AGENDA
2010-2011 BOARD OF GOVERNORS
April 14-15, 2011

Day & Time: Thursday, April 14, 12:30 PM – 4:00 PM*
Friday, April 15, 8:15 AM – 11:30 AM**

Location: ASME Headquarters
New York, NY

1. Opening of the Meeting
1:45 PM – 1:50 PM

1.1. Call to Order. Robert Simmons

1.2. Adoption of the Agenda. Robert Simmons ACTION
A motion should be made to accept the Agenda as circulated on March 31, 2011.

1.3. Announcements. Robert Simmons

2. Discussion Items
1:50 PM – 11:00 AM, Friday April, 15

2.1. Committee of the Whole. Robert Simmons ACTION
A motion should be made to approve going “as if in Committee of the Whole,” where open discussion is permitted and only a memo of issues discussed by topic is maintained by the Secretary.

2.2. Report on Executive Session. (5 minutes) Robert Simmons

2.3. Strategic Discussion

2.3.1. Sector Management Committee. (15 minutes) SUBSEQUENT ACTION
Victoria Rockwell
(Agenda Appendix 2.3.1)

2.3.2. Centers/Strategic Management Realignment. (40 minutes) SUBSEQUENT ACTION
Stacey Swisher Harnetty & Clark McCarrell
(Agenda Appendix 2.3.2)

2.3.3. Knowledge and Community Realignment. (40 minutes) SUBSEQUENT ACTION
Thomas Libertiny
(Agenda Appendix 2.3.3)

*Thursday Executive Session planned for 12:30 PM – 1:30 PM. Separate Agenda will be sent to those invited to attend.
**Friday Executive Session planned for 8:00 AM – 8:15 AM. Separate Agenda will be sent to those invited to attend.
2.3.4. Recommendations on Student & Early Career Programs. SUBSEQUENT ACTION
Stacey Swisher Harnetty, Thomas Libertiny & Clark McCarrell (30 minutes)
(Agenda Appendix 2.3.4)

Resume 8:15 AM Friday, April 15, 2010 (Continental Breakfast at 7:30 AM)

2.3.5. Proposed 2012-2014 Budget. (60 minutes) INFORMATION
Reginald Vachon
(Agenda Appendix 2.3.5)

2.3.5.1. Standards & Certification Project Updates. INFORMATION
June Ling

2.3.6. Membership Engagement Model Research Request. (20 minutes) SUBSEQUENT ACTION
Roy Arbeit & Michael Kreisberg
(Agenda Appendix 2.3.6)

BREAK 9:35 AM – 9:45 AM

2.3.7. ASME.org Update. (40 minutes) INFORMATION
Said Jahanmir, Susan O’Neil & Michael Merker
(Agenda Appendix 2.3.7)

2.3.8. BOG Retreat Preview & Preparation. (35 minutes) INFORMATION
Victoria Rockwell
(Agenda Appendix 2.3.8)

2.3.8.1. Update on ASME’s Global Strategy. INFORMATION
Michael Michaud

3. ACTION ITEMS
11:00 AM – 11:05 AM

3.1. Motion to Return to Formal Session. ACTION
A motion should be made to move out “as if in Committee of the Whole.”

3.1.1. Sector Management Committee. ACTION
Victoria Rockwell
(Agenda Appendix 2.3.1)

3.1.2. Centers/Strategic Management Realignment. ACTION
Stacey Swisher Harnetty & Clark McCarrell
(Agenda Appendix 2.3.2)

3.1.3. Knowledge and Community Realignment. ACTION
Thomas Libertiny
(Agenda Appendix 2.3.3)

3.1.4. Recommendations on Student & Early Career Programs. ACTION
Stacey Swisher Harnetty, Thomas Libertiny & Clark McCarrell
(Agenda Appendix 2.3.4)
3.1.5. Membership Engagement Model Research Request. ACTION
   Roy Arbeit & Michael Kreisberg
   (Agenda Appendix 2.3.6)

4. Consent Calendar
11:05 AM – 11:10 AM

The Consent Calendar is limited to items of a routine or non-controversial nature, grouped together to save Board time. Consent Items for Receipt are report items for information, followed by Consent Items for Action that the Board is asked to take action on as a group.

Governors are encouraged to contact ASME Headquarters with their questions prior to the meeting as it is not expected that Consent Receipt or Action items are to be removed from the Agenda. Reports, whether for information or action, are to be in writing and part of the Consent Calendar, unless otherwise approved by the President.

4.1. Consent Items for Receipt

4.1.1. Report by the Treasurer. Webb Marner
   Financial statements will be distributed under separate cover.

4.1.2. Sector Management Committee Report.
   Victoria Rockwell
   (Agenda Appendix 4.1.2)

4.1.3. COR Report to BOG.
   Dennis Achgill
   (Agenda Appendix 4.1.3)

4.1.4 Motion for Receipt. ACTION

4.2. Consent Items for Action

4.2.1. Identification of Items to be removed from Consent Calendar.
   Any action item(s) may be removed from the consent calendar by request from any member of the Board of Governors.

4.2.2. Approval of Minutes from Meeting on February 24, 2011.
4.2.3. Committee on Organization and Rules. Dennis Achgill

4.2.3.1. Proposed Appointments.
(Agenda Appendix 4.2.3.1)

4.2.3.2. Constitutional Amendment.

4.2.3.2.1. ASME Constitutional Article C6.1.2.
(Agenda Appendix 4.2.3.2.1)

4.2.3.3. Proposed By-Laws for First Reading.

4.2.3.3.1. B3.1.2 Fellows Review Committee.
(Agenda Appendix 4.2.3.3.1)

4.2.3.4. Proposed By-Laws for Second Reading and Adoption.

4.2.3.4.1. By-Law Revisions on Use of Term Board of Directors.
(Agenda Appendix 4.2.3.4.1)

4.2.3.4.2. Proposed Revisions to B5.2 Committee on Governance and Strategy.
(Agenda Appendix 4.2.3.4.2)

4.2.3.4.3. By-Law Revision B4.3.6.2 Assistant Secretary.
(Agenda Appendix 4.2.3.4.3)

4.2.4. COFI Recommendations on Dues Adjustment.
Reginald Vachon
(Agenda Appendix 4.2.4)

4.2.5. Pension Plan Amendment.
Laurel Raso
(Agenda Appendix 4.2.5)
4.2.6. **Dates of Future Meetings.**

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(a) 2010-2011 Board of Governors (b) 2011-2012 Board of Governors (c) 2012-2013 BOG

* **Proposed Dates**

BOG Retreat will take place July 13, 2011 through July 15, 2011 in Dublin, Ireland.

A motion should be made to approve the remaining items from section 4.2 of the Agenda.
5. **Contingency Time for Discussion and Other Business**
   
   **11:10 AM -11:30 PM**

   Subject to the President’s discretion, Contingency Time may be used for discussion of items pulled from the Consent Calendar and Other Business.

   5.1. **Webinars. (10 minutes)**
   
   Warren Leonard
   
   (Appendix 5.1)

   5.2. **Eweek 2012. (10 minutes)**
   
   Victoria Rockwell
   
   (Agenda Appendix 5.2)

6. **Adjournment.**
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ASME Board of Governors
Agenda Item
Cover Memo

Date Submitted: March 28, 2011
BOG Meeting Date: April 14-15, 2011

To: Board of Governors
From: Sector Management Committee (SMC)
Presented by: Victoria Rockwell
Agenda Title: SMC Report – Board Option for a Single VP Candidate

Agenda Item Executive Summary:
The attached white paper outlines a proposal to allow a Board Option for a single VP candidate

Proposed motion for BOG Action:
The Sector Management Committee is seeking the Board of Governors endorsement to proceed, in cooperation with the Nominating Committee, to establish a policy for the Selection, Nomination and Appointment of Board Vice Presidents to include the option for submittal of a single candidate.

Attachments:
One
March 10, 2011

**Draft Proposal**

**Board Option for a Single VP Candidate**

As constituency and knowledge based body, Boards have well defined strategic plans to meet Society, Sector, and Board specific goals and objectives. During the course to ensure fulfilling these specific goals and objectives, succession planning, and selection of leadership is critical. Boards should be afforded the option for a particular Board and term of office, on case by case bases, the ability to submit one candidate to the Nominating Committee for confirmation.

**BOARD PROCEDURE**

In order to submit a single VP candidate, the Board and Nominating Committee shall have, by mutual agreement and understanding, the following procedure in place as a minimum:

A. The Sector Senior Vice President shall appoint one or more representatives from the Sector Board to review the generic requirements with the current Vice President prior to the board beginning its selection process.

B. At least two candidates shall have been vetted by the board members. The board members shall select one candidate and present the name and qualifications of its nominee to the Nominating Committee. This presentation is to be submitted on the current Nominating Committee Application form, in accordance with MM-10, and contain questions to be addressed by the applicants including but not limited to:

1. What are the significant operational issues facing the board, and how would you address these issues?

2. What are your plans to promote the activities of the board towards achieving the Society's goals?

3. What future goals do you propose?

C. The nominee shall appear before the Nominating Committee to present his or her qualifications and to address questions from the Nominating Committee. At this meeting, the current Vice President shall speak on behalf of board for the proposed nominee.

D. The Nominating Committee reviews, deliberates, and approves or disapproves the board’s nominee.
E. If the nominee is not approved, the board presents a second nominee to the Nominating Committee within 30 days. The Nominating Committee reviews, deliberates and approves or disapproves the board’s second nominee at a special telephone conference meeting.

F. In the event the Nominating Committee does not approve the board’s second nominee, the Board of Governors will select an interim vice president to serve for one year, and the board will begin the selection process again in time to present another nominee to the Nominating Committee during the second Society-Wide Meeting of the fiscal year. If this third nominee is approved, the term will begin at the end of the one-year term of the interim vice president.

Summary:

- For Board Vice President positions only as an option
- Does not prohibit additional candidates for application
- Maintains open forum for candidates
- Assure leadership to meet specific Board intended needs
- Can be implemented on a case by case bases

Action:

The Sector Management Committee is seeking the Board of Governors endorsement to proceed, in cooperation with the Nominating Committee, to establish a policy for the Selection, Nomination and Appointment of Board Vice Presidents to include the option for submittal of a single candidate.

Respectfully Submitted:

Sector Management Committee
ASME Board of Governors
Agenda Item
Cover Memo

Date Submitted: March 29, 2011
BOG Meeting Date: April 14-15, 2011

To: Board of Governors
From: (Sector/Unit/Task Force/Other) Strategic Management-Centers Joint Task Force
Presented by: Stacey Swisher Harnetty, Clark McCarrell
Agenda Title: Centers – Strategic Management Realignment

Agenda Item Executive Summary: (Do not exceed the space provided)
A presentation will be made on a proposed realignment of the Strategic Management and Centers Sectors

Proposed motion for BOG Action: (if appropriate)
Action is requested to approve the following Motion:

To endorse the Proposal of the Strategic Management-Centers Task Force to realign the two Sectors into a single Public Affairs and Outreach Sector, and direct COR to bring required proposed Revisions to the BOG for action in June.

Attachments:
One
Proposal: Centres/Strategic Management (S&O) Realignment

BOG Meeting 4/14/11

Getting It Right...

- June 2009 – SVPs requested collaboration ideas from board members via e-survey facilitated by a consultant.

- Nov 2009 - Sector boards met jointly to brainstorm synergies and opportunities to build stronger internal collaborations.

- June 2010 – sector boards met jointly to consider realigning assets better focusing on mission and outreach society goals; voted unanimously to form joint taskforce to explore concept.

- July 2010 – joint taskforce formed to self-assess organizational effectiveness and recommend proposal(s) for positive change.
Joint Task Force Members

- **Todd Allen**, SM, Member-at-large
- **Susan Ipri Brown**, SM, VP-BGR
- **Jen Jewers-Bowlin**, Centers, VP-CCPA
- **Clark McCarrell**, Centers SVP
- **Chris Przirembel**, SM, Innovation & EGD Chair
- **Cindy Stong**, Centers, Member-at-large
- **Stacey Swisher Harnetty**, SM SVP
- **Bill Wepfer**, Centers, VP-Education

What Have We Been Doing...

- **Self-assessing** to assure that organizations are structured effectively and operating optimally:
  - Are we aligned with ASME’s Vision, Mission and Core Values?
  - What are our Strengths, Weaknesses, Opportunities, Threats?
  - What is the overall level of satisfaction with the status quo?
  - How well are we valuing inclusion and managing our organizational diversity?
  - What things can we do better?
  - How do we become better?
  - What is our vision of the future that will inspire?

- **Discussing and exploring** possibilities, building new organizational structure scenarios, and testing/challenging assumptions and paradigms.
We Envision Many Benefits…

- **Outreach:**
  - Coordinated outreach to major stakeholders including industry, government, education, and the public
- **People:**
  - Better focus and impact on the engineer “life cycle” or “value stream”
    - K-12/ College (AS/BS/MS/PhD)/ Professional/ Retirement
- **Program-Partnerships:**
  - Greater diversity of knowledge, thought and experiences for winning ideation and innovation
- **Process:**
  - More efficient/effective decision-making and more proficient management
- **Philanthropy:**
  - Better alignment with ASME Foundation initiatives

The Proposal

It became clear the more we learned and understood how we could further ASME strategic priorities together, that we needed a **new organizational structure**...
Current Organizations

Strategic Management

- Strategy & Outreach Council (7)
  - Senior Vice President VP (1)
  - At-Large (2)
  - Board and Committee Chairs (3)

- Board on Government Relations
  - (Vice President)
- Industry Advisory Board
  - (Chair)
- Innovation Committee
  - (Chair)
- Strategic Issues Committee
  - (Chair)

Centers

- Centers Board (7)
  - Senior Vice President VP (4)
  - At-Large (1)
  - Managing Director (1)

- Center for Education
  - (Vice President & Board)
  - 8 committees
- Center for Leadership & Diversity
  - (Vice President & Board)
  - 5 committees
- Center for Career and Professional Advancement
  - (Vice President & Board)
  - 3 committees

Proposal for Realignment

- Public Affairs & Outreach Sector*
  - Strategic Issues
  - Innovation**
  - Global Outreach
    - See slide 9
  - Government Relations
    - See slide 10
  - Education
    - See slide 11

- Industry Advisory Board

- Diversity Strategy

* Green indicates small committee led by a chair; yellow indicates board with VP
** Global Development to be incubated by Innovation Committee
Proposal for Realignment

Public Affairs & Outreach Sector

Global Outreach

Public Awareness

Engineering for Global Development

To be determined by Innovation's Global Development effort

Proposal for Realignment

Public Affairs & Outreach Sector

Government Relations

Would include committees as needed for:
- Professional licensure
- Congressional fellows
- etc.
Proposal for Realignment

Education Honors and Awards: Frank Von Flue, Ben Sparks, etc.

Taskforce Recommendations outside SM/Centers

- Move Ethics Investigation Process to Past Presidents Committee with process knowledgeable staff (ethics education done by other associations)
- Move Diversity Forums & ECLIPSE program to VOLT, the society’s leadership resource
- Sunset Diversity Metrics Committee (to be handled by Strategy Management Office when needed by Diversity Strategy Committee)

Comment: Professional development and practice is supported by K&C, S&C, and Institutes
Taskforce Recommendations outside SM/Centers

Centers/SM taskforce & K&C taskforce recommend the formation of a new sector for student and early career members

- Move Diversity Action Grants from Center on Leadership & Diversity to Student/Early Career Sector
- Move Early Career Programs to Student/Early Career Sector

Leadership Transition Planning

- Leaders with terms extending past June 2011 elected by the Nominating Committee will be mapped to area that best meets mission and vision of elected position.
- If they choose not to serve in new capacity, another leader will be selected with a task force member serving as a transition advisor.
- Selection of new leaders will be proposed by the taskforce and approved by the Public Affairs and Outreach Council with attention to possibilities of near term elections and a manageable turnover of sector board leadership.
- Elect leadership of committees and task forces as we currently do today.
What are the Benefits?

- Streamlined and integrated volunteer organization will:
  - Provide better focus and accountability for achieving the sector’s outreach vision and mission
  - Facilitate coordination among the volunteer groups and staff engaged with government, education, industry and public outreach
  - Support the interface between the ASME Foundation and the Society’s interests in humanitarian, pre-college, and public policy.

What are the Risks?

- Volunteers satisfied with status quo may need time to experience positive change
  - Webinars held with sector volunteers in March-early April to explain proposal and solicit feedback
  - More volunteer involvement will be needed to optimize the final solution

- Displaced volunteer leaders and staff have no “home”
  - Volunteers and staff will be consciously redeployed where talents lie per leadership transition plan
  - Many volunteers will be needed for new Student and Early Career Sector
  - Staff is already aligned under Strategy & Outreach now
Our Current Timeline...

If BOG approves realignment concept, more volunteers will be involved to optimize final structure and improved focus.

Budget Implications...

**FY2012**

- +$20K for realignment implementation requested
- Determine efficiencies and redirect resources toward strategic priorities
- Continue development of Foundation support for outreach activities

**FY2013**

- Continue to determine efficiencies and redirect resources toward strategic priorities as implementation is completed
If Real Change Is To Happen...

Probability of Change = Vision of Future that Inspires × Dissatisfaction with Status Quo × Strategic & Tactical Plan – Practical Next Steps

*Modified equation: original source Managing Complex Change, Beckhard and Harris, 1987.

Realignment Primary Goals

Position ourselves for success in achieving the society’s strategic initiatives and goals

Get It Right!
Proposed BOG Motion:

To endorse the Proposal of the Strategic Management-Centers Task Force to realign the two Sectors into a single Public Affairs and Outreach Sector, and direct COR to bring required proposed Revisions to the BOG for action in June.

Comments?

Questions?
## Organizational change mapping

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<th>New Location</th>
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<th>Education Board/VP</th>
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Date Submitted: March 31, 2011
BOG Meeting Date: April 14-15, 2011

To: Board of Governors
From: Knowledge and Community
Presented by: Thomas Libertiny
Agenda Title: Knowledge and Community Re-Alignment

Agenda Item Executive Summary: *(Do not exceed the space provided)*

High-level briefing covering:
1) Purpose of Re-Alignment
2) Overview of K&C today
3) Premise of the Re-Alignment
4) Goals by stakeholder
5) Expected outcomes
6) Benefits and key changes
7) Timeline of accomplishments
8) Engagement and communications strategy
9) Budget ramifications
10) Risk and risk mitigation
11) Resources

Question and Answers

Proposed motion for BOG Action: *(if appropriate)*

None

Attachments:

PDF deck
ASME Knowledge & Community Sector
Strategic Planning Taskforce

K&C Re-Alignment

K&C Taskforce Members
Marianne Chan—K&C Chair, Communications
Shekhar Chandrashekhar—ASME Staff
Burt Dicht—K&C Staff
Philip DiVetro—K&C Staff
Noha El-Ghobashy—K&C Staff
Mindy Grinnan—K&C VP, Technical Communities
Hieu Hart—K&C VP, Global Communities
Tom Libertiny—K&C Sr. VP
Karen Ohland—K&C, VP Finance
ASME Knowledge & Community Sector
K&C Re-Alignment

Purpose

➢ Why we are going through this process
➢ What do we plan to accomplish

K&C Sector Today—snapshot

➢ >85,000 total users each year

➢ Products and Services
  • 12 -15 Student Leadership Seminars (SLS)
  • 12 - 15 Student Professional Development Conferences (SPDC)
  • >2,000 Student Section programs
  • >1,000 Section programs
  • 15 - 20 Technical Conferences
  • Contribute to 23 technical journals
  • Multiple research projects
  • Podcasts and Webinars
ASME Knowledge & Community Sector
K&C Re-Alignment

K&C Sector Today—the status quo is not working

- Trying to be everything to everyone
  - Sense of responsibility for majority of volunteers
  - Operational complexity
  - Process inefficiency

- $5 million operation
- 21 staff
- 100% utilization of assets (volunteers, staff, and money)
- No available bandwidth

ASME Knowledge & Community Sector
K&C Re-Alignment

Governance
- Board of Governors

Sectors (Strategy)
- Knowledge & Community
  - Centers
  - Strategic Management
  - Standards & Certification
  - Institutes

Communities (Operations)
- Affinity
  - 8 total
- Global
  - 16 Districts
  - 221 Sections
  - 585 Student Sections
- Technical
  - 7 Groups
  - 32 Divisions

Support
- Programs & Activities
- Finance
- Communication
- Governance
ASME Knowledge & Community Sector
K&C Re-Alignment

Premise

- Leverage and grow ASME brand in the research and applications space
- Provide world-class service for our future members and a subset of our present members
  - Focus on the Board of Governor's three initiatives
- Free up assets (volunteers, staff and money) for growth opportunities
  - Focus on the Apple business model (deep, niche) vs. the Google business model (wide, shallow)

**Premise—continued**

- Increase K&C Sector revenue
- Contribute to the ASME General Fund
ASME Knowledge & Community Sector
K&C Re-Alignment

Goals

➢ For Our Customers
  • Relevant and high quality product portfolio
  • Range of opportunities to address professional needs
  • World-class service

➢ For ASME
  • Growth in Technical footprint (new content that addresses opportunities)
  • Redistributed assets focused on achieving key strategies
  • New revenue opportunities (contribute to the general fund)
  • Growth in membership

➢ For Our Volunteers
  • Streamlined organization
    o Better efficiencies
    o Reduced workloads
  • Improved Support Structure
    o Staff focused on high value support
    o New E-tools and operational processes
Expected Outcomes

- Need to significantly improve the efficient use of our assets
  - Metric: Reduce volunteer and staff time usage for basic operational issues by 40%

- Focus on three BOG objectives
  - Metric: Increase from current levels (0%)

- Membership growth
  - Metric: Help support membership growth to 300K members by partnering with Marketing & Sales

- Free up existing assets and focus resources to take advantage of new growth opportunities
  - Metric: Free up 25% of total assets

Benefits and Key Changes

FY12: Reduce Complexity

- Streamlined, well-defined business process that delivers sustainable service levels
- Lay the foundation to launch growth strategies
- World-class web-based tools to support our business processes
- Reduced levels of management leading to reduced response time
- Key staff support directly to sections that need it
  - Home: Global and Affinity Communities
FY13: Growth

- Focus on intellectual property development within well-defined niches that can be dominated by ASME
- Redistribute K&C assets to support strategic growth
  - Home: Technical Communities
ASME Knowledge & Community Sector
K&C Re-Alignment

FY 11: Timeline of Accomplishments

2010 August 13-15
K&C Strategic Planning Retreat

2010 October 27
K&C Strategic Planning taskforce telecon

2010 October 28
Information analysis and summary

2010 November 2
K&C Strategic Planning taskforce telecon. Finalize recommendations

2010 November 14
K&C board meeting. Discuss recommendations

2010 November-December
K&C Strategic Planning taskforce telecons

2011 January 7
K&C Strategic Planning taskforce meeting with staff finance: Finalize recommendations, review of financial ramifications for FY12 and FY13

2011 January 17
Monthly telecon K&C board discussion. Board approved Re-Alignment plan.

2011 January-February
K&C Strategic Planning taskforce discussion Business Model 1) Process to identify opportunities 2) Organization & structure 3) Finance for FY12

2011 February 3-4
K&C, Centers/Strategic Management sector Sr. VP meeting 1) Taskforce reviews 2) Potential alignments 3) Timeline

FY 11: Timeline of Accomplishments —continued
ASME Knowledge & Community Sector
K&C Re-Alignment

FY 11: Timeline of Accomplishments
—continued

- 2011 February 24-25
  K&C, Centers/Strategic Management: 3-Sector taskforce meeting. Consensus on new Sector for Student & Early Career

- 2011 February-March
  K&C taskforce organizational review, business plan(s), and recommendations

- 2011 February 15
  Sector Management Committee, Review of K&C Re-Alignment

- 2011 February 17
  Review of K&C Re-Alignment with President, President Elect, Executive Director

- 2011 February 28
  K&C board approves new Sector for Students & Early Career

ASME Knowledge & Community Sector
K&C Re-Alignment

Engagement and Communications Strategy

FY 12: Affinity and Global Communities
- 2011 April – 2012 June
- Update K&C taskforce with Enterprise assets (focus on membership across enterprise)
- Series of telecon
  - Needs analysis at Enterprise and Section level
- Online tool specification and development
- Management streamlining
- Resulting organizational updates
- COR changes
- COFI review
- BOG review and approval
- Communicate progress
ASME Knowledge & Community Sector
K&C Re-Alignment

Engagement and Communication Strategy—continued

FY 13: Technical Communities
- 2011 May–2013 June
- Update K&C taskforce with Enterprise assets (focus on partnership with Technical Communities and Institutes Sector)
- Series of telecons
  • Needs analysis at enterprise and Technical Division level
- Management streamlining
- Resulting organizational updates
- COR changes
- COFI review
- BOG review and approval
- Communicate progress

ASME Knowledge & Community Sector
K&C Re-Alignment

Budget Update for Fiscal Years 2012 and 2013

Affinity and Global Communities
- $50K for meetings and communication activities
- $To Be Determined for web tools
- $To Be Determined for staff training
- -$1M transfer (approximate) of assets to new Student/Early Career Sector (pending approval of new Sector)

Technical Communities
- $To Be Determined
ASME Knowledge & Community Sector
K&C Re-Alignment

Risk and Risk Mitigation

Transition to new Affinity and Global Communities support system

- **Risk**
  - Alienation of our Section Leaders

- **Mitigation**
  - Implement Engagement and Communication Strategy
  - Reasonable inclusiveness of key stakeholders in recommendations
  - Acknowledgement that we won’t be able to please 100% of our members

---

ASME Knowledge & Community Sector
K&C Re-Alignment

Risk and Risk Mitigation—continued

Transition to new Affinity and Global Communities support system

- **Risk**
  - Displaced leaders have no “home”

- **Mitigation**
  - Development of leadership transition plan
  - New Student/Early Career Sector will need members
  - Engage VOLT’s leadership training program to assist with new opportunities
  - Acknowledgement that we won’t be able to please 100% of our members
New Business Development for Technical Communities

- **Risk**
  - Normal “start-up” failure

- **Mitigation**
  - Identify a small launch team of key volunteer, staff, and consultants to identify new business opportunities
  - Focus exclusively on:
    - Academia
    - Labs—Industry and Government
    - Industry—Practicing Engineers
  - Normal new business screening process with gates
    - Key gate: Take-up rate—% of entities (people, businesses, etc.) that become active participants within K&C
  - Use simple, standardized business plans with standardized review process

**Resources**

- **K&C Taskforce Expansion**
  - **FY 12:** Affinity and Global Communities
    - Include Membership, Communication, Marketing
  - **FY 13:** Technical Communities
    - Include Institutes Sector

- **Financial**
  - Increase in meeting related budgets during FY 12 and 13
  - One time increase for web-tools and external consultants during FY12
ASME Knowledge & Community Sector
K&C Re-Alignment

Resources—continued

I.T.
- Interface of web-tools with membership database

Staff
- Right people in right place
- Customer service training

ASME Knowledge & Community Sector
K&C Re-Alignment

Summary

Today's picture
- Everything to everyone
- High organizational and process complexity
- High brand value in the research community
- Assets not being used effectively to meet our customer’s needs
- Limited ability to go beyond status quo and seize new opportunities

Tomorrow's picture
- Focused on key market segments
- Streamlined process supported by state-of-the-art web based tools
- Emphasis given to key growth areas
- Resources invested to achieve maximum impact
ASME Board of Governors
Agenda Item
Cover Memo

Date Submitted: March 29, 2011
BOG Meeting Date: April 14-15, 2011

To: Board of Governors
From: Joint Task Force of K & C, Strategic Management and Centers Sectors
Presented by: Stacey Swisher Harnetty, Tom Libertiny and Clark McCarrell
Agenda Title: Recommendations on Students and Early Career Programs

Agenda Item Executive Summary: (Do not exceed the space provided)

The Senior Vice Presidents of K&C, Strategic Management and Centers will present a proposal to realign ASME student and early career programs. The proposal calls for the establishment of a new sector to focus on student and early career programs and initiatives.

Proposed motion for BOG Action:

Endorse the Proposal of the joint task force to create a new Sector to meet the needs of students (undergraduate and graduate) and early career engineers and to provide advocacy leadership for these groups.

Attachments: Yes
Joint Task Force Proposal
(Centers, Knowledge and Community, Strategic Management):

Students and Early Career Engineers Sector

BOG Meeting 4/14/11

Case for Change vs. Status Quo

- Are students and early career engineers (ECEs) important to achieving our strategic priorities?
- Are we a viable, thriving society without engaging them on their own terms?
- Do we currently address their needs?
- Are we satisfied with incremental improvement in student and ECE membership and participation?
Three Year Membership Trend*

* As of February dashboard report issued 3/11/11

Is this incremental trend change satisfactory?

How Did We Get Here...

- June 2009 – Centers and SM SVPs requested collaboration ideas from board members via e-survey – much of the feedback involved students/early career programs’ redundancy and inefficiencies including K&C activities overlap.

- July 2009 – SVPs and senior staff from all three sectors met to discuss survey results and develop path forward.

- 2009/2010 - Incremental progress was made to reduce inefficiencies, but organizational structure and resources did not allow major progress.

- February 2011 – joint meeting between Centers/Strategic Management task force and K&C task force to self-assess ASME’s programs and offerings for students and ECEs and recommend proposal(s) for positive change.
Motivation for creation of new sector*

Change
reactive behavior
to
inspired performance

Framework & principles that will drive the transformation*

Identify organizational “blindness” and reactive state

Develop the generative context and vision

Craft where to focus the organization’s attention

See everyone and everything that is connected

Form a structure where the individual commitment is based on vision, purpose and a dream
Joint Task Force Members

**Centers-SM**
- Todd Allen
- Susan Ipri Brown
- Jen Jewers Bowlin
- Clark McCarrell
- Chris Przirembel
- Cindy Stong
- Stacey Swisher Harnetty
- Bill Wepfer
- Phil Hamilton
- Dave Soukup

**K&C**
- Marianne Chan
- Mindy Grinnan
- Tom Libertiny
- Hieu Hart
- Karen Ohland
- Shekhar Chandrashekhar
- Burt Dicht
- Noha el-Ghobashy
- Phil DiVietro

Framework & principles that will drive the transformation*

1. Identify organizational “blindness” and reactive state
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"The Generative Organization – From reactive behavior to inspired performance" by William J. Schwarz
Current Student/EC Overlap

SM/Centers

- Committee on Early Career Development
- Committee on Student Development

K&C

- Student Sections
- Student Sections Committee
- Student District Operating Boards

Overlap results in a lack of...

- Clear accountability
- Focus to address a market need
- Efficient and effective use of resources
- An organization structure to support effective and efficient delivery of solutions
Framework & principles that will drive the transformation*

1. Identify organizational “blindness” and reactive state
2. Develop the generative context and vision
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4. See everyone and everything that is connected
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*The Generative Organization – From reactive behavior to inspired performance* by William J. Schwarz

The generative context...

- Create and generate vs. predict and explain
- Stand for a new possibility not just operating goals
- Generate and execute on innovative business models and business processes that takes the organization to the next level
- Create a strong organization context that inspires, empowers, and enables people
Vision

➢ The new stand alone sector will be the **source of creation and generation** that will **inspire, empower, and enable** a new future for Early Career Engineers by standing for a new possibility not just operating goals.

➢ It will be the engine to **generate innovative business models and processes** that will take ASME to the next level.

Framework & principles that will drive the transformation*

Identify organizational “blindness” and reactive state

Develop the generative context and vision

Craft where to focus the organization’s attention

See everyone and everything that is connected

Form a structure where the individual commitment is based on vision, purpose and a dream

*“The Generative Organization – From reactive behavior to inspired performance” by William J. Schwarz
Focus and connection

Sectors

Key Initiatives

VOLT

Student and ECE sector

Providing guidance, engagement and leadership opportunities in BOTH DIRECTIONS

Focus and connection

Sectors

Key Initiatives

VOLT

Student and ECE Sector

Leadership Opportunities

Guidance
Engagement
Opportunities

• Build the community of future leaders
• Develop content relevant to students/ECEs
• Provide networking opportunities for global impact in a flat world

Providing guidance, engagement and leadership opportunities in both directions
Framework & principles that will drive the transformation*

1. Identify organizational “blindness” and reactive state
2. Develop the generative context and vision
3. Craft where to focus the organization’s attention
4. See everyone and everything that is connected
5. Form a structure where the individual commitment is based on vision, purpose and a dream

*The Generative Organization – From reactive behavior to inspired performance” by William J. Schwarz

The Benefits of a Stand-alone Sector...

- **Selected Champions for Students/ECEs at Leadership levels**
  - BOG Champion
  - SVP at Sector Management Committee
- **Clear Accountability**
  - Focus on unique needs of next generation of engineers
  - Dedicated resources and goals
- **Ability to Measure Success**
  - Increase student rate converting to full-member
  - Increase ECEs who are members 5 years after graduation
- **Broader Opportunity for Leadership Development & Engagement**
  - High level entry point for ASME leadership path
  - Excellent volunteer training ground for other sectors
- **Not Subject to Existing Culture**
  - Can be more *agile* and accepting with new ideas
Value Proposition

• We want to:
  – Hear the “voice”
  – Improve student/ECE experiences
  – Deliver in-demand, high-quality products/services
  – Improve engagement

• Guiding Principles for Structure:
  – Best for the “customer segment”
  – Single point of contact
  – Single set of metrics that drives Key Initiatives

Challenges/Risk Mitigation

• New Sector “becomes an Island”
  – Students/ECEs are not seen as a part of other ASME groups
  ✓ New Sector works as an entry point for students/ECEs, but also as resource for learning about the society and how to become involved in other groups
  ✓ “Push/pull” model with other sectors looking for more dedicated volunteer help for priorities
  ✓ New Sector includes volunteers and staff of all career levels with common student/ECE interest

• Units will lose existing “Best Practices”
  ✓ New Sector will link with successful student/EC programs but strive to promote and support, not “take over” (e.g. BGR WISE and Petroleum Division’s EC programs)
Challenges/Risk Mitigation, cont’d

- Manage Expectation, Not Set up for Failure
  - Involve strong innovative leaders, some with ASME background
  - Develop strategic plan and COMMUNICATE! COMMUNICATE!
- Evolve in ASME Environment that Historically Moves Slowly
  - Attract innovative leaders with unique skill sets
  - Involve champions to remove barriers when needed
- Buy-In from Others
  - Provide liaisons to Divisions, Sections, etc.
  - Provide Student/ECE resources to their existing efforts
- Needs are Different for Students and ECEs
  - Must be able to handle bridge between student/ECE, and ECE/mid-career
  - Dedicated sector with resources can only know more than we currently know today!

Our Current Timeline...

2011 March 24-25
Update SMC/COFI on New Student/ECE Sector proposal and budget implications

2011 April 14-15
Propose new Student/ECE Sector to BOG, Q&A, Vote on Support for new sector

2012 February BOG
Present Realignment Bylaws for first reading

2012 April BOG
Vote on Bylaw revisions

2011 April-2012 Q3
Communicate with key stakeholders, Implement new sector, Support transition, Assess with lessons learned

If BOG approves Student/Early Career Engineer Sector concept, a launch team will be formed to begin exploration phase of what is needed and how to support.
Leadership Planning

- Launch Team will be formed to lead development of Student and Early Career Sector.
  - Launch team is mixed group of experienced ASME leaders and early career leaders.
  - Student input is critical and sought after during exploration phase.
- Senior Vice President will be nominated and presented to the BOG to begin term in FY13. SVP-elect will work with Launch Team to form sector.
- Interim VPs will be defined as needed; staggering experience to then coordinate with the Nominating Committee process.
- Elect leadership of committees and task forces as we currently do today.

Budget Implications...

**FY2012**

- Develop budget for new Student/Early Career Sector
  - Integrate existing resources from Centers and K&C
  - + $50K additional funding for implementation
- Staff support to be determined
Student/Early Career Sector
Primary Goals

Position ourselves for success in achieving the society’s strategic initiatives and goals

Elevate the voice of students and early career engineers, recruit and retain them

Secure the society’s future!

And so the question is...

Are Students and Early Career Engineers the linchpins of ASME’s future?

We think so!
Proposed BOG Motion:

Endorse the Proposal of the joint task force to create a new Sector to meet the needs of students (undergraduate and graduate) and early career engineers and to provide advocacy leadership for these groups.

Comments?

Questions?
New Sector creation and launch process
New Sector creation and launch process - contd

Decision Committee
3 Senior VPs
EL Team [Name of Champion’s Role]
Criteria for Go-No Go decision
Metrics aligned with sectors
Governance and team structure
Policy and policy revisions
Staff structure
Programs

Gate 3

Implement action plans and tactics and share results at the end of first year

Gate 4

Ramp-Up Acceleration phase

Decision Committee
3 Senior VPs
EL Team [Name of Champion’s Role]
Criteria for Go-No Go decision
Reliability of sector structure
Program implementation success
Bridge management success
Date Submitted: March 31, 2011  
BOG Meeting Date: April 14-15, 2011

To: Board of Governors  
From: Committee on Finance & Investment  
Presented by: Reggie Vachon, Chair  
Agenda Title: Proposed 2012-2014 Budget

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Agenda Item Executive Summary: *(Do not exceed the space provided)*

2012-2014 Budget

June Ling will provide updates on Standards & Certification Projects

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Proposed motion for BOG Action: *(if appropriate)*

Information

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Attachments:  

Yes
COFI Report To BOG
Finances & 2012-14 Budget

Reggie Vachon, Chair, COFI

BOG Meeting
New York City
April 14, 2011

FY11 Finances - Update

December Forecast
• Revenue $97.3M is $4.0M or 4.3% favorable vs Budget
• Expense $94.3M is ($1.9M) or (2.1%) unfavorable vs Budget
• Net $3.0M is $2.1M favorable
  - Revenue primarily Conformity Assessment $2.2M and Publishing $.9M
  - Expense primarily Conformity Assessment ($1.1M) and ASME.org ($0.9M)
FY11 Finances - Update

February Year-to-Date Operating Performance

- YTD Revenue $66.3M is $2.7M or 4.3% favorable vs Budget
- YTD Expense $56.8M is $2.9M or 5.4% favorable vs Budget
- YTD Net $9.5M is $5.6M favorable
  - Revenue drivers are Conformity Assessment & Publishing
  - Primary expense drivers are labor savings & Marketing & Sales

FY11 Investments - Update

- Investments thru February up 15% or $14.4M
  - Investment markets have improved steadily since March 2009.
  - $9.8M of the $14.4M (General Fund portion)
- Non-operating expenses of $0.8M
  - Initiative spending and other unbudgeted, one-time charges.
- Initiative spending of $2.2 M approved this fiscal year
  - $1.1 M has been committed
COFI/SMC March 24-25 Meeting:

- SMC: Responsibility for operations aligned with Society strategy as assigned by BOG.
- COFI: Responsibility for ASME finances as assigned by BOG.
  - Development of 3-Year Balanced Budget
- COFI & SMC Joint Effort: DRAFT resource allocation through budget development & presentation to BOG

New Managed Budget Process

Launched Development of New Process in 2010

Objective: Align programs with strategy & move to targeted budgets

Issue: Key software tool planned for February 1 was 5 weeks off schedule

Impact: SMC did not have the key tool to develop budgets
SMC leaders & staff developed budgets with difficulty
Where we are and what we learned

We have a first draft of the budget as in past years with a deficit – we have been here before

More importantly we learned at two COFI/SMC sessions of dialogue:

• Open discussion between sectors to reach common goals
• Continued strong focus on strategic intents
• Two sectors are considering merging

Where we are and what we learned (cont’d)

• Institutes considering combining custodial funds with ASME
• K&C is exploring leveraging custodial funds and improving operations
• The need for consistent reporting across the sectors is imperative
Where we are and what we learned (cont’d)

• Move to a 5 year planning process with a two year balanced budget. (due to change in Boiler Code)

• Point where SMC should convene an SMC Task Force to achieve common financial reporting to facilitate activities between sectors and provide for consistency in ASME Financial Statements & reports.

### FY2012-14 Budget – Totals ($000)

*DRAFT 3/30/11*

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<td>81,407</td>
<td>90,785</td>
<td>97,146</td>
<td>98,110</td>
<td>104,040</td>
<td>299,296</td>
</tr>
<tr>
<td>Gen Fund Net</td>
<td>4,450</td>
<td>2,302</td>
<td>(4,767)</td>
<td>(1,656)</td>
<td>(564)</td>
<td>(6,987)</td>
</tr>
</tbody>
</table>

** Figures do not include savings for managing “open” positions – Historically budgeted $3.5M over 3 years
Next Steps

- Leaders and Staff work during April to develop and recommend a three-year balanced operating budget for FY12-14.
- Coordinate changes with COFI & SMC
- COFI to present three-year balanced budget to BOG in June

FY2012–14 Managed Budget Process – Revised Timeline

<table>
<thead>
<tr>
<th>Activity</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>April</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td>Systems Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preliminary Budget Development</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>COFI/SMC Meeting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3/24</td>
</tr>
<tr>
<td>Re-Launch Managed Budget Process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review Targets / Resource Alignment / Budget Changes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>March Forecast &amp; Final Revisions to Budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SMC Update</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4/19</td>
</tr>
<tr>
<td>ELT Finalizes Three-Year Balanced Budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5/2</td>
</tr>
<tr>
<td>COFI/SMC Conference Call</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5/12</td>
</tr>
<tr>
<td>COFI Recommends to BOG for Approval</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6/12</td>
</tr>
</tbody>
</table>
Recommendation

Based on the lessons learned during the 2012 budget planning process, SMC and COFI should undertake a critical assessment of the financial practices of all Sectors and Operating Units. The objective of this effort is to assess the effectiveness of ASME’s Full-Cost Accounting Model and make any needed changes or improvements including the assignment of all costs (direct, indirect, and G&A) across the Enterprise on a consistent and equitable basis.
ASME Board of Governors
Agenda Item
Cover Memo

Date Submitted: March 28, 2011
BOG Meeting Date: April 15, 2011

To: Board of Governors
From: Marketing & Sales/Membership
Presented by: Michael Kreisberg & Roy Arbeit
Agenda Title: New Engagement Model Research Request

Agenda Item Executive Summary: *(Do not exceed the space provided)*

Following up on presentations made to the BOG in November 2010 and February 2011, a research plan with costs was presented to the Committee on Finance & Investments on March 25th. The Committee voted to recommend that the BOG approve funding for this research effort.

This presentation will provide the background for the research as well as the proposed budget and the Board will be requested to approve the funding as outlined.

Proposed motion for BOG Action: *(if appropriate)*

The BOG approves the request for $430,000 to support Membership Engagement Model Research as presented to the BOG in April, 2011.

Attachments: Yes
Presentation to the Board of Governors

New Engagement Model Research

Roy Arbeit
Michael Kreisberg
April 15, 2011

Membership Trend – 2001 to 2010

*ASME Membership has been stagnant over the last decade*
Membership Age Trend

ASME Membership is aging and younger engineers are not joining in large enough numbers to offset this continuing trend.

Average Age in 2001 = 50 years old
Average Age in 2010 = 55 years old

New Model Development Team

• At the July 2010 retreat, the Board tasked Bob Simmons and Tom Loughlin with addressing the ongoing stagnation and explore new approaches to Membership.

• Subsequent to that meeting, a cross-sector staff team was formed to address the membership issue. This team includes:
  – Roy Arbeit, Michael Merker, Michael Kreisberg, Peter Hess, Burt Dicht, Dave Soukup, Shekhar Chandrashekhar, Michael Michaud, Mike Ireland, Jim Campbell, Madhu Rangi, John Beck, Nakiso Maodza

• …with input from the Membership Advisory Committee:
  – Don Frikken, Chair
Vision:

300,000 Individuals Engaged with ASME in 5 Years

Achieving the Vision

• What would an engagement model look like if we were starting ASME today?
  
  • No constraints (financial, systems, resources)

  • Market Driven - determine what is important to target segments and deliver to them

  • More appealing offers to a wider cross-section of mechanical engineers, technical professionals and affiliated populations
Segmentation Strategy based on Engagement

- Engagement is the key to building a successful membership model

  - Engagement levels can vary from passive (web based/mailbox) to active (Society volunteer)
  - Our current, “one-size fits all” membership approach makes it difficult to establish value among various member segments
  - Therefore, our strategy is to segment our audience based on engagement levels, providing some choices and allowing the person to choose the level or depth at which they would like to interact with ASME based on their individual needs

Foundation for New Engagement Models

- Objective: Design, develop and test alternative models that provide various levels of engagement with appropriate value propositions at each level

  - Approach: Offer a set of alternate engagement levels that move from passive and limited engagement with ASME through its web site, to deeper and more integrated levels, with greater benefits for those that more actively engage with ASME

  - This hypothesis and approach was presented at the November BOG Meeting
Foundation for New Engagement Models

• Resulting in:
  ✓ increased number of individuals connected to ASME
  ✓ better experiences, deeper connections and higher satisfaction
  ✓ larger pool of mechanical engineers from which to draw additional Intellectual Property (IP)
  ✓ enhanced ability for ASME to advocate on behalf of the profession
  ✓ increased revenue through sales of ASME products and services

Research and Testing of New Models

• Initiated Request for Proposal (RFP) Effort
• Received proposals from 7 leading research firms
• Reviewed/analyzed all proposals and conducted in-person meetings with two finalist organizations
• Based on discussions with each, requested and received revised proposals from the finalists
• Team unanimously chose California-based OSR Group to partner with ASME on the new model research testing effort
• At the same time, we’ve begun exploring potential ASME governance issues and an analysis of costs to deliver benefits and services to larger audiences and possible infrastructure needs (IT, Staff, etc.) to successfully launch and manage new models
New Model Research Plan

• Discovery Phase
  • OSR is reviewing existing ASME research data, e.g. Voice of the Customer, two years of Attitude and Usage survey results, etc.
  • Conduct in-person strategy workshops to refine research objectives with the new model team

*Findings from the discovery phase will inform development of Focus Groups discussion guide (next research phase)*

New Model Research Plan (cont’d)

• Qualitative Research
  • Domestic Focus Groups – a total of eight live sessions conducted with a cross-section of potential audiences in several key US cities
  • Domestic Bulletin Boards – a total of three online forums held over multiple days.
  • International Focus Groups – A total of 10 focus groups will be conducted in four key international markets (China, India, UK and Brazil)

*Based on the results and findings from this phase, a quantitative questionnaire will be finalized and executed*
New Model Research Plan (cont’d)

- Quantitative Research
  - Online survey conducted with goal of 1,000 completed surveys from the US and 600 completed internationally with a cross-section of potential audiences
  - 400 International Telephone Interviews will be conducted in local language (or English if preferred) in China, India, Brazil, UK, France and Germany

- Evaluation Phase
  - OSR will collect, code and analyze responses from the research, and present those results to ASME
  - Based on the research learning’s, recommendations and an implementation plan will be developed and presented to the BOG in November

New Model Research Timing

- Discovery Phase  Jan - Feb
- Qualitative Research  March – May
  - US  Mar/April
  - International  Apr/May
- Quantitative Research  June - August
  - US  June/July
  - International  July/Aug
- Evaluation Phase  Sept/Oct
- Report/Recommendations to BOG  November
## New Model Research Investment

<table>
<thead>
<tr>
<th>Description</th>
<th>Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discovery Phase</td>
<td>$16,000</td>
</tr>
<tr>
<td>Qualitative Research Phase</td>
<td>$192,000</td>
</tr>
<tr>
<td>Quantitative/Evaluation Research Phases</td>
<td>$172,000</td>
</tr>
<tr>
<td>Travel (OSR and Staff)</td>
<td>$20,000</td>
</tr>
<tr>
<td>Contingency for Unforeseen Expenses</td>
<td>$30,000</td>
</tr>
</tbody>
</table>

**Total Investment** $430,000

We are seeking Board of Governors approval to fund this important initiative.

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**Questions?**
AGENDA ITEM:

ASME.org Advisory Task Force Report

Date Submitted: March 28, 2011
BOG Meeting Date: April 14-15, 2011

To: Board of Governors
From: ASME.org Advisory Task Force
Presented by: Said Jahanmir
Agenda Title: ASME.org Advisory Task Force Report

Agenda Item Executive Summary:

An Advisory Task Force comprised of ASME volunteers and an external consultant was formed to conduct a review of Phase I of the ASME.org project. The goals of the review were to assure that function, design and business objectives and targets are being met. The Task Force has determined that the project team has delivered what was promised and has established a solid foundation for the completion of Phases II and III. The project is on schedule, and the new site was launched on March 18.

The strength of the project include a logical and pragmatic phased approach that ensures stability throughout the transition, a clean and modern user experience, a rich content strategy, and a new taxonomy-based search strategy. Solid technology architecture has been established with the capability for future enhancements. The focus on capturing meaningful metrics will enable ASME to measure and analyze the effectiveness of its online activities and manage the web site over the long term.

The Task Force also found a few weaknesses associated with the Phase I project. Staffing constraints limited the team’s capacity to focus on stakeholder management, communications and buy-in. Communications with other ASME staff were not as clear as needed in the early stages; earlier involvement by a broader range of ASME staff would have been beneficial. Nevertheless, Phase I has provided a solid foundation and is a significant step toward achieving ASME’s goals for its online presence. Therefore, the Task Force has determined that investment in additional phases is crucial to ASME’s future online presence. It is recommended to establish enterprise-level governance and standards for ASME’s online activities. A key goal should be cross-business unit alignment and the strengthening of linkages and buy-in across the ASME organization. To ensure the success of ASME.org, a more robust and sustained communications plan, training and guidance for ASME staff and volunteers in the short and long term are needed.

Proposed motion for BOG Action:

Information

Attachments: Report and Presentation Power point
REVIEW OF ASME.ORG PROJECT

This report contains the Advisory Task Force’s assessment of Phase I deliverables and recommendations for maintenance and upgrades.
Executive Summary

An Advisory Task Force comprised of ASME volunteers and an external consultant was formed to conduct a review of Phase I of the ASME.org project. The goals of the review were to assure that function, design and business objectives and targets are being met.

The Task Force has determined that the project team has delivered what was promised and has established a solid foundation for the completion of Phases II and III. The project is on schedule, and the new site was launched on March 18.

The strength of the project include a logical and pragmatic phased approach that ensures stability throughout the transition, a clean and modern user experience, a rich content strategy, and a new taxonomy-based search strategy. Solid technology architecture has been established with the capability for future enhancements. The focus on capturing meaningful metrics will enable ASME to measure and analyze the effectiveness of its online activities and manage the web site over the long term.

The Task Force also found a few weaknesses associated with the Phase I project. Staffing constraints limited the team’s capacity to focus on stakeholder management, communications and buy-in. Communications with other ASME staff were not as clear as needed in the early stages; earlier involvement by a broader range of ASME staff would have been beneficial.

Nevertheless, Phase I has provided a solid foundation and is a significant step toward achieving ASME’s goals for its online presence. Therefore, the Task Force has determined that investment in additional phases is crucial to ASME’s future online presence. It is recommended to establish enterprise-level governance and standards for ASME’s online activities. A key goal should be cross-business unit alignment and the strengthening of linkages and buy-in across the ASME organization. To ensure the success of ASME.org, a more robust and sustained communications plan, training and guidance for ASME staff and volunteers in the short and long term are needed.
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<th>Page</th>
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<td>Key Findings</td>
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<td>Phase I Evaluation</td>
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<tr>
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<td>• Scope</td>
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<tr>
<td>• Assessment</td>
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<td>o Summary</td>
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<tr>
<td>o Detailed Description</td>
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<tr>
<td>New Site Update</td>
<td>15</td>
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<tr>
<td>Warnings</td>
<td>16</td>
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<tr>
<td>Recommendations</td>
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<tr>
<td>• COFI and BOG</td>
<td>17</td>
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<tr>
<td>• ASME</td>
<td>18</td>
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<tr>
<td>Appendix</td>
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<tr>
<td>• Benchmark Comparisons</td>
<td>19</td>
</tr>
<tr>
<td>• Comparisons with Other Web Sites</td>
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</table>
Introduction

In December 2010, an Advisory Task Force comprised of ASME volunteers and an external consultant was formed to conduct a review of the ASME.org project. The goals of the review were to assure that function, design and business objectives and targets are being met.

The Advisory Task Force has the following participants:

• Said Jahanmir, Chair
• Warren DeVries
• Julie Bachmann Kulik
• Sharon Miller (ASME staff)
• Susan O’Neill (external consultant)

This document reports on the review of Phase I that was conducted during January and February of 2011. A Project Evaluation Framework was developed to assess Phase I against three types of criteria:

1. Achieving strategic intent
2. Delivering specific project deliverables

The review process included interviews with ASME leadership and staff as well as the external subcontractor, analysis of project documentation, and comparisons with industry best practices. The Task Force met weekly via conference calls as well as in-person for a half-day workshop.
Key Findings

Phase I delivered what was promised and has established a solid foundation for the completion of Phases II and III.

The project is on schedule with the important milestone of the launch of Phase I targeted for March 18, 2011, and all indications are that it will remain on schedule for completion of Phase I at the end of FY11.

The project will spend the $2.0 million investment request. In addition, there are operational costs of $740,000 in internal staff costs and $250,000 in other out-of-pocket costs. The project has adequate resources to complete Phase I.

Strengths of the Phase I project

• Phased project approach – given the complexity of the ASME online environment, a phased approach was logical and pragmatic, ensuring stability throughout the transition.

• Overall user experience – it’s fresh, clean, modern and scalable.

• Content strategy – the Topic Page strategy is a dramatic shift focusing the user on ASME’s content richness.

• Technology architecture – a solid foundation has been established that has the capability to evolve and be enhanced.

• Search improvements – the new taxonomy-based approach improves accuracy and gives users more options.

• Metrics approach – the focus on meaningful metrics that will enable ASME to measure and analyze the online strategy’s effectiveness is critical to managing the web site over the long term.

• Comparison with other sites – the new user experience of ASME.org will be distinctive among association web sites because of the more modern look, engaging images and graphics, and the content-richness of the site.

Weaknesses of the Phase I project

• Limited dedicated resources assigned internally – staffing constraints limited the team’s capacity to focus on stakeholder management, communications and buy-in.

• Communications with other ASME staff were not as clear as needed in the early stages; earlier involvement by a broader range of ASME staff would have been beneficial.
Financial Overview

The ASME.org project has a significant level of complexity, and a multi-phased approach is the most effective way to address the spectrum of re-engineering that is needed to bring ASME’s online presence up to industry standards. Phase I of the project will be completed in FY11, and additional phases are planned for implementation over the next 12-18 months.

