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— STRATEGIC PLAN —

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SOCIETY OF AMERICAN MILITARY ENGINEERS
DEDICATED TO NATIONAL SECURITY • ESTABLISHED 1920

2030 SAME STRATEGIC PLAN | EFFECTIVE: JAN. 1, 2025 – DEC. 31, 2029

GOAL 1

Drive Partnerships Through Focused Industry-Government Engagement

The Journey to 2030

The needs to secure our nation are always changing. As time rolls on, old challenges fade and new ones appear. The role of our nation's defenders is to remain ready for anything, and SAME's enduring purpose is to enhance that readiness. As America's national security requirements evolve, SAME evolves.

The 2030 SAME Strategic Plan contains three fundamental goals that will enable this evolution while honoring our past. Driving Partnerships through a whole-of-government and whole-of-industry approach enables a more inclusive opportunity to Deliver Solutions at the speed of relevance. This is all underpinned by Developing People, who are not only the lifeblood to drive those partnerships and deliver those solutions, but also represent those we will hand the baton to in the sustainment of SAME and our engineering community.

Time and time again, SAME has shown its agility to reorganize as needed. In 1931, for example, the *Army Appropriations Act* prohibited Army personnel from holding national leadership roles due to the advertising income of *The Military Engineer*. While it took a couple of decades for that to run its course, Army personnel could still hold volunteer positions at Posts, as they do today. Our governance changed again in 2012 to no longer have an Engineering Service Chief serve as National President. This shift only strengthened the continuity of the volunteer leadership team while we still benefit from direct involvement with the services in advisory roles.

EXPANDED APERTURE

The journey of SAME to the present day owes to many historical events, but the last quarter-century traces to 9/11 and the stark realization for a more holistic view of national security. Through that seismic shift, government and industry involvement expanded. The early 2000s reinforced the sought-after value of a layered approach to partnership as SAME attracted more stakeholders from local and state governments, universities, and other nonprofits. By 2020, our Executive Advisory Group included leaders not only from the military but the Office of the Secretary of Defense, Department of Veterans Affairs, U.S. Public Health Services, and U.S. Coast Guard. We also continued to reinforce transparent private sector participation. Initiated in the 1950s, our corporate member rolls now include nearly 1,600 organizations, with more than 75 percent being small businesses—exemplifying the great diversity we can support throughout America's industrial base.

While connecting the dots of the past to our present, we recognize the deliberate thought found within the 2030 SAME Strategic Plan and the decisive actions it enables for our future. The last decade has seen the Society fully embrace an ethos of leading collaboration, recognizing that the ability to Drive Partnerships, Deliver Solutions, and Develop People cannot be done alone. We may not be the experts, but good leadership recognizes who is—and welcomes them to the discussion.

During this period, the Society significantly expanded its lineup of programs, often into areas increasingly important to the



2030 SAME STRATEGIC PLAN



OBJECTIVES:

- Support engagement with our nation's military and agency partners in their role of addressing complex challenges globally.
- Promote multi-disciplined collaboration among public, private, and academic sectors, at all levels, to address critical needs impacting national security.
- Provide expertise, knowledge, and resources on current and emerging practices that affect the nation's built and natural environments.
- Create and leverage strategic partnerships with similarly aligned organizations and stakeholders to optimize the use of SAME's resources, expertise, and capabilities.

DESIRED OUTCOME:

By 2030, SAME serves as the organization of choice for our partners to assist them in addressing current and future complex challenges, through focused and deliberate engagement, collaboration, and partnering actions by the Society's entire governance structure and with various internal and external stakeholders.

OUR VISION

Serve as the trusted integrator across the A/E/C and related professions in addressing our nation's economic and security interests at home and abroad.

OUR MISSION

Lead collaboration in support of our national security priorities.

2030 GOALS

- **Drive Partnerships** through focused industry-government engagement.
- **Deliver Solutions** for critical infrastructure and mission readiness challenges.
- **Develop People** to strengthen America's STEM pipeline and technical workforce.

joint community. The National Office began offering continuing education to complement training offered by Posts. SAME established STEM/Engineering & Construction Camps for high school students, operating in tandem with the service branches. It created a Meetings Department that took on responsibility for national events such as the Joint Engineer Training Conference and Federal Small Business Conference, the growth of which has been remarkable. Building blocks like the SAME Foundation and Leader Development Program came next, with more recent initiatives such as STEM Pathways for Indigenous Youth and National IGE Projects evolving both the breadth and depth of our impact.

