

SNAME Strategic Plan 2023-2024

Final

Introduction

The Society of Naval Architects and Marine Engineers (SNAME) Strategic Plan provides the Society's intentions to retain relevance in industry and sense of purpose for its membership. The Strategic Plan underpins the mission of the Society with vision, goals, and objectives for the next five years. Once the Strategic Plan has been reviewed with the Executive Committee and Council, a more detailed tactical plan with discrete and measurable actions will be developed, action leads assigned, and progress tracked and reported quarterly during the EXCOM meetings to ensure that progress is made in achieving the Society's goals and objectives.

The key focus of SNAME over the next two years is to re-establish relationships with leadership from industry, organizations, and academia as well as to grow our membership. Strong relationships and regular communications are needed to ensure that the Society and its Council, committees, panels, and sections understand and take actions to support industry, organizations, universities, and membership expectations. Our membership is the backbone of the Society. Solid relationships across the maritime community should result in employee and student interest in SNAME; however, we will have to demonstrate that there is value in being a part of this organization both professionally and socially. The goals and objectives stated herein set the foundation to achieve our mission and vision while providing value to our membership and industry, organizations, and academia partners.

Mission

Advancing the art, science, and practice of naval architecture, marine engineering, ocean engineering, and other marine-related professions through:

- The global exchange of knowledge and ideas.
- Being a provider of and catalyst for professional education across the maritime industry.
- Encouraging and sponsoring research and development.

Vision

SNAME is an enduring independent marine technical society of individual members that is globally recognized for advancement of the marine industry.

Values

We are committed to the following core values:

- We are passionate about continuously improving the safety, efficiency, and quality of maritime system design, construction, operation, maintenance, salvage, and disposal through advancements in marine technology.
- We ensure members are provided with substantial benefits through opportunities in education, research, and global knowledge sharing.
- We act in a professional and ethical manner in all aspects of our work.
- We value diversity of leadership, membership, and thought.
- We are good stewards of the Society's finances through careful collection, tracking, investment, and allocation of funds.

Goals – SNAME will achieve the following goals by 31 December 2024. A detailed set of objectives and actions have been established to achieve these goals. Each objective and action shall include proposed completion date and Key Performance Indicators (KPIs) to track status.

- Foster an open and inclusive environment within the Society that encourages diversity of thought, leadership, and engagement with all members, staff, and guests of SNAME.
- Strengthen industry, organizations, and university partnerships.
- Develop and implement a learning management system (LMS), measure usage, and adjust/update content as needed to support member needs.
- Improve marketing and communications within and outside the Society to inform members, industry, organizations, and university leadership of SNAME activities, areas of focus, and accomplishments.
- Ensure operational excellence and financial health.
- Grow associate and full membership by 5% by accomplishing the above goals and demonstrating SNAME value and relevance to students, young professionals, industry, and organization leadership, and their employees.

This Strategic Plan document is a high-level reference to guide SNAME toward long-term, sustainable activities. The Strategic Plan provides continuity of direction for volunteer leadership and professional staff. Once the plan has been reviewed by the Executive Committee, tactical plans will be developed with leaders assigned to manage and report on progress toward achieving success and the Society's overall goals. It is intended that this Strategic Plan be flexible and it may be adjusted by the President and Executive Committee as needed. Status of plan actions will be progressed quarterly, just prior to Council meetings. The President and Executive Director, with strategic guidance and empowerment from the Executive Committee, will lead and be responsible for Strategic Plan implementation for all elements assigned to the professional staff. The Functional VPs will be responsible for all elements assigned to volunteer leadership. The Council, Executive Committee, FVPs, RVPs, and other volunteers will provide input, focus, technical expertise, past experience, and guidance to the Executive Director. SNAME is constrained by available funding and resources (paid and volunteer labor resources) which may pressurize the ability to achieve the above objectives. Therefore, the Planning Committee shall work with the Executive Committee to prioritize Committee and HQ activities as needed to enable the

completion of this Strategic Plan. Further, the benefit of actions proposed in this strategic plan will not be realized in the short term and require longer term support with annual course corrections to ultimately realize benefit.

