

SNAME Strategic Plan 2025-2026 - FINAL

VERSION: October 1st, 2024

Introduction

The Society of Naval Architects and Marine Engineers (SNAME) Strategic Plan provides the Society's intentions to retain relevance in the maritime industry and a renewed sense of purpose for its membership. The Strategic Plan underpins the mission of the Society with vision, goals, and objectives for the next two years, continuing the Strategic Plan begun by President Spaulding from 2023-2024. Once this updated Strategic Plan has been reviewed with the Planning Committee, 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 on quarterly during the EXCOM meetings to ensure that progress is made towards achieving the Society's goals and objectives.

The key focus of SNAME over the next two years is to continue the efforts begun by President Spaulding to re-establish relationships with leadership from industry, maritime 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 the necessary actions to support the industry, maritime organizations, universities, and our membership's expectations. Our membership is the backbone of the Society. Solid relationships across the entire maritime community should result in employee and student interest in SNAME; however, we will still 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 measurable value to our membership and our industry, maritime 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 that 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; and we value diversity of membership, leadership and thought.
- We are good stewards of the Society's finances through careful collection, tracking, investment, and the allocation and use of our funds.

Goals – Begun under the auspices of President Spaulding in 2023, SNAME will continue its work, under the leadership of President Mueller, to achieve the following goals by 31 December 2026. A detailed set of objectives and actions have already been established to achieve these goals. Although for the most part these are on-going goals, each objective and action generated shall include a proposed completion date and Key Performance Indicator (KPI) used to track their status and progress.

- 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 by meeting with the leaders of these groups to demonstrate SNAME’s relevance.
- Improve our marketing and communications within and outside the Society to inform members, industry, maritime organizations, and university leadership of SNAME activities, areas of focus, and accomplishments.
- Establish a comprehensive Marketing and Communications strategy to inform members, universities, governmental agencies, and industry leadership of SNAME activities, areas of focus, and accomplishments.
- Ensure SNAME’s operational excellence and long term financial health.
- Grow our membership by 5% year-over-year by accomplishing the above goals and demonstrating SNAME value and relevance to students, young professionals, industry, and maritime organization leadership and their employees.

This Strategic Plan document is a high-level reference to guide SNAME’s leadership toward long-term, sustainable activities. The Strategic Plan provides continuity of direction for volunteer leadership and professional staff alike. Once this plan has been reviewed and approved 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 will be flexible; and so it may be adjusted by the President and Executive Committee as needed. The status of plan actions will be monitored quarterly, just prior to Council meetings. The President and Executive Director, with the 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 President and the appropriate 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 President and Executive Director.

It is understood that SNAME is constrained by available funding and resources (both paid and volunteer labor resources) which may impact our collective ability to achieve the above objectives. Therefore, with the support and guidance of the President, the Planning Committee shall work with the Executive Committee to prioritize Committee and Staff activities as needed to enable the best possible completion of this Strategic Plan. It is further understood that the benefit of actions proposed in this Strategic Plan may not be realized in the short term and will require longer term support; with annual course corrections, to ultimately realize the benefit desired.

