

# **SNAME Strategic Plan 2020-2022**

## **INTRODUCTION:**

SNAME's Strategic Plan underpins the Society's Mission. The Plan for 2020-2022 is based on the previous 2018-2020 version, as ratified by leadership at the SNAME Annual Meeting in October 2018. The components of the previous four pillars have been recast adding a fifth pillar to provide a stronger emphasis on the need to ensure financial viability as the basis for the Society's future and long term sustainable growth:

1. Strengthening the Society Finances
2. Increasing Membership Value
3. Improving Brand Marketing and Communications
4. Establishing Relationships across the industry
5. Enhancing the Society Organizational Structure

Within each pillar are goals and objectives that will be led and achieved by Professional Staff and Volunteer Members, working in concert within their respective roles and responsibilities.

This Strategic Plan document is a high-level reference to guide SNAME toward long-term, sustainable activities. The Strategic Plan provides continuity of direction across changes in both volunteer leadership and professional staff. The plan identifies the organizational entity to lead each element and relies on effective interaction between professional staff and volunteers to achieve ultimate success and the Society's overall goals. Periodic review and reassessment of plan elements, as well as the overall plan as a whole, will reveal what actions are complete, in progress, or need adjustment. Over time, following the plan, SNAME will achieve a consistent record of success and forward progress.

This plan's success requires near-term operational actions and development, implementation and monitoring of plans to achieve its long-term goals. These action plans will be developed and managed by the appropriate Headquarters staff and Committees, monitored by the Planning Committee, subject to approval by the Executive Committee and ratification by Council.

## **SNAME STRATEGIC PLAN – PILLARS & GOALS – 2020-2022**

### **1. Financial Security**

- a. Develop long term SNAME Financial Management Plan to achieve and maintain a balanced budget and continuity of budgeting processes over time. Use endowment capital draws for strategic projects and scholarships, not operations (except for the previously Executive Committee-approved rent subsidy from building sale endowment addition). (Co-Lead: FVP-Finance & Executive Director; Approval: Executive Committee)
- b. Build endowment and scholarship funds through engagement with potential donors based on enhanced outreach strategy (NEW Development Committee Chair; Approval: Executive Committee):
  - i. Emphasis on individual membership value under item 2.a
  - ii. Increased focus on corporate membership value under item 2.d
  - iii. Increased recognition of donor contributions
- c. Develop new profitable/valuable products & services and refine existing offerings, targeted to member segment needs, increasing Society membership and member value. Examples include web-based training, textbooks, technical bulletins, etc. (Lead: Executive Director; Approval: Executive Committee).

- d. Transform SNAME events into profitable/valuable engines for growth and member value – SMC, new / revived symposia, section meetings, focused member segment events (Lead: Executive Director; Approval: Executive Director).
- e. Create a strategy, business case, and implementation plan for a SNAME Development and Outreach organization that advances SNAME's reputation throughout the industry and garners increased individual, corporate, government, and institutional support for SNAME (Development Committee Chair; Approval: Executive Committee).
- f. Connect potential donors' areas of interest with SNAME's mission and work directly with donors on their funding priorities (Development Committee Chair; Approval: Executive Committee).

## 2. Membership Value

- a. Grow strong professional and student sections that fully represent the diversity of the maritime industry (Lead: Director Membership; Input: FVP Membership, Section Chairs; Approval: Executive Committee).
- b. Develop a Membership Strategy that defines member value, increases member retention, and increases the number of new members. Prioritize increased conversion of student members to full membership (Lead: Director Membership; Input: FVP Membership; Approval: Executive Committee).
- c. Develop effective membership engagement / growth activities for Volunteers such as mentoring, Young Professionals programs, Student programs, etc. Integrate Young Professional and Student programs with Membership Committee (Lead: Director Membership; Input: FVP Membership; Approval: Executive Committee).
- d. Review journals and other publications to ensure these contribute value to members and are mutually reinforcing with other Society activities (Co-Leads: FVP-Knowledge Management, Executive Director).
- e. Develop Corporate Sponsors/Affiliates Strategy & Business Plan to bring increased technical content to members and grow membership. Also see 4.a (Lead: Staff VP; Approval: Executive Committee).
- f. Develop an effective Education program to encourage representative recruitment into the profession, and to meet the needs of undergraduate, graduate, and professional members throughout their careers. Document current offerings, metrics of value and effectiveness. Provide profitable/valuable offerings aligned with the Society's mission. Examples include scholarships, PE review, ABET certification, web-based learning, books, etc. (Co-Leads: FVP-Education and Director Technical & Education; Approval: Executive Committee).
- g. Refine an effective Technical & Research committee structure that produces profitable/valuable products and services such as T&R bulletins, offers members professional growth/ networking/ education opportunities, raises SNAME professional reputation and visibility in the maritime community, and aligns with Society mission and goals (Co-Leads: FVP-Technical and Director Technical & Education; Approval: Executive Committee).
- h. Optimize SNAME Recognition Program to enhance Society's professional visibility and reputation, increase pride in membership, and to award appropriate recognition to distinguished members of the maritime and ocean community (Lead: Europe Office Director; Input: Awards Committee Chair; Approval: Executive Committee).