SNAME 2023/2024 Strategic Plan Objectives and Action Plans

Objectives – The following objectives, actions and KPIs will enable the Society to achieve its stated goals as well as help leadership track progress to their completion. Each of the objectives is organized to align with the goals. These objectives will not be completed in a couple weeks or even years as SNAME must always work on them. For the 2023 through 2024 timeframe, SNAME will complete the following actions:

- 1. Foster an open and inclusive environment within the Society that encourages diversity of thought, leadership, and engagement with all members and staff. (Objective lead – Planning and Public Policy Committee)**
 - a) Work to increase equity of opportunities to all members and industries within SNAME
 - b) Continue to support diverse and inclusive opportunities for committee participation and leadership positions
 - c) Host DE&I discussions at SMC with members from industry and university partners to pull in a wide variety of inputs and opinions to shape future DE&I opportunities and goals
 - d) Benchmark other societies and industry to identify best practices in diversity, equity, and inclusion (DE&I). Bring the Executive Committee a proposal with annual DE&I goals, a step-by-step plan to achieve them, and a list of action leads.
 - e) KPIs:
 - i. Benchmark team established by 01 February 2023.
 - ii. Benchmark accomplished by 31 July 2023.
 - iii. Benchmark report and action plan issued to FVP/EXCOM – by 01 September 2023.
 - iv. DE&I small group discussions at SMC 2023 and 2024 with industry and university support.
- 2. Strengthen industry, organizations, and academia partnerships (Objective lead – Membership Committee)**
 - a) Relationships with industry, organizations, and academia leadership are important to ensure that SNAME continues to provide relevant and valuable services and content. It is imperative that SNAME continue to recognize donors for their financial and in-kind support of the society and that SNAME maintain a robust awards program to recognize people and organizations who go above and beyond expectations to continuously improve the maritime industry.
 - b) The President will establish an ad hoc Senior Advisory Board consisting of industry and university leaders to identify initiatives and structural changes the Society should make to provide value to the maritime industry. The President will meet with these leaders individually at first and then as a group, when it makes sense, to detail a plan of action for such changes.

- c) The Senior Advisory Board will develop strategies and implementation plans for SNAME partnerships and joint ventures across the spectrum of the maritime communities. Specifically, it will do the following:
 - i. Establish corporate relationships and program sponsorships with industry to include shipyards, design firms, industry suppliers, and classification societies. Encourage corporate leaders and their employees to take leadership positions in SNAME local sections, Council, and T & R committees.
 - ii. Establish and maintain a “rolodex” of industry leaders so that students, staff, and Council can access key points of contact when needed. To be updated annually.
 - iii. Establish relationships, engage in activities, and benchmark other engineering societies to learn how they remain relevant and provide value to their membership.
 - iv. Strengthen relationships with U.S. and International organizations such as (but not limited to) ONR, DARPA, NAVSEA, USCG, MARAD, NSRP, MANTEC, IMO, MIAB, CMAC, CMA, RINA, ASNE, and other maritime industry organizations and R & D groups.
- d) KPIs:
 - i. Ad hoc team identified and in place no later than 31 March 2023.
 - ii. Recommendations from industry leaders on SNAME actions, no later than 31 July 2023.
 - iii. Industry suggested structural changes are documented and reviewed with Council by 30 September 2023 and begin implementation by 31 December 2023.
 - iv. Reassess and document industry response to suggested changes by 31 July 2024.
 - v. Headquarters staff will become familiar with, and help maintain, relationships with industry leaders by inviting them to meetings, panels, etc. HQ staff will maintain a “rolodex” of contact information for these leaders and update it at least quarterly.
 - vi. Partnerships and sponsorships for SMC, panels, and training increase by 25% by 31 December 2023 and by another 10% by 31 December 2024.

3. Develop and implement a Learning Management System (LMS), measure usage, and adjust/update content as needed to support member needs (Objective lead – Education and Knowledge Management Committees)

- a. SNAME is committed to support universities, students, young professionals, and members grow in their knowledge of marine technology by fostering an environment of continuous education. To do so, SNAME will do the following:
- b. Select and implement a LMS that best fits the needs of SNAME members and is affordable over the long term.
- c. Working with T & R, start to identify current and future content; develop a plan to populate the LMS; advertise; solicit new offerings, especially among members.
- d. Initiate performance measures for LMS usage. Start to measure changes in membership acknowledged to be promoted by education outreach.

