsibilities of the Academy - Job Descriptions

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

**Role:** The Chair leads the AOF and the AOF Executive Committee. Responsible for leadership of the AOF and for setting the goals and objectives for the Academy consistent with the National Direction and the Strategic Plan.

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

**General Responsibilities:** Determines the goals and objectives for the AOF annually. Leads the AOF Executive Committee in the execution of their assigned responsibilities. Ensures that Fellows are aware of their role in contributing to achieving these goals and objectives. Responsible for 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; ensures this document is current.
- Appoints and fills key positions on the AOF XC.
- Chairs the AOF Nomination Review Committee and conduct follow-up with non-selects.
- Oversees all awards nominations and selections and conducts follow-up with non-selects.
- Acts as liaison to Society National Leaders, Executive Committee, and Board of Direction.
- Determines Class Leaders with advice from Nomination Review Committee.
- Oversees the Distinguished Fellows Advisory Committee (DFAC) ensuring the committee utilizes existing criteria for the selection of Distinguished Fellows the selection process maintains its transparency.
- Leads AOF Executive Committee Meetings.

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### Relationships:

- Reports to SAME President.
- Oversees and supports the AOF Executive Committee, Regional Fellows Points of Contact, Distinguished Fellows Advisory Committee, and all Fellows.
- Works with SAME Staff for support.

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### **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:** Serving for at least two years, the Deputy's Term does not coincide with the Term of the Chair and purposefully overlaps the Chair's term(s). The AOF Chair will select a Deputy from current members of the AOF XC or, if necessary, from all Fellows at large.

**General Responsibilities:** Works closely with the Chair in forwarding the Mission and Goals of the Academy. Backs up and supports the other members of the XC as necessary.

### **Specific Responsibilities:**

- Monitors calendar and governance cycle to ensure AOF XC is on schedule with planning and activities.
- Sets the agenda for AOF XC Meetings and track resulting actions.
- Assists the Chair with succession planning of the AOF XC.
- Serves on the AOF Nomination Review Committee.
- Attends (in person or virtually) meetings as requested by the AOF Chair.
- Filling gaps and completing tasks when Vice Chairs are unable.
- Along with the Vice Chair of Engagement, communicates with Class Leaders to share issues, news and needs of the Society.

### **Relationships:**

- Reports to the Chair
- Oversees Vice Chairs and provides continuity during Chair turnover.

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**Academy of Fellows (AOF) Job Title:** Vice Chair of 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 two years with terms ending in May. The 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 a detailed and transparent AOF Nomination process.

**Specific Responsibilities:**

- Liaises 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).
- Maintains and executes the AOF Nomination & Selection process in accordance with the Society Bylaws and AOF Operations Manual and with assistance from the SAME Staff Liaison.
- Oversees logistics and governance of AOF Nomination & Selection meeting(s) and assists Chair with presentation of final slate to President and Executive Director.
- Assists with distribution of commitment statements to BOD and other appropriate leaders.
- Assists in coordination of the AOF Investiture to ensure information is correct.
- Serves on the AOF Nomination Review Committee.
- Attends (in person or virtually) meetings as requested by the AOF Chair.

**Relationships:**

- Works with other members of the AOF Executive Committee, RVPs, and RFPOCs.
- Reports to the AOF Chair and Deputy.

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**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 two years with terms ending in May. The 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:**

- Internalizes the National Direction and find innovative ways to infuse it into AOF events.
- Works with the Deputy Chair, Young Professionals Chair, or local Posts (event location dependent) to develop event committees to assist with execution when needed.
- Works 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)
  - Determines agenda and secures speakers
  - Focuses program on Fellows contributing to National Direction.
- National mentoring events (JETC, SBC)
  - Works with appropriate committees on program.
  - Ensures SAME Staff Liaison is aware of logistical needs.
- AOF Investiture
  - Coordinates processional music (taped or live).
  - Provides event logistical information to new AOF Class with assistance from SAME Staff Liaison.
  - Assists with on-site robing and rehearsal.
- Golden Eagle Dinner
  - Secures and manages minimal entertainment (preferably pro-bono).
  - Secures and manages color guard and anthem singer.
  - Secures and manages toasts.
  - Secures and manages invocation.
  - Prepares and reviews script with SAME Staff Liaison.
- Serves on the AOF Nomination Review Committee.
- Attends (in person or virtually) meetings as requested by the AOF Chair.

