



OPERATIONS MANUAL

**Society of American Military Engineers
Academy of Fellows**

2026 Revision

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2026 Revision	October 2026	Redesigned layout and updated role structure	AOF Chair / VC Governance / SAME Staff

How to Use This Manual

- Start with Section 1 to understand how the Academy of Fellows is organized and how it relates to SAME national leadership, regions, Posts, and SAME Staff.
- Use Section 2 as the primary reference for AOF Executive Committee, Vice Chair, RFVC, and Distinguished Fellows Advisory Committee responsibilities.
- Use Section 3 for cross-functional accountability when more than one position touches a process.
- Use Section 4 as the annual operating rhythm for AOF meetings, nomination milestones, awards, leadership transitions, and communications.
- Use Sections 5 through 7 for process-specific guidance on Fellow classification, nominations, Distinguished Fellows, and awards.

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1. Fellows Charge and Pledge

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.

2. Academy Governance and Structure

The organizational structure of the Academy of Fellows (also referred to as “the Academy” or “AOF”) is designed to focus Fellows on providing the greatest positive impact for the Society at the National, Regional, and Post levels, while engaging as many Fellows as possible to help achieve the Society’s strategic goals.

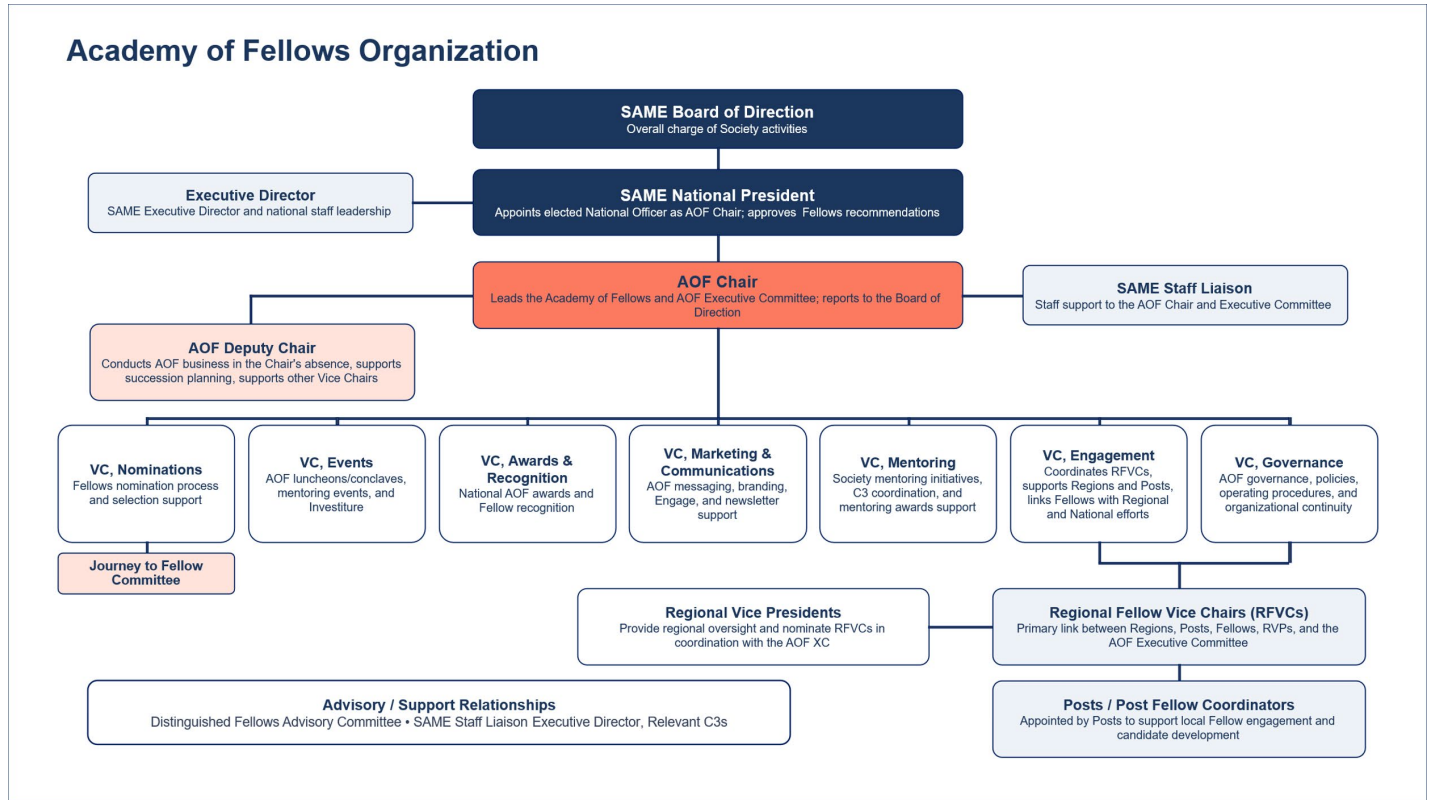


Figure 1. Academy of Fellows organizational structure.

Operating Principles

- The Academy aligns Fellow engagement to the SAME Strategic Plan and National Direction.
- The AOF Executive Committee leads national-level coordination, recurring governance, and Academy-wide priorities.
- RFVCs connect Fellows to regions and Posts and provide local accountability for nominations, mentoring, recognition, and action statements.
- SAME Staff provides administrative, communications, event, website, and process support where assigned.

3. AOF Roles and Position Descriptions

Chair

Role / Purpose	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 one year. Per the SAME Bylaws, the incoming President appoints a National Officer to the AOF Chair position – officially instituted in May.
General Responsibilities	Determines the goals and objectives for the AOF annually. Leads the AOF Executive Committee (XC) in the execution of their assigned responsibilities. Ensures that Fellows are aware of their role in contributing to achieving these goals and objectives. Reports progress to the Board of Direction and National Leadership Assembly.

Core Responsibilities

- Implements the AOF Operations Manual and ensures it is reviewed for updates at the start of each new SAME Strategic Plan.
- 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 Fellows Nomination Review Committee and conducts follow-up with non-selects.
- Acts as liaison to the SAME National Executive Committee, Board of Direction, and National Leadership Assembly.