Phase I costs:
- **Investment:**
  - Spend to date: $1.8 million
  - Estimated spend through end of FY11: $200,000
  - Total request: $2.0 million
- **Operations:**
  - Internal staff costs: $740,000
    - Addition of 5 staff (web and editorial) plus 2 consultants
    - Full year costs for 2 resources and half year for others
  - External costs: $250,000
    - Editorial support services
    - Software license costs (content management system, search software)

Phases II and III costs:
- **Discovery:** $150,000
- **Cost projections:**
  - Phase II: $1.9 - $2.1 million
  - Phase III: $1.3 - $1.4 million
## Phase I Scope

<table>
<thead>
<tr>
<th>Type of Content/Page</th>
<th>Phase I Changes</th>
<th>Planned for Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Page</td>
<td>• New Visual Identity (VI)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• New content</td>
<td></td>
</tr>
<tr>
<td>About ASME Pages</td>
<td>• New VI</td>
<td></td>
</tr>
<tr>
<td>Topic Pages</td>
<td>• New type of page – aggregates content around relevant topics</td>
<td>Complete remaining topic pages – approximately 150 in total</td>
</tr>
<tr>
<td></td>
<td>• Priority 1 topics complete</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• New VI</td>
<td></td>
</tr>
<tr>
<td>Landing Pages -- 1st and 2nd levels of site</td>
<td>• New VI</td>
<td></td>
</tr>
<tr>
<td>Search Results Pages</td>
<td>• New VI</td>
<td>Continue to refine search results</td>
</tr>
<tr>
<td>ME Magazine</td>
<td>• Remains separate site – asme.org will link to this site</td>
<td>Plan is to eliminate this site later in 2011 – discussions regarding strategy still underway</td>
</tr>
<tr>
<td>Product Catalog</td>
<td>• New VI</td>
<td></td>
</tr>
<tr>
<td>Digital Library – Journal Articles and Conference Publications</td>
<td>• New VI</td>
<td></td>
</tr>
<tr>
<td>Early Career site</td>
<td>• Content integrated into the new site</td>
<td></td>
</tr>
<tr>
<td>Professional Practice Curriculum</td>
<td>• New VI</td>
<td></td>
</tr>
<tr>
<td>Membership sign-up pages</td>
<td>• New VI</td>
<td></td>
</tr>
<tr>
<td>E-Commerce Shopping Cart pages</td>
<td>• New VI</td>
<td>• No change in functionality</td>
</tr>
<tr>
<td>Calendar of Events</td>
<td>• New VI</td>
<td>Functionality is a focus of future phase</td>
</tr>
<tr>
<td></td>
<td>• No change in functionality</td>
<td></td>
</tr>
<tr>
<td>Conference sites</td>
<td>• Out of scope for Phase I</td>
<td>Focus of future phase</td>
</tr>
<tr>
<td></td>
<td>• No change</td>
<td></td>
</tr>
<tr>
<td>PeerLink</td>
<td>• Out of scope for Phase I</td>
<td>Focus of future phase</td>
</tr>
<tr>
<td></td>
<td>• No change</td>
<td></td>
</tr>
<tr>
<td>Section sites</td>
<td>• Out of scope for Phase I</td>
<td>Focus of future phase</td>
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<td>• No change</td>
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<td>Committee sites</td>
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<td>Focus of future phase</td>
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<tr>
<td>District sites</td>
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<tr>
<td></td>
<td>• No change</td>
<td></td>
</tr>
<tr>
<td>Division sites</td>
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<td>Focus of future phase</td>
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<td></td>
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</tr>
<tr>
<td>Institute sites</td>
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<td></td>
<td>• No change</td>
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<tr>
<td>Job Board</td>
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<td>Focus of future phase</td>
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<tr>
<td></td>
<td>• No change</td>
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</tr>
<tr>
<td>Toolkit – Codes and Standards</td>
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<td></td>
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<tr>
<td>Toolkits – Conference Mgt.</td>
<td>• Not part of this project</td>
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</tr>
<tr>
<td>Toolkit – Journal Papers</td>
<td>• Not part of this project</td>
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</table>

Abbreviations: VI: Visual Identity; IA: Information Architecture; CMS: Content Management System; SEO: Search Engine Optimization; KPI: Key Performance Indicator; SLA: Service Level Agreement; QA: Quality Assurance
## Phase I Assessment -- Summary

### Strategic Intent

<table>
<thead>
<tr>
<th>Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compelling user experience</td>
<td>Site-wide strategy delivered and applied to parts of site in scope for Phase I</td>
</tr>
<tr>
<td>Reaching target audiences</td>
<td>New content strategy &amp; tone of voice are major steps in reaching more audiences</td>
</tr>
<tr>
<td>Positioning brand identity</td>
<td>Phase I brought site into 21st century and communicates ASME strategic positioning</td>
</tr>
<tr>
<td>Supporting revenue growth</td>
<td>Display of relevant content links throughout site will promote cross-selling</td>
</tr>
</tbody>
</table>

### Project Specifics

<table>
<thead>
<tr>
<th>Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidation and integration</td>
<td>Site-wide framework delivered and applied to parts of site in scope for Phase I</td>
</tr>
<tr>
<td>Content strategy</td>
<td>New content strategy is ambitious and a sea-change from the past</td>
</tr>
<tr>
<td>Information architecture</td>
<td>Scalable and designed according to current industry best practices</td>
</tr>
<tr>
<td>Visual identity</td>
<td>Goal of simpler &amp; more engaging design achieved &amp; applied to Phase I scope</td>
</tr>
<tr>
<td>Search – internal to site</td>
<td>Taxonomy-based search and targeted search provide major improvements</td>
</tr>
<tr>
<td>Search – external to site</td>
<td>Best practices applied to new content &amp; work underway to remediate older content</td>
</tr>
<tr>
<td>Community</td>
<td>Not in scope for Phase I; planned for Phase II and III NA</td>
</tr>
<tr>
<td>E-commerce</td>
<td>Visual identity in scope for Phase I; functionality changes planned for Phase II</td>
</tr>
<tr>
<td>Compatibility (push to social media, mobile)</td>
<td>Foundational elements in place &amp; ability to access site via mobile device improved</td>
</tr>
<tr>
<td>Measurement and analytics</td>
<td>Robust metrics approach implemented using industry best practices</td>
</tr>
<tr>
<td>Performance and reliability</td>
<td>Continuing with existing service provider with strong track record</td>
</tr>
</tbody>
</table>

### Foundation for the Future

<table>
<thead>
<tr>
<th>Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology maintainability</td>
<td>Scalable technology architecture in place</td>
</tr>
<tr>
<td>Resourcing (capacity and skills)</td>
<td>Resource capacity &amp; skill mix required for ongoing operations needs to be assessed</td>
</tr>
<tr>
<td>Quality assurance processes</td>
<td>Focus has been start-up and launch; next priority is moving to operational mode</td>
</tr>
</tbody>
</table>
# Phase I Assessment
## Detailed Description

**Abbreviations:** VI: Visual Identity; IA: Information Architecture; CMS: Content Management System; SEO: Search Engine Optimization; KPI: Key Performance Indicator; QA: Quality Assurance

<table>
<thead>
<tr>
<th>Strategic Intent</th>
<th>Stated Goals</th>
<th>Assessment of Phase 1 Deliverable against Goals</th>
<th>Implications and Recommendations</th>
</tr>
</thead>
</table>
| **Compelling user experience** | A more efficient, engaging and informative user experience  
Deeper engagement with ASME  
Easier and quicker access to relevant and timely engineering news and information  
Greater potential to motivate return visits and attract new site visitors | Phase I delivered the overall strategy for the new user experience -- visual identity (VI), information architecture (IA) and content.  
Phase I implemented the first phase, applying the new VI and IA to the public pages on ASME.org. In addition, Phase I integrates engaging graphics and images throughout the site.  
Phase I also included persona analysis, usability testing and prototyping to ensure a robust and scalable approach to all of ASME’s online presence. | Phase I provides the foundation. Phases II and III need to be executed to fully achieve these goals for the entire site.  
The content strategy has implications for many ASME business units, and their participation will be required in order to fully implement the new content strategy.  
Enterprise level standards and consistent protocols will be needed to keep user experience and content at desired quality levels. |
| **Reaching target audiences** | Serve multiple constituencies  
1. Engineers in industry, academia, government  
2. Members/volunteers  
3. Non-engineer influencers  
Attract and retain early career engineers | The foundation to meet this goal is in place with Phase I. The new VI and IA as well as Topic Page strategy are designed to appeal to a broader audience. In addition, the editorial tone and voice is focused on appealing to a younger audience. | Full implementation of the content strategy in Phases II and III is needed to achieve these goals.  
New metrics reporting should be used to monitor the effectiveness of the strategy and make adjustments as necessary.  
Periodic user surveys/polls should be conducted to stay abreast of user needs and trends. |
| **Positioning brand identity** | Reinforce ASME’s positioning as a leading, forward-thinking organization focused on the profession | The change in look & feel for the public pages and the new content that will be delivered as part of Phase I are significant progress in achieving this goal. | The content strategy will need to continue to evolve – more high-value content on priority issues (e.g., energy, workforce, global impact, etc.) |
### Strategic Intent

<table>
<thead>
<tr>
<th>Supporting revenue growth</th>
<th>Stated Goals</th>
<th>Assessment of Phase 1 Deliverable against Goals</th>
<th>Implications and Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Better e-commerce and new opportunities for monetization</td>
<td>While this was not a primary focus of Phase I, the Topic Page approach begins to demonstrate the new monetization strategy by displaying relevant links that highlight standards and certifications, conferences, publications, etc.</td>
<td>Once the Topic Page strategy is fully implemented, online sales activities should be tracked and analyzed. An enterprise-level online advertising strategy needs to be defined and agreed to take advantage of the site’s new capabilities and approach to monetization.</td>
</tr>
</tbody>
</table>

### Project Specifics

<table>
<thead>
<tr>
<th>Consolidation &amp; integration</th>
<th>Stated Goals</th>
<th>Assessment of Phase 1 Deliverables against Goals</th>
<th>Implications and Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Create a unified ASME.org (consolidate sub-domains)</td>
<td>A VI and IA framework has been completed which is designed to incorporate all of ASME’s online presence over multiple phases. The public pages of the site have been cleaned up, simplified and integrated into one consistent VI and IA. The new Content Management System (CMS) is being used for the new content (i.e, Topic Pages).</td>
<td>The migration of existing content from the old to the new CMS needs to be completed as planned for Phase II. Members Only and Conference sites need to be integrated into the new VI and IA, and sub-domains need to be eliminated and consolidated. This will require both technology and content work. This is planned for Phase II.</td>
</tr>
<tr>
<td>Project Specifics</td>
<td>Stated Goals</td>
<td>Assessment of Phase 1 Deliverables against Goals</td>
<td>Implications and Recommendations</td>
</tr>
<tr>
<td>------------------</td>
<td>--------------</td>
<td>-----------------------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td><strong>Content strategy</strong></td>
<td>Make ASME.org a compelling content resource for engineers</td>
<td>Phase I delivers the beginnings of what is necessary to be a compelling resource.</td>
<td>The level of effort necessary to complete the remaining Topic Pages and put in place the editorial resources and processes to maintain the freshness of this content is significant. It’s critical to get this right and needs to be a focus area in the short-term.</td>
</tr>
<tr>
<td></td>
<td>Aggregate content around relevant topics</td>
<td>New Topic Page strategy addresses aggregation and relevance goals.</td>
<td>The use of multi-media content (e.g., interactive graphics, video clips, podcasts) must increase significantly for the site to achieve the stated goals.</td>
</tr>
<tr>
<td></td>
<td>Richer content in various formats</td>
<td>The use of engaging images and graphics is a first step toward achieving the goal of richer content. However, no significant progress made in using multi-media content formats. (This was not stated as a goal for Phase I.)</td>
<td>To attract more international users, a site-wide language translation strategy should be defined.</td>
</tr>
<tr>
<td><strong>Information architecture</strong></td>
<td>Streamlined content categories with intuitive, 3-click methodology</td>
<td>The new IA and Topic Pages address the 3-click requirement as well as making browsing easier for the public pages.</td>
<td>In addition, it is critical to the site’s success internationally to address cultural and demographic sensitivities in selecting images and graphics.</td>
</tr>
<tr>
<td></td>
<td>Make browsing simple and intuitive</td>
<td>Persistent navigational elements at the top and bottom of pages make it easy for users to browse.</td>
<td></td>
</tr>
<tr>
<td><strong>Visual identity</strong></td>
<td>Simpler, consistent visual design</td>
<td>Phase I delivered a new VI that has been implemented for the public pages and can be extended to the rest of the site in subsequent phases.</td>
<td>Enterprise-level governance and standards should be established for managing VI over the long term.</td>
</tr>
<tr>
<td></td>
<td>Create a simplified, cleaner, more engaging design (white space / non-cluttered)</td>
<td></td>
<td>It’s important to note that keeping the VI in step with evolving user expectation and market trends is a continuous commitment. The look &amp; feel of a web site should be refreshed every 24 months to align with industry best practices.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>This should be a continuous investment.</td>
</tr>
<tr>
<td>Project Specifics</td>
<td>Stated Goals</td>
<td>Assessment of Phase 1 Deliverables against Goals</td>
<td>Implications and Recommendations</td>
</tr>
<tr>
<td>------------------</td>
<td>--------------</td>
<td>-------------------------------------------------</td>
<td>----------------------------------</td>
</tr>
</tbody>
</table>
| **Search – internal to site** | Relevant, accurate search results  
Deliver more user friendly search with higher quality results | The move from keyword to taxonomy-based search will significantly improve search on the site.  
Both site-wide and targeted search in key sections of the site are included in Phase I. | Taxonomy management is key to improving search. The alignment of taxonomy tags and processes across ASME systems is needed.  
The web team should monitor what searches are most common and continue to fine-tune search results.  
Internal, dedicated search expertise should be developed to ensure long-term effectiveness. |
| **Search – external to site** | Content-optimized for public search engines | The new topic pages and the editorial approach for new content use best practices for Search Engine Optimization (SEO). However, migrated content has not been optimized for public search engines. | A significant effort (over time as content is refreshed) will be required to optimize migrated content for public search engines.  
Both the web team and other ASME editorial resources will need to participate in this effort.  
The web team should develop and communicate SEO guidelines to editorial staff throughout ASME. |
| **Community** | Create opportunities for engineers to connect and share knowledge  
Greater interactivity | This was not planned for Phase I. | Phase II and III will address this area. |
| **E-commerce** | Easier buying experience via smart shopping cart  
Optimize checkout and purchase flows  
Improve cross-sell and up-sell of store | This was not a focus of Phase I. However, the new VI was applied to the Shopping Cart pages to provide a unified look & feel with the rest of the public pages.  
The Topic Page strategy, which incorporates relevant links to Standards and Certifications, Publications, Conferences, etc., should improve cross-selling and up-selling. | This is planned as a focus area in Phase II.  
The web team will need to monitor and measure effectiveness of the strategy and make adjustments as necessary; the first assessment should be made after 6 months. |
<table>
<thead>
<tr>
<th>Project Specifics</th>
<th>Stated Goals</th>
<th>Assessment of Phase 1 Deliverables against Goals</th>
<th>Implications and Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Compatibility (ability to push to social media, mobile devices)</strong></td>
<td>Ability to share information with colleagues via social networks</td>
<td>The ability to share content via various social media sites is integrated into the site. The current ASME pages on social media sites are not changing in Phase I. With regard to mobile devices, the new approach to page display should improve the ability to view site from mobile devices.</td>
<td>Full implementation of the social media strategy is scheduled for Phase II. The development of a mobile device app should be evaluated as part of Phase III.</td>
</tr>
<tr>
<td><strong>Measurement and analytics</strong></td>
<td>Build capability to monitor user activity and develop actionable plans for continuous improvement</td>
<td>Phase I includes the establishment of an ambitious new metrics approach that will provide more comprehensive measurement reports. These reports will analyze meaningful metrics like visitor interactions and engagement, content subject popularity, and other site Key Performance Indicators (KPIs).</td>
<td>Training should be provided to ASME staff by the web team about what metrics are meaningful to track and how to use the new KPI reports. In order to ensure the full realization of the approach, ASME needs to have sufficient resources assigned to this area.</td>
</tr>
<tr>
<td><strong>Performance and reliability</strong></td>
<td>100% continuity from old to new platform System up-time consistent with industry standards</td>
<td>The service provider that managed the old site will continue to support the new site. ASME’s past experience with the service provider has been excellent. The service provider has a full range of support services in line with industry standards.</td>
<td>The vendor’s performance should continue to be evaluated against the Service Level Agreement (SLA).</td>
</tr>
<tr>
<td>Foundation for the Future</td>
<td>Stated Goals</td>
<td>Assessment of Phase 1 Deliverables against Goals</td>
<td>Implications and Recommendations</td>
</tr>
<tr>
<td>---------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Technology maintainability</td>
<td>Scalable solution to more efficiently accommodate change</td>
<td>Phase I puts in place the building blocks (CMS, search, metrics) for the site and supports a scalable technology architecture. In addition, new processes are in place for version control and deployment practices including rollback protocols. The use of page templates and content modules will make VI changes easier and more cost effective in the future.</td>
<td>ASME needs to ensure alignment between the web site technology and other ASME IT systems at an enterprise level.</td>
</tr>
<tr>
<td>Resourcing – capacity and skills</td>
<td>Ensure adequate internal resources with appropriate skills to manage and maintain asme.org post-launch</td>
<td>Limited internal resources were dedicated to Phase I, increasing reliance on the external vendor. In addition, there are insufficient internal resources with needed skills to support ASME.org on an ongoing basis.</td>
<td>While some additional resources are in the process of being added, overall resource requirements should be reviewed to determine the best approach to achieve adequate capacity and the right mix of skills for the long term.</td>
</tr>
<tr>
<td>Quality assurance processes</td>
<td>Effective internal controls for developing, reviewing and preparing content for posting on the web site</td>
<td>Phase I Quality Assurance (QA) processes have focused on the development and launch of the new site. They are based on industry best practices. After the launch, the challenge will be moving from a start-up focus to an operational mode.</td>
<td>Enterprise level focus is needed as many ASME existing business processes will be affected. Governance, standards and more centralized publishing processes for ASME.org will be needed to maintain consistency and quality.</td>
</tr>
</tbody>
</table>
New Site Update

The new ASME.org site was launched on March 18. It is a work in progress, and further improvements and additions are planned through the end of this fiscal year. In addition, feedback from staff and volunteers is being gathered and addressed as part of the fine-tuning process and as input to the requirements for Phases II and III.

Continuing improvement and enhancement is the project approach, and this is consistent with industry practices for the migration of large, complex sites. Also, resources needed to address improvements in content management, search and analytics are in the process of being added.
Warnings

- ASME.org is a core component of a larger strategy to move ASME toward an enterprise focus and to reposition ASME in the marketplace. **ASME needs to get this right.**

- The level of ongoing commitment will be significant. ASME can’t find itself in the same place in another 10 years with an online presence that has been allowed to atrophy and is out of step with market trends and evolving user expectations. **The web site is the public face of ASME in the 21st century and must be viewed as an ongoing strategic priority.**

- The challenge of fully implementing the content strategy should not be under-estimated. It is a massive effort that will touch many parts of the ASME organization and will require all ASME business units to become engaged with the strategy and to fully understand the implications for their activities. **The foundation has been established, but more needs to be done to integrate all of ASME’s online activities -- business, volunteers, technical divisions, districts, etc.**

- **Critical to the success of the new content strategy is the implementation of a standardized approach** to publishing content in the online environment and applying consistent quality assurance protocols.

- **The full benefits of this investment will not be achieved without providing training and guidance for both ASME staff and the volunteers.**
Recommendations

For the COFI and BOG

- Phase I provides a solid foundation and is a significant step toward achieving ASME’s goals for its online presence. Investment in additional phases is crucial to ASME’s future.

For ASME

- Establish enterprise-level governance for ASME’s online activities. A key goal should be cross-business unit alignment and the strengthening of linkages and buy-in across the ASME organization.

- Define Key Performance Indicators to be used to measure and manage the effectiveness of the web strategy

- Establish standards and protocols for managing ASME’s online activities
  - Standardize taxonomy and information to be captured for common content types.
  - Implement an enterprise level approach to information architecture and design, with business owners responsible for developing content and the web team responsible for information architecture and design.
  - Move toward greater centralization of processes for publishing content online, for quality assurance and compliance with standards.

- Develop more robust and sustained communications, training and guidance for ASME staff and volunteers in the short and long term.
  - Make clear the connection between the web project and ASME’s overarching strategic goals and priorities.
  - Explain the rationale for the changes being made and the benefits.

- Ensure sufficient resources are made available with the right mix of skills to support the web site operationally.

- Consider the following tactical suggestions:
  - Strengthen linkages between the Core Team and key ASME business units by possibly expanding the Core Team membership for future phases.
  - Explore a strategic enterprise-level approach to IT given the growing inter-connectedness of ASME’s technology activities.
  - Develop an enterprise-level online advertising strategy.
  - Develop an enterprise-level editorial strategy.
  - Ensure that the content strategy focuses sufficiently on content of interest to Early Career engineers.
Appendix
Benchmark Comparisons

The following information was gathered to provide comparative benchmarks for the ASME.org project. The costs shown cover external expenditures and do not include internal operational costs.

<table>
<thead>
<tr>
<th>Example 1</th>
<th>Example 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type of company</strong></td>
<td><strong>Type of company</strong></td>
</tr>
<tr>
<td>International luxury hotel chain</td>
<td>Major non-profit association</td>
</tr>
<tr>
<td><strong>Project description</strong></td>
<td><strong>Project description</strong></td>
</tr>
<tr>
<td>Strategy, design, and front end development for user experience covering online booking flow</td>
<td>End-to-end solution for a new web site including strategy, design, front and back end development, social media and metrics implementation, search engine optimization; ongoing tactical support</td>
</tr>
<tr>
<td><strong>Project timeframe</strong></td>
<td><strong>Project timeframe</strong></td>
</tr>
<tr>
<td>18 months</td>
<td>26-30 months</td>
</tr>
<tr>
<td><strong>Estimated budget</strong></td>
<td><strong>Estimated budget</strong></td>
</tr>
<tr>
<td>$2.3 million</td>
<td>$4.8 million</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Example 3</th>
<th>Example 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type of company</strong></td>
<td><strong>Type of company</strong></td>
</tr>
<tr>
<td>Large multimedia company</td>
<td>Large accounting and consulting firm</td>
</tr>
<tr>
<td><strong>Project description</strong></td>
<td><strong>Project description</strong></td>
</tr>
<tr>
<td>New online strategy and design – they had lost ground and wanted to leap ahead of their competition</td>
<td>Re-engineering of existing global online presence covering 100 sites in multiple languages and character sets; strategy, design, front and back end development, content migration, brand refresh</td>
</tr>
<tr>
<td><strong>Project timeframe</strong></td>
<td><strong>Project timeframe</strong></td>
</tr>
<tr>
<td>6 months</td>
<td>36 months</td>
</tr>
<tr>
<td><strong>Estimated budget</strong></td>
<td><strong>Estimated budget</strong></td>
</tr>
<tr>
<td>$4.0 million</td>
<td>Total of $9.5 million</td>
</tr>
<tr>
<td></td>
<td>Year 1 -- $4.3 million</td>
</tr>
<tr>
<td></td>
<td>Year 2 -- $2.9 million</td>
</tr>
<tr>
<td></td>
<td>Year 3 -- $2.3 million</td>
</tr>
</tbody>
</table>

Information from a Forrester Survey in 2010 of 76 digital agencies in North America

- Project range: $10,000 to over $5 million
- Projects across all industries
- Fifty-two percent of the agencies had large projects (over $1 million) in 2010. Of these, the following percentages had projects in these ranges:
  - 27% -- $5 million or more
  - 27% -- $2 million to $5 million
  - 46% -- $1 million to $2 million
Comparisons with Other Web Sites

The following sites were reviewed for comparison with the new user experience of ASME.org:

- IEEE
- ASCE
- ASM
- SWE

The visual identity, information architecture, content strategy and search capabilities were reviewed.

Overall

It is clear from the review that the new user experience of ASME.org will be distinctly different and more modern than that of the other sites. Both the Topic Page strategy as well as the use of engaging images and graphics makes ASME.org stand out from the other association web sites.

Visual Identity

The other sites appear organized but all have a boxy and somewhat cluttered look and feel. In contrast, the new ASME.org is clean-looking, with white space and a uniquely modern look. In addition, the other sites use few images and graphics.

Information Architecture

All the sites have a similar information architecture. Only one, ASCE, uses drop-downs for the secondary navigation. The simplified structure of the new ASME.org with easy view of the secondary navigation elements in a dropdown format is superior to the information architecture of the other sites.

Content Strategy

ASME’s content strategy is unique and one of the biggest differentiators. The other sites have “vertical” content strategies where the user is forced to drill down in the information architecture and there are no easy ways to cross horizontally to related information. ASCE does allow users to browse by topic; however, this just leads the user to a search results page with a list of content items for that topic. In contrast, the Topic Pages on ASME.org provide users with rich and engaging content and highlight other relevant information on the site. The ASME approach is more user-centric while the other sites are more organization-centric.

Search

The other sites have site-wide search that is reasonably effective, and some of the sites have targeted search and browsing. With the search improvements being implemented as part of the new ASME.org, ASME is catching up with the other sites. Some of the new features, such as identifying the content type in the search results, are advances beyond the other sites.
Advisory Task Force Review
Phase I of ASME.org Project

Warren DeVries, Member of COFI
Said Jahanmir, Chair & BOG Liaison to COFI
Julie Bachmann Kulik, BOG ECLIPSE Intern 2009-2010
Sharon Miller, ASME Staff
Susan O’Neill, External Consultant
Reginald Vachon, Advisor to Task Force and Chair of COFI

BOG Meeting
April 14-15, 2011

Background – Advisory Task Force

• Formed December 17, 2010 by ASME President

• The goals and reporting
  – Assess Phase I activities against stated project goals
  – Assure that function, design and business objectives are being met
  – Report to the President/BOG and COFI

• The Task Force met
  – Weekly via conference calls
  – In-person for a half-day workshop
Methodology

• **Review included**
  – Interviews with ASME leadership and staff as well as external subcontractor
  – Analysis of project documentation
  – Comparisons with industry best practices
  – Review of the new site

• **A Project Evaluation Framework was developed to assess Phase I progress against three criteria**
  – Achieving strategic intent
  – Delivering specific project requirements
  – Building a foundation for the future

Scope of Phase I

**Included in Phase I**

- Development of strategic framework
  - Overall user experience
  - Visual identity and information architecture
  - Content
  - Technology architecture
  - Consolidation and integration

- Implementation of new user experience for the core elements of asme.org

- New content strategy – Topic Pages, use of engaging graphics and images, focus on contextual relevance

- Basics in place
  - Technology infrastructure
  - Search
  - Metrics

**Planned for Future Phases**

- New functionality for Shopping Cart and Calendar of Events

- Integration and implementation of new visual identity and information architecture for
  - Conference sites
  - PeerLink
  - Section sites
  - Committee sites
  - District sites
  - Division sites
  - Institute sites
  - Job Board

- Toolkits (Codes and Standards, Conference Management, Journal Papers) not part of this project
## Transformation

### Before

![Image of the ASME website before transformation]

### After

![Image of the ASME website after transformation]

## Assessment of Phase I

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Commentary</th>
<th>Phase I Goal Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Intent</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compelling user experience</td>
<td>Site-wide strategy delivered and applied to parts of site in scope for Phase I</td>
<td>X</td>
</tr>
<tr>
<td>Reaching target audiences</td>
<td>New content strategy &amp; tone of voice are major steps in reaching more audiences</td>
<td>X</td>
</tr>
<tr>
<td>Positioning brand identity</td>
<td>Phase I brought site into 21st century and communicates ASME strategic positioning</td>
<td>X</td>
</tr>
<tr>
<td>Supporting revenue growth</td>
<td>Display of relevant content links throughout site will promote cross-selling</td>
<td>X</td>
</tr>
<tr>
<td><strong>Project Specifics</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consolidation and integration</td>
<td>Site-wide framework delivered and applied to parts of site in scope for Phase I</td>
<td>X</td>
</tr>
<tr>
<td>Content strategy</td>
<td>New content strategy is ambitious and a sea-change from the past</td>
<td>X</td>
</tr>
<tr>
<td>Information architecture</td>
<td>Scalable and designed according to current industry best practices</td>
<td>X</td>
</tr>
<tr>
<td>Visual identity</td>
<td>Goal of simpler &amp; more engaging design achieved &amp; applied to Phase I scope</td>
<td>X</td>
</tr>
<tr>
<td>Search – internal to site</td>
<td>Taxonomy-based search and targeted search provide major improvements</td>
<td>X</td>
</tr>
<tr>
<td>Search – external to site</td>
<td>Best practices applied to new content &amp; work underway to remediate older content</td>
<td>X</td>
</tr>
<tr>
<td>Community</td>
<td>Not in scope for Phase I; planned for Phase II and III</td>
<td>NA</td>
</tr>
<tr>
<td>E-commerce</td>
<td>Only visual identity in scope for Phase I; functionality changes planned for Phase II</td>
<td>X</td>
</tr>
<tr>
<td>Compatibility (push to social media, mobile devices)</td>
<td>Foundational elements in place &amp; ability to access site via mobile device improved</td>
<td>X</td>
</tr>
<tr>
<td>Measurement and analytics</td>
<td>Robust metrics approach implemented using industry best practices</td>
<td>X</td>
</tr>
<tr>
<td>Performance and reliability</td>
<td>Continuing with existing service provider with strong track record</td>
<td>X</td>
</tr>
<tr>
<td><strong>Foundation for the Future</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology maintainability</td>
<td>Scalable technology architecture in place</td>
<td>X</td>
</tr>
<tr>
<td>Resourcing (capacity and skills)</td>
<td>Resource capacity &amp; skill mix required for ongoing operations needs to be assessed</td>
<td>X</td>
</tr>
<tr>
<td>Quality assurance processes</td>
<td>Focus has been start-up and launch; next priority is moving to operational mode</td>
<td>X</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Status Codes</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant Progress</td>
<td>Progress made</td>
</tr>
<tr>
<td>Foundation</td>
<td>Foundation achieved</td>
</tr>
<tr>
<td>First Steps</td>
<td>First steps achieved</td>
</tr>
<tr>
<td>Not Addressed</td>
<td>Not addressed</td>
</tr>
<tr>
<td>Phase I Goal Achieved</td>
<td>Phase I goal achieved</td>
</tr>
</tbody>
</table>
Key Findings

- **Phase I deliverables**
  - Delivered what was promised
  - Established a solid foundation for Phases II and III

- **Phase I spend**
  - Investment/Contract
    - Spend to date: $1.8 million
    - Estimate through FY11: $200,000
    - Total investment: $2.0 million
  - Operations
    - Internal staff (web team and editorial resources): $740,000
    - External costs (licenses, content contractors): $250,000

Key Findings

**Strengths of Phase I project**

- Phased project approach – logical & pragmatic
- Overall user experience – modern & scalable
- Content strategy – focus on ASME’s content richness
- Technology architecture – solid foundation
- Search improvements – greater accuracy & more options
- Metrics approach – more meaningful measurement
- Distinctiveness from other association sites
Comparisons and Benchmarks

Comparisons
• Sites reviewed to compare user experience
  – IEEE, ASM, ASCE, SWE
• ASME’s site is distinctive
  – More modern in appearance
  – More engaging images and graphics
  – Richer content

Benchmarks
• Project timeframe and budget in line with what other organizations are doing

Benchmark Examples

<table>
<thead>
<tr>
<th>Example 1</th>
<th>Example 2</th>
</tr>
</thead>
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Key Findings

Weaknesses of Phase I project

• Internal staffing constraints limited team’s capacity to focus on stakeholder management and buy-in
• Communications not as clear as needed in the early stages; earlier involvement by a broader range of ASME staff would have been beneficial

New Dynamic Site

• Work in progress
• Issues and problems being communicated and addressed
• Feedback encouraged
• Continuous improvement process
• Resources still being added to strengthen capabilities like content management, search and analytics
Recommendations for ASME

- Establish enterprise-level governance standards for online activities
- Define Key Performance Indicators to measure web strategy’s effectiveness
- Establish enterprise-level standards and protocols to manage the web site
- Develop more robust training and guidance for ASME staff and volunteers
- Ensure sufficient resources with the right mix of skills to support the web site operationally

Tactical Suggestions for Consideration by ASME

- Strengthen linkages between the Core Team and key ASME business units by possibly expanding the Core Team membership for future phases
- Explore developing an enterprise-level IT strategy and roadmap given the growing inter-connectedness of ASME’s technology activities
- Develop an enterprise-level online advertising strategy
- Develop an enterprise-level editorial strategy
- Ensure that the content strategy focuses sufficiently on content to engage and retain Early Career engineers
Recommendations for COFI & BOG

- Phase I provides a solid foundation for ASME’s web site
- Investment in Phases II and III are needed to complete the project and achieve ASME’s goals for online presence
- ASME needs to get this right and sustain it
ASME Board of Governors
Agenda Item
Cover Memo

Date Submitted: March 28, 2011
BOG Meeting Date: April 14-15, 2011

To: Board of Governors
From: BOG Retreat Planning
Presented by: Victoria Rockwell, Michael Michaud
Agenda Title: BOG Retreat Preview and Preparation

---

Agenda Item Executive Summary: *(Do not exceed the space provided)*

This agenda item has two parts: 1. A preview of the 2011 BOG Retreat agenda; and 2. An update on ASME’s global strategy. This update is part of the preparation for the retreat.

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Proposed motion for BOG Action: *(if appropriate)*
No action required

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Attachments:
Two
BOG Retreat Preview

Objectives

- The Board will gain a deeper understanding of ASME’s global activities.
- The Board will gain knowledge about global trends and issues and how they may provide opportunities and threats for ASME.
- The Board will engage in strategic and generative discussions about ASME’s strategic priorities, with an emphasis on expanding our global impact.
- The Board will have greater ownership of the strategic direction.
BOG Retreat Preview

Pre-Retreat: April BOG

• