

Society of American Military Engineers Headquarters

National Leadership Nominating Procedures Guide



August 17, 2015
Updated August 27, 2025

Message to SAME Post Presidents and the National Board of Direction

On behalf of the SAME National Leadership Team, each year we sustain the trust and confidence of our Society by selecting our national leaders. In 2015 we established the National Leadership Nominating Procedures. Read them ... they work!! 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 provides an invaluable Annual Timeline with a suspense, event description, and a designated lead. This document operationalizes our experience over the last 10 years of having a truly volunteer national leadership model, 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 servant leadership*.

It is important to understand that the cornerstone of our governance model is our National Executive Committee; a team of time-tested, dedicated volunteers who serve as our National Officers: President, President-Elect, Immediate Past President, Vice Presidents (three), Treasurer, Counsel, and Foundation President, alongside a full-time Executive Director. Our team approach provides the continuity and agility 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. 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. Section 3 on Elected Officer Expectations provides 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 effective when they have great leadership to enable the talent that surrounds us. You are entrusted 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!

Serve to Inspire!



Maj. Gen. Mike Wehr, P.E., USA (Ret.)

Executive Director, SAME

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 or National Leadership Assembly 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 unless otherwise approved by the President to extend a third year.

Nominating Committee:

- Selected by President NLT 15 September
- 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
 - Multiple disciplines/demographics
- 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
- Candidate email address
- Candidate Professional Certifications
- Candidate Professional Qualifications
- Candidate SAME Post leadership (SAME Post positions held, contributions by position)
- Candidate SAME National C3s (SAME C3s, contributions)
- Candidate SAME National Board of Direction and/or National Leadership Assembly 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
- 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 National Executive Committee.
- The Nominating Committee will decide if additional input is required (interviews of references; candidate interviews, staff input, 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.

- 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 may be used on the ballot for voting.
- Once submitted, SAME reserves the right to use the video for communications and marketing purposes.
- No other campaigning will be permitted via mail or e-mail. Nominees selected for the ballot may post one campaign message per social media platform with a link to the voting site.
- Nominees will not be permitted to station themselves near a voting table at any event.

Section 2: Elected Director Nomination Procedure

Candidate Considerations

- 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 or National Leadership Assembly 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
- Chaired By: President appointed National Vice President
- Administration Support: National Office Director
- Members (beyond chair): 4 serving National Board/National Leadership Assembly 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
 - Multiple disciplines/demographics
- Convenes: Around 10 December
- 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
- 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
- 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 subsidies 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 selected for the ballot may post one campaign message per social media platform with a link to the voting site.
- 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 – *more information can be found in the SAME National Bylaws.*

- 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 and assigned staff who are the enablers for the success of the volunteer National Executive Committee.
- Continue to develop the viability of the volunteer national governance model.
- Be a role model for Fellows.
- Actively contribute to national events.
- Advocate for the SAME National Foundation.
- Actively Participate in Industry-Government Engagement actions/events to include IGE Projects and the Executive Advisory Group (EAG).
- Actively participate in Strategic Partner activities.
- Serve as a voting Member of the Board of Direction (BOD) and Executive Committee (XC).
- Serve as a leader within the National Leadership Assembly and it’s Groups.

President-Elect

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

President

- Chair governance 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 XC 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 C3 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 governance 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 meeting activities (prep, meetings, follow up)
- Come prepared for meetings - review materials prior to the governance meetings
- Participate in the deliberations but realize that meetings are limited duration
- Actively participate in succession planning (recruiting) for leadership

Competence

- Understand and be able to apply the SAME Constitution and Bylaws
- Understand and be able to apply Roberts Rules of Order
- Take seriously 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 C3s 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
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 NLA 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 SAME Staff member. 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 SAME National Leadership.

Section 5: Communication Plan

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 our NATIONAL LEADERSHIP NOMINATION process! 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 Executive Committee 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/Vice President).

Minimum qualifications:

- SAME Fellow

Nominations may be made by any Post President, Board/NLA 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 C3 (Committee, Council, or Community of Interest)

Nominations may be made by any Post President, National Board of Direction/National Leadership Assembly 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!

XXXXXXX

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.
- "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