- Determines Class Leaders for each new Fellows Class with advice from Nomination Review Committee; notifies Class Leader of their selection and duties associated with the selection.
- Oversees the Distinguished Fellows Advisory Committee (DFAC) ensuring the committee utilizes existing criteria for the selection of Distinguished Fellows and that the selection process maintains transparency.
- Leads AOF XC Meetings.

Deputy Chair

Role / Purpose	The Deputy is appointed by the Chair, serves on the AOF XC, and provides management and administrative continuity from one Chair to the next. The Deputy Chair shall support the National Direction and Strategic Plan.
Term	The Deputy's term will be for two years beginning with selection to the Deputy position. The AOF Chair will select a Deputy from current members of the AOF XC or, if necessary, from 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.

Core Responsibilities

- Conducts the business of the AOF and XC in the absence of the Chair.
- Monitors calendar and governance cycle to ensure AOF XC is on schedule with planning and activities.
- Assists the Chair in accountability and achievement of goals.
- Sets the agenda for AOF XC Meetings and tracks resulting actions.
- Works with Vice Chairs (VCs) on succession planning of the AOF XC and presents recommendations to the Chair.
- Serves as substitute VC in any area lacking or assists VCs during high-tempo periods.
- Serves on the AOF Nomination Review Committee.
- Attends (in person or virtually) meetings as requested by the AOF Chair.

Vice Chair of Nominations

Role / Purpose	This VC serves on the AOF XC as the link between the AOF and National efforts that support growth of the Academy within the Society. The VC of Nominations' primary responsibility is to lead and coordinate the annual Fellows nomination process.
Term	VCs serve for two years with terms ending in May. The AOF Chair may ask any VC to extend for one additional year.
General Responsibilities	This VC is responsible for ensuring that the AOF is supporting the National Direction from within the Society through a detailed and transparent AOF Nomination process.

Core Responsibilities

- Maintains and executes the AOF Fellows Nomination & Selection process in accordance with the Society Bylaws and AOF Operations Manual and with assistance from SAME Staff.
- Actively participates in educating potential new Fellows on the application and selection process through webinars, Q&A sessions, etc.
- Works with Journey to Fellow Committee on content fidelity.
- Oversees logistics and governance of AOF Nomination & Selection meeting(s) and assists AOF Chair with presentation of final slate to President and Executive Director.
- Conducts annual review of Fellows nomination process and implements necessary changes to process (application form, schedule, training, etc.).
- Assists in coordination of the AOF Investiture to ensure information is correct.
- Serves on the AOF Fellows Nomination Review Committee.
- Attends (in person or virtually) meetings as requested by the AOF XC Chair.