**Relationships:**

- Works with other members of the AOF Executive Committee and Young Professionals Community of Interest.
- Works closely with SAME Staff Liaison and other event staff.
- Reports to the AOF Chair and Deputy.



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**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 two years with terms ending in May. The 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:**

- Liaises with the Distinguished Fellows Advisory Committee for Golden Eagle eligibility and criteria reviews and updates, and for recipient nominations and selection.
- Works with the SAME Staff Liaison to develop award review committees for the Gerald C. Brown Mentoring Award and the Golden Eagle Awards.
- Liaises with national awardees to ensure that they have logistical information, understand ceremony and speech parameters.
- Develops a plan for recognizing Fellows at the Post, Regional and National levels. Works closely with SAME Staff Liaison, VC of Communications and Marketing, and VC of Outreach and Engagement for Society-wide recognition.
- Develops relationships with Regional Fellow Points of Contact (RFPOCs) to collaborate on identification of Fellows deserving of recognition.
- Energizes nomination process for National AOF awards through RFPOCs & Distinguished Fellows.
- Monitors Post and Regional recognition plans and serves as a resource for development of such plans.
- Serves on the AOF Nomination Review Committee.
- Attends (in person or virtually) meetings as requested by the AOF Chair.

**Relationships:**

- Works with other members of the AOF Executive Committee, SAME Awards & Recognition Committee, and Distinguished Fellows Advisory Committee.
- Works closely with RFPOCs for recognition identification.
- Reports to the AOF Chair and Deputy.

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**Academy of Fellows (AOF) Job Title:** Vice Chair of Communications & Marketing

**Role:** By maximizing SAME's varied and integrated communication products and services, the Vice Chair of 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 two years with terms ending in May. The 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:**

- Manages a comprehensive strategic communications, public relations, and marketing program to advance AOF's mission and goals.
- Leads the development, implementation, monitoring, and revisions of an integrated strategic communications plan to advance AOF's brand identity; broadens awareness of AOF's programs and priorities; and increases the visibility of AOF initiatives among Fellows and the general SAME membership.
- Works with AOF Executive Committee to recognize internal and external communication opportunities and solutions - in direct response to challenges and emerging issues faced by AOF and/or SAME - and defines and executes appropriate strategies to support them.
- Serves 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.
- Assists other Vice Chairs with marketing and communication of their specific activities and calls for action.
- Assists the Chair and Deputy Chair with succession planning by communicating requirements and job descriptions to Fellows at Large.
- Actively pulls information from AOF XC, RFPOCs, and Class Chairs to include in Fellows-wide communications.
- Serves on the AOF Nomination Review Committee.
- Works with Distinguished Fellows Advisory Committee (DFAC) to update membership on DFAC activities.
- Attends (in person or virtually) meetings as requested by the AOF Chair.

**Relationships:**

- Works with other members of the AOF Executive Committee.
- Works closely with VC of Engagement

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- Works closely with SAME Staff Liaison and SAME Marketing team.
- Interacts with Regional and Post leadership teams.
- Works with Distinguished Fellows Advisory Committee

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

**Role:** This Vice Chair serves on the AOF Executive Committee as the link between the AOF and National efforts that support mentoring activities and initiatives within the Society in collaboration with Posts and the various SAME Communities of Interest. Goals and objectives of the position support the National Direction related to Mentoring and are guided by the National Board of Direction and AOF Chair.

**Term:** Vice Chairs serve for two years with terms ending in May. The 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 championing or facilitating the engagement of Fellows in Mentoring related activities across the Society. Also supports AOF Nomination and Mentoring Award processes.

### **Specific Responsibilities:**

- Participates in SAME National Mentoring Advisory Group meetings and contributes input on collaborative engagements related to Mentoring or updating of website information related to AOF Mentoring topics.
- Liaises with the Leadership Development (LD) Program (LDP) Team and LD Community of Interest (COI) to ensure that AOF support is made available and is carried out consistently and thoroughly.
- Liaises with the Young Professionals (YP) and College Outreach COI to offer AOF Fellow resources as mentors.
- Actively promotes the Society's Mentoring Achievement Scorecard & Career Development continuum and serves as a resource for Posts and STEM Camp mentoring programs.
- Contributes input in SAME publications related to Mentoring activities or achievements. Serves on the AOF Nomination and Awards Review Committees.
- Attends (in person or virtually) meetings as requested by the AOF Chair or other SAME National Leaders and in coordination with AOF XC.