- e. Pending results and recommendations from the ad hoc financial committee on affordability, define job requirements for and hire a HQ SNAME manager of Education to plan, manage, and promote SNAME's education, learning and development program including the LMS.
 - f. KPIs:
 - i. Hire a HQ SNAME Director of Education by 31 May 2023 ("A"-date), (pending budget availability).
 - ii. New LMS in place with initial operations by "A" plus 3 months.
 - iii. Identify content and develop plan to populate LMS by "A" plus 4 months.
 - iv. Develop LMS usage measures by "A" plus 7 months.
- 4. Establish a comprehensive Marketing and Communications strategy to inform members, universities, governmental agencies, and industry leadership of SNAME activities, areas of focus, and accomplishments. (Objective lead – Planning and Public Policy)**
- a) Fully implement marketing and communications recommendations and actions proposed by analysis completed by previous consultants, SNAME leadership, and the ad hoc industry advisory committee. We will implement things that worked well in the past and make changes as needed and make most sense.
 - b) Use industry, organizations, and university relationships to help advertise SNAME value to others across the maritime industry as well as their employees.
 - c) Ensure that marketing is appealing to and captures students, young professionals, existing members and potential new members in industry.
 - d) Expand marketing to all members of the maritime industry, not just engineers. Encourage operators, shipbuilders, software developers, educators, etc. from all areas to join SNAME.
 - e) KPIs:
 - i. Complete review of past recommendations by 31 March 2023.
 - ii. Develop marketing plan of action with specific goals and KPIs by 30 June 2023.
 - iii. Begin implementation of market changes by SMC 2023.
- 5. Ensure operational excellence and financial health (Objective lead – Finance Committee)**
- a) Provide sufficient revenue annually to fund operations without drawing from our endowment. Endowment funds are used solely for strategic initiatives unless otherwise approved by the Executive Committee. Note: endowment draws should be at percentages acknowledged by the Executive Committee to be fiscally responsible to ensure the endowment will last in perpetuity.
 - b) Investigate opportunities to increase funding to support additional students in need of financial support.
 - c) KPIs:
 - i. Ad hoc budget reduction committee complete their study of operational expenditures and recommended improvement actions provided to the Executive Committee for their review and approval by 31 January 2023.
 - ii. As a result of budget reduction and management actions, we would expect annual revenue to fund operations without draw down of the endowment no later than 31 December 2024.
 - d) Align society organizational structure and operations with industry and membership needs.

- i. Maintain an effective, capable, and empowered HQ professional staff that fosters industry relationships, models, and implements effective nonprofit management.
 - ii. Review, and where it makes sense, realign SNAME volunteer committee structure/ organization to effectively use volunteer expertise and energies to meet Strategic Plan goals.
 - e) KPIs:
 - i. Ineffective or dormant panels and committees are identified by 31 January 2023.
 - ii. Develop action plan and review with the Executive Committee by 1 July 2023 and begin reactivating or discontinuing ineffective or dormant panels and committees.
- 6. Grow Associate and full membership by 5% (about 230 people) by accomplishing the above goals and demonstrating SNAME value and relevance to students, industry leadership, and their employees. (Objective lead – Membership Committee)**
- a) Stabilize membership level of 4600 people by 31 December 2023 and increase membership worldwide by 5% by 31 December 2024 (an increase of 230 people over 2 years to result in total membership of 4830 by 31 December 2024) by accomplishing the objectives above and accomplishing the following actions. Have SNAME HQ staff develop and present a simple progress-to-goal chart at ExCom meetings.
 - b) Section chairs and section membership committees assess membership statistics over past 5 years including drivers of member loss and determine actions needed locally to sustain current members and bring in new members. Provide assessment and action plans to Sections Committee lead by 28 January 2023. Sections Committee lead to summarize and post drivers of membership losses and action strategy by 28 January 2023.
 - c) Membership committee led by HQ to:
 - i. Project expected member losses due to attrition over the next 5 years based on member age and historical rates over the past 5 years to determine impact if there are no changes to process and to define growth needs to maintain and exceed current membership by 28 January 2023.
 - ii. Work with industry leaders to identify key actions needed to increase membership and report action plan to the Executive Committee by 28 January 2023.
 - iii. Executive Committee leadership, section leads, and the President begin implementation of structural changes to process and programming to help influence membership growth starting no later than 25 February 2023.
 - iv. Benchmark other engineering and non-engineering associations and societies to learn what they are doing to sustain existing members and grow new members including transitioning student members to full membership after college graduation. Complete benchmarking exercise by end of 1Q2023. Use lessons learned from this assessment to adjust action plans from above.

d) KPIs:

- i. Documented increase of 230 full members (not to include student members in this count) by 31 December 2024.
- ii. Membership by 31 December 2024 includes people from diverse backgrounds and experience in the maritime industry including engineers with many different backgrounds and educational experiences, (not just Naval engineering 2-year, 4-year, and graduate level experience), non-engineers, educators, etc.