Vice Chair of Events

Role / Purpose	This VC is responsible for the organization and execution of national level AOF events and AOF-related events. Goals and objectives of the position should support the National Direction and Strategic Plan.
Term	VCs serve for two years with terms ending in May. The AOF Chair may ask any VC to extend for one additional year.
General Responsibilities	This VC plans and executes annual AOF Luncheons and Conclaves, national mentoring events, and the AOF Investiture.

Core Responsibilities

- Internalizes the National Direction and finds 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 to execute event vision and ensure seamless coordination.
- AOF Luncheons and/or Conclaves (coinciding with National events)
- Determines agenda and secures speakers
- Focuses program on Fellows contributing to National Direction.
- Secures and manages invocation if required.
- AOF Investiture
- Coordinates name readers, invocation, award introductions, and speakers.
- Provides event logistical information to new AOF Class with assistance from SAME Staff.
- Assists with on-site rehearsal.
- Serves on the AOF Nomination Review Committee.
- Attends (in person or virtually) meetings as requested by the AOF Chair.

Vice Chair of Awards & Recognition

Role / Purpose	This VC 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 Strategic Plan.
Term	VCs serve for two years with terms ending in May. The AOF Chair may ask any VC to extend for one additional year.
General Responsibilities	This VC is responsible for guiding the organization and selection process of all National AOF Awards and ensuring Fellows are recognized for the work they do.

Core Responsibilities

- Works with SAME Staff to develop award review committees for the Gerald C. Brown Mentoring Award and the Golden Eagle Award.
- Liaises with national awardees to ensure that they have logistical information, understand ceremony and speech parameters.
- Works closely with VC of Marketing & Communication and VC of Outreach for Society-wide recognition of Fellows to include the Regional Fellow Medal.
- Ensures award criteria, descriptions, eligibility, and past awardees are up-to-date on the website.
- Works with RFVCs on identification of Fellows deserving of recognition.
- Energizes nomination process for National AOF awards (to include the Walter O. Bachus Gold Medal) through RFVCs & Distinguished Fellows.
- Serves on the AOF Fellows Nomination Review Committee.
- Attends (in person or virtually) meetings as requested by the AOF Chair.

Vice Chair of Marketing & Communication

Role / Purpose	By maximizing SAME's integrated communication products and services, the VC of Marketing & Communication increases the effectiveness of AOF branding and messaging, improves AOF operations, and encourages members to
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	actively contribute to the SAME Strategic Plan and other key SAME and AOF initiatives.
Term	VCs serve for two years with terms ending in May. The AOF Chair may ask any VC to extend for one additional year.
General Responsibilities	This VC leads marketing and communication activities that promote, enhance, and protect AOF brand recognition in alignment with the Strategic Plan, AOF positioning, and AOF leadership priorities. The VC stays current on the SAME National Direction, including the President's initiatives, Strategic Plan, and Fellows Nomination Process; serves as an Engage champion by encouraging Fellows to join the AOF Engage group and posting content that keeps Fellows engaged; and works closely with SAME Staff and the AOF Executive Committee.

Core Responsibilities

- Manages a comprehensive strategic communications, public relations, and marketing program to advance AOF's mission and goals. Encourages use of the Engage platform for all Fellows communication.
- 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 XC 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.
- Ensures website is up-to-date and engaging.
- Assists other VCs 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 and RFVCs to include in Fellows-wide communications.
- Serves on the AOF Fellows Nomination Review Committee.
- Attends (in person or virtually) meetings as requested by the AOF Chair.

Vice Chair of Mentoring

Role / Purpose	This VC serves on the AOF XC as the link between the AOF and National efforts that support mentoring activities and initiatives within the Society in collaboration with Posts and various C3s (specifically Leader Development Community of Interest). Goals and objectives of the position support the National Direction and Strategic Plan related to Mentoring.
Term	VCs serve for two years with terms ending in May. The AOF Chair may ask any VC to extend for one additional year.
General Responsibilities	This VC is responsible for ensuring that the AOF is supporting the National Direction from within the Society through championing or facilitating the identification and engagement of Fellows in Mentoring related activities across the Society.