### **Relationships:**

- Works with other members of the AOF Executive Committee and SAME Mentoring Advisory Group, COIs, and National Office as appropriate.
- Reports to the AOF Chair and Deputy.

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

**Role:** The Vice Chair of Engagement serves on the AOF Executive Committee as the link between Fellows and National efforts. He/she synergizes goals and objectives that support the National Direction and AOF XC.

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

**General Responsibilities:** The Vice Chair of Engagement should stay current on the National Direction to include the Strategic Plan, Bylaws, AOF Operations Manual, and the AOF Nomination Process and keep all Fellows informed and engaged through the RFPOCs and PFPOCs to achieve their role as Fellows.

### **Specific Responsibilities:**

- Liaises with the National 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).
- Responsible for succession planning of Regional Fellows Points of Contact (RFPOCs).
- Assists the RFPOC in researching the demographics and assessing the health of Regional and Post Fellow activities, involvement, and effectiveness.
- Identifies Regions with weak Fellow presence and assist with re-build. In the absence of an RFPOC, the VC of Engagement will act as RFPOC until a suitable replacement can be found.
- Supports the common goals of the AOF and unify RFPOCs to work towards the execution and accomplishment of these goals.
- Communicates with RFPOCs and Class Leaders and share issues, news and needs of the Society.
- Conducts regular Townhall Meetings to allow two-way communication for RFPOCs and Fellows-at-Large.
- Seeks out guest Fellow speakers for Townhall meetings to convey activities that are being conducted in support of the Fellows' pledge and commitment statements.
- Serves on the AOF Nomination and Awards Review Committees.
- Attends (in person or virtually) meetings as requested by the AOF Chair.

### **Relationships:**

- Works with and for the AOF Executive Committee.
- Works closely with VC of Marketing and communications.
- Reports to the AOF Chair.
- Oversees RFPOCs

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**Academy of Fellows (AOF) Job Title:** Regional Fellow Point of Contact (RFPOC)

**Role:** The RFPOC coordinates with the AOF Executive Committee through the Vice Chair of Engagement 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 coordinate with Vice Chair of Engagement if a decision to extend the term for one year makes sense 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:**

- Researches the demographics and assess the health of Post Fellow activities, involvement, and effectiveness.
- Identifies Posts with weak Fellow presence and assists 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.
- Supports the common goals of the AOF and unifies Fellows within the Region to work towards the execution and accomplishment of these goals.
- Communicates with ALL PFPOCs in the Region and shares issues, news and needs of the Society.
- Plans and supports Posts in identifying possible AOF candidates, encourages Posts to nominate AOF candidates, reviews packages, endorses and supports new Fellows.
- Acts as first layer of approval – via a GO/NOGO determination - for submission of nomination packets to National.
- Works with all AOF Vice Chairs to market nomination process and assist in informing Fellows of the nomination format and schedule expectations.
- Acts as accountability agent towards New Fellow commitments within Region and reports on progress through Vice Chair of Outreach & Engagement, Vice Chair of Communications & Marketing, and Townhall Meetings.
- Participates in conference calls as requested by the AOF Chair.

**Relationships:**

- Works with and for the RVP and the AOF Executive Committee.
- Reports to the AOF Chair through the Vice Chair of Engagement.
- Oversees PFPOCs.

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**Academy of Fellows (AOF) Job Title:** Post Fellow Point of Contact (PFPOC)

**Role:** The PFPOC is encouraged to serve on the Post Board with a focus to ensure that the Post stays vibrant at the local level through active Fellows participation and supports the National Direction.

**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:**

- Assesses the health of Post Fellow activities, involvement, and effectiveness. Encourages all Post Fellows to become engaged.
- Promotes a strong relationship between Post Fellows and Young Professionals to facilitate mentoring activities at the local level.
- Develops a plan, working with the RFPOC, to energize Post Fellows and works toward execution and accomplishment of AOF and local goals.
- Communicates with ALL Post Fellows and shares issues, news and needs of the Society.
- Evaluates Post mentoring and leadership programs for effectiveness and Return on Investment.
- Recognizes deserving Post members, especially Fellows, and shares information with the RFPOC and AOF Vice Chair of Awards & Recognition.
- Works with RFPOC to identify possible AOF candidates, encourages individuals to submit, reviews their package and nominates members. Upon selection, mentors new Fellows.
- Serves as a key resource in the Post, based on knowledge of the Society (and know where to find information) for: recruiting, roles of COIs & Councils, Foundation, Industry-Government Engagement, STEM activities, serving veterans and more.
- Tracks active Post Fellows and provides accountability data to RFPOC and Post Leaders.
- Tracks and reports commitment follow-through for new Fellows to RFPOC.