ONWARD, TOGETHER

We adapt. We evolve. We march forward. Through it all, readiness remains the top priority. In 1917, the United States entered

World War I with an engineering force of 256 officers and 2,228 soldiers; less than 18 months later, demand had risen to 10,886 officers and 292,300 men in the Engineering Department of the United States. SAME was formed to help ensure far better readiness before the next great conflicts.

As General of the Army John Pershing wrote to SAME leadership soon after its formation in 1920, *"the complete cooperation of the engineering profession throughout the country is necessary to any policy of National Defense, and I feel certain the Society of American Military Engineers will serve a valuable purpose in furthering this cooperation and interest."*

That is our North Star. This new strategic plan will make sure that we continue navigating there, together.



Maj. Gen. Michael Wehr, P.E.,

USA (Ret.), is Executive Director, SAME and the SAME Foundation

MILESTONES IN SAME GOVERNANCE

1920s

SAME is founded by senior leadership from the Corps of Engineers, with other notable individuals also serving as SAME President in its first decade, including Maj. Gen. Mason Patrick, USA, Brig. Gen. Cornelius Vanderbilt, USA, and Brig. Gen. Charles Dawes, USA (Ret.), U.S. Vice President.

1931

Army Appropriations Act limits Army personnel from holding national leadership roles in organizations where they would have fiduciary oversight.* (*later rescinded*)

1930s-1950s

SAME leadership mainly comprises industry leaders, federal executives, and officers of the Coast Guard, Air Force, Coast & Geodetic Survey, and Navy, including Rear Adm. Ben Moreell, CEC, USN.

1958

Maj. Gen. Emerson Itschner, USA, serves as Society President while on active duty, reversing Army restrictions enacted in 1931* and starting a 50-year period where, with few exceptions, the Engineering Chiefs rotated annually as SAME President.

2012

New governance structure instituted, in response to Joint Ethics Regulation, with SAME President to be elected from industry.

2015

Board of Direction approves first multi-year strategic plan, enabling greater continuity.

2020

SAME celebrates its 100th Anniversary, reaffirming a distribution of oversight that while boards govern and staffs manage, true stewardship requires a communicative, transparent relationship.

GOAL 2

Deliver Solutions for Critical Infrastructure and Mission Readiness Challenges

Why Our Strategic Plan Matters

In May 2024, I was tasked by Charlie Perham (then-SAME President) to oversee development of the Society's next strategic plan. Charlie knew what it took to develop a strategic plan because he co-chaired the team with Sal Nodjoman that created the *2025 SAME Strategic Plan* we have been successfully executing the past several years. We had that framework to build on as well as their lessons learned and suggestions to help shape our approach.

Having a focused and clear strategic plan was our main goal. We wanted to make it easier for the membership to share the value of SAME, which is a commonly asked question, especially from friends and colleagues who are not involved with SAME. Because we are so technically diverse and broadly focused, it was important to us to have a concise and clear set of goals that were easy to remember, easy to share, and easy to explain. Anyone can find themselves at home within the three goals of the *2030 SAME Strategic Plan*.

A huge thanks to those at the helm of the 2030 Strategic Plan Development Team: co-chairs Brian Duffy and Albert Romano, with dynamic support by Kathy Off with the National Office. These three were simply vital. They paced progress with weekly meetings, sought consensus, and were eloquent wordsmiths attempting to find just the right way to articulate shared intentions.

BUILDING A COALITION

During 2023, the Strategic Plan Development Team formed a Strategic Plan Work Group to gather widespread input from within SAME and outside interests. Representatives came from the Communities of Interest, Regional Vice Presidents, Elected Directors, Appointed Directors, Academy of Fellows, Posts, and external partners. When approached about serving, these individuals were encouraged to respond on behalf of the groups they represented.

For another level of oversight (and to ensure we were maintaining SAME values and heading in the right direction), we had

a Strategic Advisory Group consisting of past national leaders Cindy Lincicome, Mark Handley, John Mogge, Dave Nash, and Rad Delaney along with Mike Wehr. Their insight was perfectly situated in various checkpoints and showed them as the proven servant leaders they are. They provided valuable suggestions and necessary guardrails to help shape what became the final plan.