	Also supports AOF Nomination and Mentoring Award processes.
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Core Responsibilities

- Participates in any and all SAME National Mentoring-related meetings and contributes input on collaborative engagements related to Mentoring or updating of website information and documents related to AOF Mentoring topics.
- Works with VC of Awards & Recognition on award criteria and management of the Gerald C. Brown Mentoring Award.
- Supports the Leadership Development Community of Interest, Young Professionals Council, Engineering & Construction Camps Community of Interest, and any other mentoring-related communities to ensure that AOF support is made available and is carried out consistently and thoroughly.
- Actively promotes the Society's Mentoring Achievement Scorecard & Career Development continuum and ensures that they are updated at least once per term.
- 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.
- Serves on the AOF Fellows Nomination Review Committee.

Vice Chair of Outreach

Role / Purpose	The VC of Outreach serves on the AOF XC as the link between Fellows, Regions and National efforts and synergizes goals and objectives that support the National Direction.
Term	VCs serve for two years with terms ending in May. The AOF Chair may ask any VC to extend for one additional year.
General Responsibilities	The VC of Outreach stays current on the National Direction, including the Strategic Plan, Bylaws, AOF Operations Manual, and AOF Fellows Nomination Process, and keeps Fellows informed and engaged through the RFVCs.

Core Responsibilities

- Coordinates with the National Vice President who oversees Regional Vice Presidents (RVPs) and SAME Staff for enhanced communication between RVPs, RFVCs, and Fellows including implementation of mentoring/support for Posts needing assistance as identified during the annual Post Assessment process.
- Identifies Regions with weak Fellow presence and works with VC of Governance to assist with re-build.
- Leads bi-monthly RFVC meetings and coordinates RFVC participation at monthly RVP meetings.
- Conducts quarterly Townhall Meetings to facilitate information flow and two-way communication for RFVCs 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 Fellows Nomination and Awards Review Committees.
- Attends (in person or virtually) meetings as requested by the AOF Chair.

Vice Chair of Governance

Role / Purpose	The VC of Governance serves on the AOF XC as the officer responsible for ensuring the AOF XC operates in accordance with governing documents, maintains leadership continuity, and fulfills regional representation requirements.
Term	VCs serve for two years with terms ending in May. The AOF Chair may ask any VC to extend for one additional year.
General Responsibilities	The VC of Governance ensures compliance with SAME Bylaws, this operating manual, and all other Society-wide policies and procedures. This Vice Chair recommends updates to governance practices to align with changes in Society governance or practices and oversees RFVC installment, terms, and effectiveness.
Requirements	The VC of Governance serves on the AOF XC as the officer responsible for ensuring the AOF XC operates in accordance with governing documents, maintains leadership continuity, and fulfills regional representation requirements.

Core Responsibilities

- Maintains the AOF Operations Manual as the authoritative reference for Academy operations and leads periodic reviews and revisions as needed.
- Maintains records of AOF XC term limits and succession planning in coordination with the Deputy and other VCs.
- Oversee the identification, recruitment, appointment, and onboarding of RFVCs.
- Maintain roster of RFVCs and monitor engagement. Ensure website is up-to-date with contact information for RFVCs.
- Serve as the interim RFVC for any region lacking an RFVC (or with a weak RFVC) until a new one can be identified and installed.
- Support orientation and transition activities for incoming AOF XC members and RFVCs.
- Serves on the AOF Fellows Nomination and Awards Review Committees.
- Attends (in person or virtually) meetings as requested by the AOF Chair.

Regional Fellow Vice Chair (RFVC)

Role / Purpose	The most important role within the Academy, the RFVC synergizes goals and objectives that support the National Direction and Strategic Plan - guided by the Regional Vice President (RVP) on behalf of the Academy.
Term	The RFVC serves for two years. Term shall be from January through December to intentionally be offset from RVP term. The AOF XC approves the RVP's nomination for this role as well as any extension to the term that makes sense to provide continuity through an RVP change.
General Responsibilities	The RFVC stays current on the National Direction, including the Strategic Plan, Bylaws, AOF Operations Manual, and AOF Nomination Process; unites Fellows in the Region; works routinely with the RVP; and helps identify potential Fellow candidates.