**Relationships:**

- Works with and for the Post President and other Post Leaders.
- Reports to the RFPOC.
- Oversees all Post Fellows.

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### **Academy of Fellows (AOF) Job Title:** Distinguished Fellows Advisory Committee (DFAC)

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 (DFAC) is composed of all Distinguished Fellows able to serve, except for those already serving on the AOF Executive Committee. This group is tasked with developing the criteria and process for selecting future Distinguished Fellows. They will work with the Vice Chair of Awards & Recognition to select, contact, and invite Golden Eagle Award recipients. These individuals shall be called upon for advice, input into developing the National Strategic Plan and providing an independent assessment of the Society's path, historical accuracy and advanced mentors to existing Fellows and leaders. The Distinguished Fellows will self-select a representative to coordinate their efforts and work with the AOF Chair. The Distinguished Fellow will be presented a Distinguished Fellow pin, certificate and Amulet noting that they are Distinguished Fellows at the Investiture ceremony. Works with VC of Marketing and Communications to update membership on DFAC activities.

**Meetings:** The Distinguished Fellows will meet quarterly during Capital Week, JETC, PLW and SBC. They may also be called into session at the request of a Distinguished Fellow to the DFAC POC/Chair for any purpose related to their role or to discuss major Society-related issues. The DFAC, along with the AOF Chair, will consider Fellows who have displayed continued exemplary service to the Society at the DFAC fall quarterly meeting.



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- 3. Accountability and Reporting:** Annually the Chair will challenge the AOF members with specific Goals /Action Items which complement the Strategic Plan and support and improve our Posts, Regions, and the Society. These Goals represent opportunities for Fellows to provide added value from our experience and demonstrate how we are applying the SAME Mission and putting National Direction into action. Generally, there will be 3-4 new Goals published in April, unless otherwise directed by the National President. These goals can be integrated into personal or group plans at all levels.

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 AOF 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.

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### 4. Calendar

Month	Society Activities	AOF Calendar
<b>May</b>	JETC; BOD Meeting & Change; Annual Report Video	AOF Chair reports on Status of AOF Goals and Objectives at Society BOD Meeting; Investiture; AOF Luncheon, recognition (YP/Mentoring Focus); AOF XC Change
<b>June</b>	Camps underway.	Fellows supporting young members as camp mentors; New Fellows Commitments posted to web – begin implementation; Nomination Webinar; New AOF Chair refines or sets new Goals and Objectives.
<b>July</b>	FMW; Written Annual Report in TME	
<b>August</b>	PLW; XC Meeting (governance)	Fellows Nomination packets reviewed by RFPOCs.
<b>September</b>	Member needs survey every three years – 2018, 2021, etc.....	Golden Eagle Award Nominations collected at National, AOF Distinguished Fellows selection panel convened.
<b>October</b>		Fellows Nominations due to National
<b>November</b>	SBC; BOD Meeting	AOF Chair reports on Status of AOF Goals and Objectives at Society BOD Meeting; Chair requests Gerald C. Brown Mentoring Award nominations from Fellows.
<b>December</b>	National Leader Nominations Due, XC Meeting (budget)	Nomination Review Committee convenes; Golden Eagle Award Recipients announced; Class Leader chosen.
<b>January</b>	Post streamer submissions and financial reports due; National Leadership Nominating Committees convene (President Elect, Elected Director).	New Fellows selected and announced; Succession Planning for AOF Leadership positions; Chair requests Golden Eagle Award Nominations from Fellows (open year-round).
<b>February</b>	Camp planning begins; Career Transition Workshop (CTW)	AOF support Camps with YM mentor recruiting; support CTW with veteran mentors; Deadline for Gerald C. Brown Mentoring Award nominations, selection panel convened.
<b>March</b>	Post Annual Reports and Awards submissions due; Capital Week; XC Meeting; Golden Eagle Award Dinner; develop Annual Report for last fiscal year.	Golden Eagle Awards Dinner; AOF Luncheon; Gerald C. Brown Mentoring Awardee announced.
<b>April</b>	Membership voting for National Leaders (online).	Nomination process AAR – changes implemented.