After a 14-month effort, the Board of Direction unanimously approved the *2030 SAME Strategic Plan* at the 2024 JETC in May. Then began the hard steps of implementation!

TAKING THE NEXT STEPS

As SAME President, I returned the favor and asked Charlie to manage executive oversight of the Strategic Plan Implementation Team. Their charge: identify any suggested changes to governance, structure, and operations to align appropriately with the new plan. With Albert becoming a National Vice President, Brian then continued leadership chairing the Strategic Plan Implementation Team, together with yet again spectacular support by Kathy Off and several familiar faces and new voices, including Craig Bryant, Mike Darrow, Roland DeGuzman, Rad Delaney, Summer Gladden, Bill Haight, Charysse Knotts, Kevin Remley, Candice Scale, Corey Weaver, Rick Wice, Melvin Williams, and Lee Ann Zelesnikar. My sincere appreciation to everyone.

Because we invited so many to share in the creation of the new strategic plan both within SAME and among partners and stakeholders, we believe that esprit de corps will strengthen our connections because each of us will see ourselves included in what it stands for. As our Society now strides farther into our second century, the *2030 SAME Strategic Plan* can be the guiding beacon we all proudly follow for a safer, more resilient, well-constructed nation.



Sharon Krock, SPWS, F.SAME, is SAME National President

A special note of thanks to the Strategic Plan Working Group, which included Joshua Graham, Rick Wice, Bill Haight, Arpan Patel, Carlos Sanchez, Julia Pluff, Charysse Knotts, Craig Bryant, Blair Schantz, Ann Ewy, Susan Thames, Kellie Sak, Melvin Williams, and Shea Delutis-Smith. Their support over the plan's development was as consistent as it was invaluable.



OBJECTIVES:

- Operationalize the Communities of Interest, placing focus on national security topics.
- Encourage Posts and Regions to prioritize issues centered in their respective areas.
- Communicate issues, contributing factors, and findings through multi-media means and venues.
- Leverage expertise from SAME members, government agencies, academia, and other key stakeholders to identify matters affecting national security, gather facts, and recommend solutions.
- Pursue policy and programmatic efforts that strengthen government acquisition practices in support of the industrial base.

DESIRED OUTCOME:

By 2030, SAME's Communities of Interests are elevated and highlighted as "Solution Laboratories" on topics of interest and impact to the nation. Both Posts and Regions remain attuned and responsive to issues in their environments. SAME's traditional communication methods (TME) are enhanced by also effectively distributing content through websites, email, social media, special reports, and mobile apps—pushing "value" to the membership.

Developed Through Teamwork

In March 2023, SAME's Executive Committee approved the 2030 Strategic Plan Development Charter, initiating a collective endeavor to look at where our Society is heading as we move forward in our second century. This document outlined a series of intended outcomes to evaluate what was working within the current strategic plan and where we should go next.

- **Accelerate** SAME's Vision to be recognized as the A/E/C leader of collaboration to support industry-government engagement.
- **Focus** SAME's Goals and Objectives on our core deliverables.
- **Contribute** to expanding membership growth and engagement.
- **Clarify** and codify the concept of SAME being the "synergizer" that can bridge gaps between needs and knowledge.

OVERARCHING APPROACH

Beginning in spring 2023, along with Sharon Krock (then-SAME President-Elect), we met with leaders of the 2025 Strategic Plan Development Team to gain insights from that experience and lessons learned since. With their thoughts captured and through additional discussions with others, we set sights on getting impressions from the front lines at Post Leaders Workshop. There, we presented our early approach and focus areas, asking for input we could operationalize. From that, a few key themes emerged.

- **Develop** clear, concise Vision, Mission, and Goals that are relevant and forward-looking to growing global security challenges.
- **Ensure** the Vision, Mission, and Goals remain relevant to current and future needs of members, partners, and stakeholders.
- **Keep** the Vision, Mission, and Goals true to our storied history.

These guidelines would set conditions for the next phase that got underway in the fall: routine meetings and azimuth checks with the Strategic Plan Working Group and Strategic Advisory Group. Those discussions were augmented by a formal survey sent to all members. Numerous comments and suggestions were received that greatly aided in drafting the Vision, Mission, Goals, and Objectives.