Core Responsibilities

- **Supporting Fellow Nomination Process:**
- Plans and supports Posts in identifying possible AOF candidates, encourages Posts to nominate AOF candidates, reviews packages, endorses and supports new Fellows.
- Works with Posts and RVP in developing and/or maintaining awards programs as awards support Fellow candidacy.
- Acts as a resource for anyone considering applying to the AOF.
- Acts as first layer of approval, via GO/NO GO determination, for submission of nomination packets to National.
- Works with all AOF VCs to support nomination process and assist in informing Fellows of the nomination format and schedule expectations.
- In the fall of each year, provides the National Office with the names of potential nominees for their region; the schedule is determined by the AOF in coordination with National.
- Participates in conference calls as requested by any member of the AOF XC.
- **Executing the Fellows Mission:**
- Primary link between Region and its Posts to AOF XC.
- Participate in RFVC bimonthly meetings and RVP meetings (when requested for a joint meeting). Ensures representation when not available.
- Supports the common goals of the AOF and unifies Fellows within the Region to work toward the execution and accomplishment of these goals.
- Communicates with each Post Fellow Coordinator (formerly Post Fellow POC) in the Region and shares issues, news and needs of the Society.
- Supports their RVP in execution of the RVP operational role.
- At request of RVP, provides guidance and support to Posts including coordination with the AOF Post Mentoring Program, COIs, or other activities.
- Collaborates with Fellows in the Region and the RVP to recognize those who go above and beyond. This can be done in a variety of ways including the Regional Fellows Medal, the Gerald C. Brown Mentoring Award, the Walter O. Bachus Gold Medal, the Golden Eagle Award, and with other Society award nominations. Works with Vice Chair of Awards & Recognition to ensure Fellows in the region are recognized appropriately.
- Supports RVP in identifying and mentoring potential Fellow candidates; this will be an on-going process independent of the annual nomination process.
- Works with AOF Vice Chair for Governance to identify and mentor a successor who will serve as RFVC Deputy.
- Research demographics and continually assess the health of Post Fellow activities, involvement, and effectiveness.
- For Posts identified with weak Fellow presence or absence, the RFVC will act as, or assign, a Post Fellow Coordinator.
- Acts as accountability agent towards New Fellow commitments from their Fellow's application Action Statements and reports on progress via Townhall Meetings and/or to the Vice Chair of Outreach. Support Fellows in achieving their action statements, as appropriate.
- Works with the VC for Outreach and their RVP to identify Post Mentoring candidates, helps identify a Fellows mentor and monitors the Fellows efforts with the RVP and Post leadership.
- Provides content to VC of Marketing & Communication to showcase Fellow activity in the Region, awards presented, and provide corresponding photos.

Distinguished Fellows Advisory Committee (DFAC)

Role / Purpose	The Distinguished Fellows Advisory Committee (DFAC) is composed of all Distinguished Fellows able to serve, except
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	<p>for those already serving on the AOF Executive Committee. This group is tasked with developing the criteria and process for selecting future Distinguished Fellows. 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.</p>
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4. Responsibility Matrix

How to Read This Matrix

A = accountable; R = responsible; C = consulted; S = staff support. This matrix is a proposed operating aid and should be adjusted by the AOF Chair as responsibilities evolve.

Function	Chair	Deputy	VC Noms	VC Awards	VC Events	VC Marketing & Comms	VC Mentoring	VC Outreach	VC Gov	RFVC	SAME Staff
Annual AOF goals and objectives	A/R	C		C	C	C	C	C	C	C	S
Operations Manual review and updates	A	C				C		C	R		S
Fellows nomination education and process	A	C	R			C	C	C	C	C	S
Nomination Review Committee logistics	A	C	R							C	S
RFVC identification, appointment, and onboarding	A	C	C	C	C	C	C	C	R	C	S
RFVC bimonthly meetings and regional information flow	C					C	C	A/R	C	R	S
Fellow Action Statement follow-up	C	C				C	C	A	C	R	S
Awards and recognition process	C			A/R	C	C	C	C	C	C	S
AOF events and Investiture support	C	C		C	R	C	C	C		C	A/R
AOF mentoring support and mentoring-related initiatives	C	C		C	C	C	A/R	C		C	S
AOF communications, Engage, and website updates	C	C	C	C	C	A/R	C	C	C	C	S/R