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**Quarterly: AOF Newsletter**

**Bi-Monthly: AOF Townhall Meetings**

**Bi-Weekly: AOF XC Meetings**

### 5. Membership Classification as Fellows

- a. Fellows Classification.** SAME 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 SAME and to the engineering profession and who are approved to become a Fellow in accordance with Society Bylaws and this Operations Manual.
- **Requirement.** Nominees shall have been active members of SAME for a minimum of ten years and shall remain in good standing. Nominations will be accompanied by a written justification outlining specific contributions and service to both SAME and the engineering profession. Only a SAME Fellow may nominate a member of SAME for Fellow. All nominations shall be accompanied by three additional written endorsements from Society members: Nominator, Post President of the nominee's primary Post, and Regional Vice President. Upon receipt at SAME's National Office, the nominations shall be reviewed to validate the individual's eligibility (i.e., at least 10 years of engaged membership and membership information correct) and forwarded to the AOF XC which also serves as the Nomination & Review Committee. The committee will consider the nominations and will recommend approval or disapproval of each nomination based solely on the information received.
  - **Process.** The Nomination & Review Committee will report its recommendations on Fellows nominations to the SAME President for approval. Once approved, Chair of the Academy will notify those selected and not selected, as well as the Board of Direction, and will publish the list of new Fellows within 30 days. The individuals selected will be considered Fellows as of the date of approval by the SAME President.
  - **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.
- b. Fellows Nomination Review and Selection.** Below is a brief overview of guidance to the AOF Selection Committee on reviewing and scoring nomination packets.
- **Fellows Action Statement** – consider WHAT specifically the nominee indicates they want to do, the HOW they plan to do the WHAT, and the potential positive impact on SAME; passion needs to be translated into action with this statement.
  - **Service to SAME** –
    - Bulleted list should give you a good initial sense of whether there is ten years of involved service; consider all positions, **typically** with national impact weighing more than regional impact weighing more than post impact; does NOT necessarily need to be from multiple posts or include regional/national, however, nominations that include multiple posts and/or regional/national positions may score higher.
    - Description of Service – focus on the impact of what the person personally did; what

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specifically did the nominee do and what specific outcomes did it achieve? Why is the work the nominee accomplished in the various positions noteworthy; this can add validation/support for at least ten years of involved service

- **Service to Profession** – Focus on impact of what this person did in their professional life; this should NOT read like a job description
- **Awards/Honors/Other Recognition** – can include professional, SAME, industry, and ANY community related service; military awards should be limited to the top three; can give a better sense of the whole person

**c. Distinguished Fellow Designation & Procedures:** Distinguished Fellows are Fellows selected from the AOF for their service and achievements as Fellows that are 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 (DFAC) consists of all Distinguished Fellows other than those serving on the Executive Committee of the AOF. The initial Advisory Committee consisted of six Distinguished Fellows.

- **Recognition of Distinguished Fellows.** Recognition as a Distinguished Fellow is a high honor. Designation as a Distinguished Fellow is an honorary designation; the DFAC and AOF Chair will determine if the Fellow's service is noteworthy of recognition as a Distinguished Fellow. The National President will confirm the determination and bestow the designation of "Distinguished Fellow" accordingly. Distinguished Fellows will be appropriately recognized at Fellow events and functions; and should be recognized at Post, Region and Society events when appropriate.
- **Criteria for Recognition as Distinguished Fellow.** Recognition as a Distinguished Fellow will be determined by the DFAC 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) Society positions held and contributions made, including service to the SAME Foundation; (6) The individual's expected specific continued 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 and not necessarily annually.
- **Process.** The process for selection will not be formal (as is the Fellow nomination process). The DFAC, along with the AOF Chair, will consider Fellows who have displayed continued exemplary service to the Society at the DFAC fall quarterly meeting during the SBC. Any selected Distinguished Fellow will be formally recognized at the next AOF Investiture Ceremony.