### **3. Brand Marketing and Communications**

- a. Develop and effectively articulate the SNAME Brand, aligned with the Society's mission, vision, goals, objectives, and member needs (Lead: Executive Director (pending Director Marketing and Communications hire); Approval: Executive Committee).
- b. Develop a Marketing Plan to effectively represent SNAME, its products and services, and the maritime and ocean professions to both internal and external customers. Position SNAME as the center of valuable knowledge and expertise in the maritime and ocean industry. (Lead: Executive Director (pending Director Marketing and Communications hire), Approval: Executive Committee).
- c. Develop strategy and implementation plan and build effective, user-friendly SNAME infrastructure with architecture input from knowledgeable SNAME technical and content experts (Lead: Executive Director; Approval: Executive Committee).
  - i. Website designed to meet the needs of SNAME members and nonmembers
  - ii. Membership online toolsets to ensure easy member applications, renewals, data retrieval, etc.
  - iii. Accounting toolsets that meet member, section, meeting, and webinar needs.
  - iv. Web-based tools to support SNAME member value, education, marketing, etc.
  - v. Investment in future tools and technology to support SNAME goals
- d. Develop implementation plan for use of traditional and newer (social) media outlets to promote SNAME products, services and capabilities while respecting restrictions on advocacy and lobbying (Lead: Director Membership, pending DM&C hire).

### **4. Relationships**

- a. Develop strategies and implementation plans for SNAME partnerships and joint ventures across the spectrum of the maritime communities (Lead: Planning Committee, Input: Executive Director; Approval: Executive Committee).
  - i. Evaluate potential profitable relationships and co-activities with other maritime and offshore societies such as ASNE, MTS, ASCE, SAWE, etc.
  - ii. Evaluate potential profitable relationships with cross-disciplinary societies such as Project Management Institute (PMI), International Council on Systems Engineering (INCOSE) etc.
  - iii. Evaluate increasing SNAME roles in existing joint activities such as OTC, FAST, etc.
  - iv. Evaluate new opportunities for SNAME to be the international leader in new or revamped joint activities similar to OTC
  - v. Develop profitable partnerships with government and commercial entities such as navies and coastguards, classification societies, international organizations such as IMO, ISO etc.
  - vi. Develop and implement effective Research & Development Plan with relationships between SNAME T&R and other maritime industry R&D groups such as ONR, DARPA, SSC, NSRP, MANTECH, universities and commercial shipbuilding and offshore organizations.
  - vii. Develop a business plan for mutually beneficial corporate sponsorship/ affiliate relationships. See also 1.e, f and 2.e.

- viii. Evaluate and implement mutually beneficial relationships with international maritime societies such as RINA, IMarEST, WMTC, etc. that enhance SNAME's stature, bring measurable value to SNAME members, and provide tangible benefits to SNAME as an organization.
- b. Based on experience gained to date, refine the approach to North American and international activities and operations. (Lead: Planning Committee, Input: Executive Director; Approval: Executive Committee.) Evaluate and develop solutions to issues such as:
    - i. Financial issues – costs of operations, section support, publication and mailing costs
    - ii. Legal issues – international section status and funding, privacy and data protection finance, cyber security
    - iii. Advocacy – US, international
    - iv. Opportunities – Global companies, jobs, projects, markets, universities, training
    - v. Ethics and values – How should the SNAME model adjust internationally to accommodate other societal expectations and norms?
  - c. Establish long term trusted relationships across the maritime and ocean business domains and engage those organizations and individuals with SNAME. (Co-Leads: Executive Director, President; Support: Past-Presidents; Approval: Executive Committee)

## 5. SNAME Organizational Structure

- a. Maintain an effective, capable, and empowered HQ professional Staff that models and implements effective nonprofit management (Lead: Executive Director; Support: HQ Review Committee; Approval: Executive Committee).
  - i. Train, and develop and hire key Staff positions - to meet Society goals.
  - ii. Execute core Society business functions within budget, with minimal direct oversight from the Volunteer structure.
  - iii. Ensure that SNAME information technology can deliver a full range of Society products and services.
  - iv. Ensure that SNAME databases are current, complete and provide easy access to all information.
  - v. Outsource functions when most efficient to meet budget and Society goals, e.g., Web Development and Marketing.
  - vi. Develop clear documented policies and procedures that ensure effective continuity of operations independent of individual staff or volunteers.
- b. Review and realign SNAME volunteer committee structure/ organization to effectively use volunteer expertise and energies to meet Strategic Plan goals (Co-Leads Executive Director, President; Approval: Executive Committee).
  - i. Assess current state of committees and future needs. Activate effective committees with clear missions that support SNAME's goals and disband dormant/ unnecessary committees.
  - ii. Develop sustainable committee structure, roles, and responsibilities that recognizes and accounts for volunteer resources and time commitments.
  - iii. Build momentum in committees by achieving committee goals.
  - iv. Develop succession plans, leadership and participation rotations, recruiting plans to ensure continuity of efforts/ goals.
  - v. Document clear roles and responsibilities for all committee participants, with HQ staff identified and aligned to help implement / support committee activities.
  - vi. Review and ensure SNAME volunteer governance structure is designed for efficient, effective, and sustainable Society governance while also ensuring membership has a voice in Society governance.

- c. Align HQ Staff and Volunteer organizations (Lead: Executive Director; Approval: Executive Committee).
  - i. Assess and ensure most efficient use of both Staff and Volunteer expertise.
  - ii. Define clear, documented roles and responsibilities, with lead/support functions documented between professional staff and volunteer leadership.
  - iii. Define clear Strategy and Budget responsibility to achieve the Society's mission.

It is intended that this Strategic Plan be flexible and adaptable to address SNAME's near term needs while positioning the Society for future growth and professional success. The Planning Committee will regularly review status of action plans and progress to goals, reporting quarterly to the Executive Committee and recommending adjustments as needed. The Executive Director, with strategic guidance and empowerment from the Executive Committee, will lead Strategic Plan implementation for all elements assigned to the professional staff. The Functional VPs will be responsible for all elements assigned to volunteer leadership leads. The entire Council, Executive Committee, FVPs, RVPs, and other volunteers will provide input, focus, technical expertise, past experience, and guidance direction to the Executive Director. The Executive Director and the FVPs jointly are responsible to the President for the successful implementation of this Plan.