SNAME 2025/2026 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. While the President retains overall responsibility for the successful implementation of the various proposed objectives and Action Plans, individual volunteer leaders and professional staff are identified as key implementers. Each of the objectives listed is organized to align with the goals. These objectives will not be completed in a couple weeks or even years, as SNAME must always be working on them. For the 2025 through 2026 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, staff, and guests of SNAME. (Objective leads – President, Executive Director, FVP Membership)**
 - 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) 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.
 - d) KPIs: To follow, pending above and possible engagement of professional assistance.
- 2. Strengthen industry, organizations, and university partnerships , by soliciting Industry advice and developing strategies to demonstrate SNAME’s relevance (Objective leads – President, Executive Director, FVP Membership, FVP Planning)**
 - a) Relationships with industry, organizations, and academia leadership are critically 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 FVP Planning, supported by a re-constituted Development Committee, working with 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. The result of these relationships should be to 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. The President, the Executive Director and relevant Staff will become familiar with, and help maintain, relationships with industry leaders by inviting them to meetings, to serve on panels, etc. as may be appropriate. Staff will maintain a “rolodex” of contact information of these leaders and update it at least quarterly.
- 3. Improve our marketing and communications both within and outside the Society to inform members, industry, maritime organizations, and university leadership of SNAME activities, areas of focus, and accomplishments (Objective lead – FVP T&R, FVP Education and FVP Knowledge Management)**
 - 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:
 - i. Work with universities and Industry leaders to understand knowledge/education gaps that they need help with closing
 - ii. Develop a Plan, and a Business Case as appropriate, to support an approach to education that shows SNAME’s thought leadership and relevance to the industry. Working with T & R, start to identify current and future content; advertise; solicit new offerings, especially among members.
 - b. Pending results of the above work, and recommendations from the Ad Hoc financial committee on Net Zero by 2030, define job requirements for and hire a HQ SNAME Manager of Education to plan, manage, and promote SNAME’s education, learning and development programs.
 - c. KPIs: To be determined as part of the work of the above Ad Hoc Committee
- 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 – Executive Director, FVP Membership, FVP Education)**
 - a) Fully implement marketing and communications recommendations and actions proposed by analysis completed by previous consultants, SNAME leadership, and the Ad Hoc Industry Advisory Board.
 - b) Use industry, organizations, and university relationships to help advertise SNAME value to others across the maritime industry as well as to their employees.
 - c) Ensure that marketing is appealing to and captures students, young professionals, existing members and potential new members in the industry.
 - d) Expand our marketing to all the members of the maritime industry, not just naval architects and marine and ocean engineers. Encourage operators, shipbuilders, software developers, educators, and engineers from all disciplines to join SNAME.
 - e) KPIs:
 - i. We need major improvements to the website. It is difficult to navigate and information is difficult to find. The web site needs to be more informative, more engaging, more inviting, and much easier to work with, particularly when searching.
 - ii. We need to do a better job of telling people (members and industry) who we are, what we do and why they should be a member of SNAME... so that we can discuss value and relevance to their business needs.
 - iii. The weekly newsletter needs to be more interesting and informational
 - iv. Develop a marketing plan of action with specific goals and KPIs by 30 April 2025
- 5. Ensure SNAME’s operational excellence and long term financial health (Objective leads – Executive Director, FVP Finance, FVP Planning, FVP Education)**
 - a) Develop a sustainable budget that provides sufficient revenue annually to fund operations without drawing from our endowment. Endowment funds should be 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) The FVP Planning, supported by the Planning Committee, will work to align the Society's organizational structure and operations with industry and membership needs.
 - i. 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. As a results of budget reductions and other management actions, we would expect to develop a plan that will show annual revenues to be sufficient to fund operations without any drawdown from the Endowment not later than FY 2030.
 - ii. Develop an action plan and review same with the Executive Committee by 1 September 2025; and begin reactivating or discontinuing ineffective or dormant panels and committees.

6. Grow our membership by 5% year-over-year by accomplishing the above goals and demonstrating SNAME value and relevance to students, young professionals, industry, and maritime organization leadership and their employees. (Objective lead – President, Executive Director, FVP Membership)

- a) Stabilize membership level by 31 December 2025 and increase membership worldwide by an additional 5% by 31 December 2026 by accomplishing the objectives above and accomplishing the following actions. Have SNAME Staff develop and present a simple progress-to-goal chart for use at ExCom meetings.
- b) Section Chairs and Section Membership Chairs in consultation with Director of Membership, assisted with reliable data provided by Staff, should assess the membership statistics over past 5 years including drivers of member gain and loss, and determine actions needed locally to sustain current members and bring in new members. Provide assessment and action plans to Sections Committee Chair by 31 March 2025. Sections Committee Chair to summarize and post drivers of membership gains and losses by 30 June 2025
- c) Membership Committee, with Staff support, to:
 - i. Work with industry leaders to identify key actions needed to increase membership and report action plan to the Executive Committee by 30 June 2025.
 - ii. Executive Committee leadership, Section Chairs, and the President begin implementation of structural changes and programming to help influence membership growth starting 1 July 2025.
 - iii. Director of Membership to 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 31 May 2025. Use lessons learned from this assessment to adjust action plans from above.
- d) KPIs:
 - i. Documented increase of 5% full members (not to include student members in this count) from the 31 December 2024 baseline by 1 March 2026.
 - ii. Develop specific plan to diversify our Membership to include people from diverse backgrounds and experience in the maritime industry, including engineers with many different operational backgrounds and educational experiences, (not just NA/ME/OE degrees, but including engineers with 2-year, 4-year, and graduate level experience), non-engineers, educators, etc.