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### 6. Awards and Recognition

- **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 the industry and country. 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.
- **Eligibility:**
  - The candidate for contributions to the A/E/C profession must be an active SAME member and Fellow.
  - The candidate for contributions to the industry and country should be a person with a distinguished career of service to the nation (see list of past recipients on the AOF web page for examples).
- **Criteria:**
  - Candidate for contributions to the A/E/C profession: While not mandatory, it would be preferred if the candidate has been recognized, AFTER achieving Fellowship, for continuing to dispose outstanding contributions to SAME. This could include any of the following, or other similar type SAME position or SAME award:
    - Gerald C Brown Mentoring Award
    - Gold Medal
    - President's Award
    - Distinguished Fellow
    - Post President
    - National President
    - SAME Foundation President
    - Regional Vice President
    - Individual IGE Award
    - Individual STEM Award
    - Ed Gibson Veteran Transition Medal

The intent is that the Golden Eagle, being the pinnacle award presented by SAME, sets an example recognizing continued service to The Society.
  - Candidate for contributions to the industry and country should be person with a distinguished career of service with outstanding contributions to national security.
- **Process:** Nominations for this award must be made by a SAME member and approved 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 of Awards & Recognition will provide potential nominees to the DFAC for selection. Final approval will be provided by SAME President and SAME Executive Director. Nominations are collected year-round. The DFAC will convene in September and announce recipients for the following year in December.

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- **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. To view past recipients, please visit the AOF web page.

- **Eligibility:** Candidate must be an active SAME member and Fellow.
- **Criteria:** The nomination will be evaluated based in the following criteria:
  - Advocate - Arrange for the mentee(s) to participate in high- visibility activities within their organization and in SAME-sponsored events.
  - Advisor - Communicate the formal and informal realities of career progression; recommend beneficial training; act as a sounding board for ideas and career concerns; review and advise on mentee's professional development plan.
  - Coach - Teach managerial and technical skills; recommend specific behaviors for success; encourage Young Professionals or mentees to take leadership roles in SAME and other related industry organizations or institutions and explain relevance of such involvement to career and leadership development.
  - Sponsor - Take Young Professionals or Mentees to SAME meetings or events and introduce to colleagues or other attendees; connect Young Professionals and mentees with educational and employment opportunities; actively engage in or promote organizing meetings or events that offer a career or leadership development opportunity for Young Professionals or mentees.
- **Process:** Nominations for this award must be made by a 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. Nominations will open in November with a deadline in February. The Vice Chair of Awards & Recognition will form a selection panel to review submissions. The selection panel consists of the following members to the extent practical: one Distinguished Fellow, one past Gerald C Brown mentoring awardee, one new Fellow, and one member of the Leader Development Program. The final recommendation will be provided to the AOF Chair for presentation at the Investiture. Announcement will be made in March (preferably

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coinciding with the Golden Eagle Dinner).

- **Other awards:** There are many National Awards that Fellows should be aware of and involved with nominations annually. The Walter O. Bachus Gold Medal is a lifetime achievement award which is recognized and celebrated at the National Awards presentation at JETC. All Fellows and Distinguished Fellows should be aware of this award and nominate annually. Communication from the VC of Awards & Recognition will be pushed out through the AOF newsletter, AOF meetings and emails as a reminder for the call for nominations.

### 7. Communications and Marketing

- **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
- 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 executing specific goals of the Academy

- **Communication Channels:** Based on AOF demographics, to be determined and analyzed, 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)



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- Social Media (Post and National)
- Presentations at key conferences and event (Post, Region, National)
- **Recurring Actions:**
  - Database
    - National maintains database in a format that can be easily transferred to enhance the distribution of communications by AOF and the Posts.
    - Posts assist National by identifying inconsistencies and lapsed members or Fellows.
  - Periodically Evaluate the current portfolio of SAME varied and integrated communication products and services to identify opportunities to maximize branding opportunities for AOF
    - Highlight AOF in Current SAME Publications
      - 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 Fellows insignia.
      - Maximize the use of AOF insignia throughout existing communication channels.
      - Develop and maintain AOF activities and information on Post websites.
      - Emails should be concise, focused, and simple. They do not have to be presented as a formal letter.
      - Real TiME: Posts should provide content through the appropriate Vice Chair for possible use in Real TiME.
      - The Military Engineer: Posts should encourage Fellows to write articles outlining successes surrounding activities that support the Strategic Plan.

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## Appendix A 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

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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,

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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 as 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, <https://www.same.org/membership-communities/academy-of-fellows/>