5. Annual Operating Calendar

Month	Society Activities	AOF Calendar
May	JETC; NLA Meeting & Leadership Change	AOF Chair reports on Status of AOF Goals and Objectives at Society NLA Meeting; Investiture Luncheon; AOF XC Change; RFVCs join Post Presidents and RVPs at Post President luncheon at JETC.
June	Camps underway, Annual Report Video.	Fellows supporting young members as camp mentors; New Fellows Commitments posted to web – begin implementation; New AOF Chair refines or sets new Goals and Objectives
July	Written Annual Report in TME	Fellows Nomination Webinar.
August	PLW; BOD Meeting	Fellows Nomination packets reviewed by RFVCs; Journey to Fellow seminar.
September	Member needs survey every three years – 2018, 2021, etc.....	List of potential Fellow candidates provided by RFVCs to SAME National Office.
October		RFVCs nominations (succession planning).
November	SBC; NLA Meeting	AOF Chair reports on Status of AOF Goals and Objectives at Society NLA Meeting; AOF Luncheon (potentially a YP joint meeting); Nomination Review Committee convenes.
December	National Leader Nominations Due, XC Meeting (budget)	Fellows nomination packages due; review of packages initiated by AOF XC.
January	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; new group of RFVCs.
February	Camp planning begins; Career Transition Workshop (CTW)	AOF support Camps with YP mentor recruiting; support CTW with veteran mentors; Gerald C. Brown Mentoring Award, Golden Eagle Award, and Walter O. Bachus Gold Medal nominations collected at National.
March	Post Annual Reports and Awards submissions due; Capital Week; XC Meeting; Golden Eagle Award Dinner; develop Annual Report for last fiscal year.	AOF supports Foundation Soaring Eagle Award Gala
April	Membership voting for National Leaders (online).	Nomination process AAR – changes implemented; National Awardees announced

Recurring Cadence

- Quarterly: AOF Newsletter
- Quarterly: AOF Townhall Meetings
- Bimonthly: RFVC meetings, unless joining RVP monthly meeting

- Bi-weekly: AOF XC meetings

6. Fellow Classification, Nomination, and Selection

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. The ten years of active membership does not need to be consecutive. 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 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 (VC Nominations may assist Chair, as needed), as well as the SAME Executive Committee, 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.

Fellows Nomination Review and Selection. The Nomination Form serves as the reference for specific requirements and weighted scoring. When presenting Service to SAME and Service to the Profession, the applicants shall discuss Challenges, Effort in Response to the Challenge, and the Impact of their Effort on that Challenge. The biggest challenge in packet review is determining 10 years of engaged service to SAME and/or the profession specific to the individual's actions and impact.

Fellow Designation and Wearing of the Pin and Medallion. New Fellows may use the designation "F.SAME" (Fellow, SAME) as soon as the President 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 informal 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.

Nomination Process Quick Reference

Eligibility, endorsement, package review, and scoring criteria should be maintained in the current online nomination form and cross-checked with this document and Society Bylaws before each annual cycle.

7. Distinguished Fellow Designation and Procedures

Distinguished Fellow Designation & Procedures. The first group of Distinguished Fellows was identified by the Society National Leadership Team in May 2018 from the entire list of Fellows based on years as a Fellow, continued dedication, and outstanding service to the Society and AOF. The Distinguished Fellows Advisory Committee (DFAC) consists of all Distinguished Fellows other than those serving on the AOF Executive Committee.

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. Distinguished Fellow is not by self-nomination but by a Distinguished Fellow who nominates a Fellow for their continued service to the Society, to the Nation, to the Industry, and to the Community. The duration of one's contributions in volunteered national leadership roles is not measured in years, but by the body of their work in terms of creating enduring value for the Society, their strong advocacy and public endorsement of our Society's and the Foundation's purposes all contribute to one's worthiness for this recognition. This Fellow should be immediately recognizable by the Society's AOF as an enduring contributor, with strong name recognition by the AOF and consistent physical AOF presence and have served at one or more of our highest levels. A Fellow whose service and leadership has been recognized by SAME, AOF and Industry with awards, honors, and senior leadership positions. Distinguished Fellow is not awarded on a set calendar, but when a Distinguished Fellow is selected and will be awarded at the next AOF Investiture Ceremony. SAME, AOF and Industry Honors may be:

National President or Foundation President	Urban Medal
National Vice President	President's Medal
Regional Vice President	Wheeler Medal
Post President	Newman Medal
Golden Eagle	Morell Medal
Walter O. Bachus Gold Medal	Oren Medal
Gerald C. Brown Mentoring Award	Green Medal
Goethals Medal	Engineer of the Year, NSPE
IGE Award	Architect of the year, AIA
Post Service Medal	National President, ASCE, AIA, or others

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. Any selected Distinguished Fellow will be formally recognized at the next AOF Investiture Ceremony.

8. Awards and Recognition

Golden Eagle Award. Since 1996, the SAME Academy of Fellows has honored an SAME Fellow for outstanding contributions to the engineering, architecture, and construction professions. The Golden Eagle Award is presented annually at the Joint Engineer Training Conference (JETC). The award, like SAME itself, has a rich heritage. To see more about the history and past awardees, please visit the AOF web page.

Criteria. While not mandatory, it would be preferred if the candidate has been recognized, AFTER achieving Fellowship, for continuing to display 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 or Foundation 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.

Process. Nominations for this award must be made by a SAME member using the SAME online form. Nominators must provide contact information for the nominee and explain why the nominee should receive the award. Additional endorsements will be accepted. The VC of Awards & Recognition will provide potential nominees to the SAME National Executive Committee for selection.

Gerald C. Brown Mentoring Award. SAME created the Academy of Fellows Mentoring Award in 2004 to recognize SAME Fellows for outstanding mentoring efforts. It is named in honor of the founder of the Academy of Fellows. Brig. Gen. Gerald C. “Jed” Brown, USA (Ret.). The first award was presented in March 2005. Awards are presented at JETC as part of the AOF Investiture Luncheon. The Gerald C. Brown Mentoring Award is inspired by 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 on the following criteria:

Advocate. Arrange for the mentee to participate in high-visibility activities within your organization and in SAME-sponsored activities. Encourage members in your organization to take a leadership role in SAME at the Post, Regional or National level. Show interest in their participation and become a resource for information.

Advisor. Communicate the formal and informal realities of progression in your organization. Recommend beneficial training opportunities (esp. SAME-sponsored opportunities). Recommend appropriate strategies for career direction, and act as a sounding board for ideas and career concerns. Review mentee’s professional development plan at least once a year. Identify resources to help the mentee solve specific problems, then follow up to ensure that the referred resources were useful or engage in dialog to answer questions.

Coach. Clarify performance goals and developmental needs. Teach managerial, communications and technical skills (on-the-job training). Recommend specific behaviors for professional and individual development success.

Sponsor. Expand the mentee’s network of professional contacts, starting with introductions to colleagues at SAME events that you attend together. Bring together different mentees who might mutually benefit by networking and collaborating with each other. Connect mentees with appropriate educational or employment opportunities. Help members in your organization pursue professional licensing or certification by providing time off to study/take the test, paying for prep courses and/or the test. Engage mentees in Post committee initiatives or other activities to provide a forum for peer group interaction.

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 selection 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.

Regional Fellows Medal. This award acknowledges Fellows whose contributions at the Post, Regional, or National level truly stand out. Nominations will be accepted from the Post or Regional Fellows Vice Chairs or AOF XC members. These exceptional individuals will be recognized during signature Post, Regional, and Fellows events or at annual national conferences, adding a new layer of distinction to the Fellows community. Nominations may be made through the online form linked on the AOF website.

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.

9. Communications, Engagement, and Reporting

- Maintain current AOF content on SAME web pages, including RFVC contact information, awards criteria, past awardees, and nomination resources.
- Use Engage and Fellows-wide communications to share calls for action, nomination reminders, award opportunities, leadership needs, and examples of Fellow impact.
- Use RFVC meetings and Townhall Meetings as two-way information channels between AOF leadership, regions, Posts, and Fellows-at-large.
- Report status of annual AOF goals and objectives to the Board of Direction and National Leadership Assembly, as appropriate.

Appendix A. Acronyms and Terms

Term	Meaning
AOF	Academy of Fellows
AOF XC	Academy of Fellows Executive Committee
C3	Committee, Council, Community of Interest, or other appointed body
DFAC	Distinguished Fellows Advisory Committee
F.SAME	Fellow, SAME designation
JETC	Joint Engineer Training Conference
NLA	National Leadership Assembly
RFVC	Regional Fellow Vice Chair
RVP	Regional Vice President
SBC	Small Business Conference
SAME	Society of American Military Engineers
YP	Young Professional

Appendix B. Quick-Reference Checklists

Incoming AOF Chair

- ☐ Confirm annual goals and objectives.
- ☐ Review Operations Manual with VC Governance.
- ☐ Confirm AOF XC appointments and vacancies.
- ☐ Review nomination process timeline.
- ☐ Prepare reporting rhythm for NLA and Board of Direction.

Deputy Chair

- ☐ Confirm meeting cadence, agendas, and action tracking rhythm with the Chair.
- ☐ Monitor the annual operating calendar and flag upcoming deadlines.
- ☐ Coordinate with Vice Chairs on priorities, gaps, and cross-functional needs.
- ☐ Maintain awareness of AOF XC vacancies and succession needs.
- ☐ Be prepared to act for the Chair or fill temporary leadership gaps when needed.

VC Nominations

- ☐ Confirm annual Fellows nomination timeline, forms, and review requirements.
- ☐ Coordinate nomination education, webinars, and candidate Q&A support.
- ☐ Work with RFVCs to identify and support potential nominees.
- ☐ Prepare materials and logistics for Nomination Review Committee meetings.
- ☐ Conduct post-cycle review and recommend process improvements.

VC Awards & Recognition

- ☐ Confirm award timelines, nomination criteria, and website information are current.
- ☐ Form award review committees with SAME Staff and appropriate Fellows representation.
- ☐ Promote national and regional recognition opportunities through RFVCs and communications channels.
- ☐ Coordinate awardee logistics, ceremony expectations, and recognition language.
- ☐ Review award processes annually and recommend improvements.

VC Events

- ☐ Confirm AOF event requirements for JETC, SBC, Investiture, luncheons, and conclaves.
- ☐ Coordinate with SAME Staff on venues, registration, run-of-show, and logistics.
- ☐ Identify speakers, invocation support, name readers, and rehearsal needs.
- ☐ Align event themes with AOF goals, National Direction, and Fellow engagement priorities.
- ☐ Capture after-action items and improvements for the next event cycle.

VC Marketing & Communication

- ☐ Maintain the AOF communications plan, newsletter rhythm, and Engage activity.
- ☐ Keep AOF website content current in coordination with SAME Staff.
- ☐ Collect updates from Vice Chairs, RFVCs, and Fellows for broader communication.
- ☐ Promote nomination, award, event, mentoring, and leadership opportunities.

- ☐ Ensure AOF messaging is consistent with National Direction and strategic priorities.

VC Mentoring

- ☐ Coordinate AOF mentoring support with relevant C3s, YPs, Camps, and Leader Development activities.
- ☐ Promote use of mentoring tools, scorecards, and career development resources.
- ☐ Support mentoring-related awards, nominations, and recognition opportunities.
- ☐ Identify Fellows willing to serve as mentors for Posts, programs, and national initiatives.
- ☐ Provide mentoring updates for AOF communications and leadership reports.

VC Outreach

- ☐ Lead RFVC meeting rhythm and maintain two-way communication with regions.
- ☐ Coordinate with RVPs, RFVCs, and SAME Staff on regional Fellow engagement.
- ☐ Monitor regional Fellow activity, weak coverage areas, and support needs.
- ☐ Organize Townhall topics and identify Fellow speakers or examples of impact.
- ☐ Share regional issues, needs, and success stories with the AOF XC.

VC Governance

- ☐ Maintain AOF XC term and succession tracker.
- ☐ Confirm RFVC roster and regional coverage.
- ☐ Coordinate RFVC onboarding and transition.
- ☐ Review Operations Manual for needed updates.
- ☐ Flag governance issues to Chair and Deputy.

RFVC

- ☐ Coordinate with RVP and Post Fellow Coordinators.
- ☐ Identify potential Fellow nominees.
- ☐ Support Fellows in action statement follow-up.
- ☐ Participate in RFVC meetings or identify representation.
- ☐ Provide regional content for AOF communications.