Ultimately, we shared a high-level summary with the Executive Committee in March 2024, where we received further guidance that we used to pen a final version, which would be, to our appreciation, unanimously approved by the Board of Direction in May.

FOR NOW, AND THE FUTURE

It has been an honor for us to co-chair this important effort. We are so grateful to the legions who brought their energy, talents, and ideas. It has been a deliberate effort to elevate SAME for the present, while blazing a way forward to greater opportunities in the future.

While follow-on work to ensure governance coordination and effective implementation will continue over its lifespan, we are confident the 2030 SAME Strategic Plan is poised to help us all Find the Value, Be the Value, and then Share the Value far and wide.



Albert Romano, F.SAME, SAME Vice President, and **Brian Duffy**, Appointed Director, were Co-Chairs of the Strategic Plan Development Team

BE BOLD, BE INCLUSIVE

It was incontrovertible during our year-long timeline that whatever the final language of the 2030 SAME Strategic Plan became, all members had to be able to see themselves within it. That was not an easy task given another crowd-sourced mandate to streamline the Goals and Objectives compared to the 2025 SAME Strategic Plan while not losing any of their intent or disenfranchising our constituents.

This balancing act eventually found a well-received resolution through the circular interdependence of three interrelated Goals. Each of these alliterative pillars—*Driving Partnerships*, *Delivering Solutions*, and *Developing People*—is enabled by the other, at a variety of levels and along various timelines.

The new Vision Statement echoes the Society's quest to be a "trusted integrator" across the spectrum while broadening our geographic lens, intended to suggest the confidence that external stakeholders (government and private sector) have in SAME and our membership to address matters of great significance. The new Mission Statement speaks to the reason for SAME's existence: bringing people together and building cooperation in the interests of patriotism and national security.

GOAL 3

Develop People to Strengthen America's STEM Pipeline and Technical Workforce

Implementing the Way Forward

Our Strategic Plan Implementation Team got to work after the 2024 JETC to determine which aspects of the 2030 SAME Strategic Plan could be addressed ahead of its roll-out. We brought forth a series of recommendations that were reviewed by the Board of Direction during the 2024 SBC. Our team surveyed key stakeholders to evaluate the most important actions to consider across organizational, operational, and administrative areas.

These efforts were especially aimed at enhancing SAME's governance and maximizing membership benefits.

ENABLING PROGRESS

Effective governance is crucial for our continued success and sustainability. The Strategic Plan Implementation Team outlined several initiatives to strengthen governance structures, including revising bylaws, enhancing roles and responsibilities of board members, and instituting best practices in organizational management. This will result in a repeating culture of accountability and excellence.

Approved changes include a new Strategic Partner Policy, a new AI Policy, and realigning the Communities of Interest (notably Small Business COI and Young Professional COI become Councils; Enlisted COI to the Uniformed Council; and Membership COI to a Committee). The board interest-groups will now fall into three categories: Membership, Project Lifecycle, and Workforce Development. The roles of National Officers, Regional Vice Presidents, and Elected Directors are unchanged.

Importantly, a reconfigured but very similar 2030 Streamer Program was approved, which will help Posts streamline reporting requirements while aligning their programmatic activities to the new plan. To assist Posts, our team recommended a Post Mentoring Program that will utilize the talents of Regional Vice Presidents and the Academy of Fellows.

BUILDING ON SUCCESS

Providing value is essential for retention and satisfaction. The 2030 SAME Strategic Plan strives to expand professional development opportunities, such as workshops, webinars, and certification programs. These are designed to help members embrace technical trends, share knowledge, and advance their careers.

SAME is committed to fostering community. The strategic plan includes measures to enrich networking, both in-person and online. Investments like SAME Engage are already providing complementary ways to connect. SAME also is dedicated to creating an environment where all members feel valued and respected, and the new plan outlines initiatives to promote diversity in leadership positions.

Our new strategic plan is a comprehensive approach to enhance governance and maximize membership benefits, reaffirming a legacy of excellence in service to the nation. While we will continue to evolve over its five-year timeline, we are off to a great start!



Col. Charlie Perham, F.SAME, USAF (Ret.),
is SAME Immediate Past President

HONORING SAME VALUES

The development, implementation, and achievement of our strategic plans should always align with the central SAME values, which serve to define our character across eras and transcend leadership tenures.

Integrity: Unwavering commitment to always do what is right, regardless of consequences.

Patriotism: Support our national ideals and take pride in our country.

Public Service: Recognize the critical contribution that public servants make in supporting the economic and environmental needs of the nation.

National Security: Recognize the dedication of our national security

team—comprised of the uniformed services, civil service, and contractors—in defending freedom.

Technical Competence: Deliver high-quality solutions.

Excellence: Strive for the highest standards of performance in all actions, both personal and professional.

Environmental Stewardship: Preserve, protect, conserve, and restore our national resources through sustainable practices.



OBJECTIVES:

- Provide avenues to support inclusive involvement in STEM and trade-related careers, professional/technical development, leader development, and transition assistance.
- Promote a structured mentoring continuum, highlighting professional growth and leadership opportunities at all ages and experience levels.
- Cultivate leaders who embrace diversity, equal opportunity, inclusion, and lead with courage, character, respect, and tolerance.
- Improve student chapter/higher education involvement in nurturing future A/E/C professionals and military engineers.
- Align with the SAME Foundation and other organizations focused on people and personal/professional development.

DESIRED OUTCOME:

By 2030, optimize SAME's human capital programs, Posts, and Regions to maintain and enrich the STEM pipeline by introducing youth to the industry and enhancing the personal and professional growth of those already in the profession.

Envisioning What You Will Achieve

Our Society's ability to adapt has been a hallmark for over 100 years. A fundamental tenet since 1920 has been to "serve no selfish ends" while fostering a bond between military and civilian engineering. In this way, SAME members have focused on serving outwardly—remaining in tune with the changing needs of government and innovations across industry. It has been imperative for these contributions to be aligned to our organizational values despite ever-changing world events affecting national security that, in turn, influence the A/E/C industry and SAME's focus and priorities.

Our strategic plan continues to be fundamental for protecting that connection, while allowing for new ways to provide value that could not have been imagined before. How reassuring and inspiring it is that those of us who are part of SAME today get to stand upon the shoulders of those who came before us.

SHAPING OUR IMPACT

All of us should be excited about the *2030 SAME Strategic Plan* and its focus on People, Partnerships, and Solutions as we step out to write the next chapter of our proud history. We will be shaping what the Society looks like in ways that five, 10, even 20 years from now we cannot imagine but will inevitably define our future.

A generation ago, the SAME Foundation, Leader Development Program, Camps Program, industry-government engagement, Communities of Interest, even the Federal Small Business Conference, did not exist as we know them—and yet can you imagine SAME now without these central building blocks?

Clarity fuels purpose. The simplicity and interdependence of our new three strategic goals is a rallying cry that all of us can get behind and relate to as we build the next indelible elements of our Society, and leave it in good hands for those who will follow us.

PAYING IT FORWARD

Each of us, whether we are currently serving in a leadership role or not, have the capacity to give back across SAME. This is our opportunity as members, as volunteers, as professionals, to reaffirm our collective focus as we prepare to advance this great nation in new ways through the *2030 SAME Strategic Plan*.

We need your special skills, your experience, your connections, and your passion today as we work together to shape the SAME of tomorrow. In short, we need YOU...and what you will achieve!



Mike Huffstetler, Assoc. AIA, LEED AP, F.SAME, is SAME

President-Elect

OUR ENDURING PURPOSE



"This Society will serve no selfish ends. It is dedicated to patriotism and national security. Its objects are, in brief, to promote solidarity and co-operation between engineers in civil and military life [Partnerships], to disseminate technical knowledge bearing upon progress in the art of war and the application of engineering science thereto [Solutions], and to preserve and maintain the best standards and traditions of the profession [People]."

Published in the inaugural January-February 1920 issue of *The Military Engineer*, this statement (with present-day annotations added) launched SAME in the aftermath of the Great War, and remains our enduring purpose 105 years later. Today, through an interconnected focus on People, Partnerships, and Solutions, the *2030 SAME Strategic Plan* aspires first to look back in helping shape a most effective future, reminding us of this founding call to enhance readiness for our nation—a common cause that will forever capture the attention of military, government, industry, and academia. For more than a century, the Society has continued to evolve how it serves the nation, and the new strategic plan will only unleash the creativity to what we, together, can do next.

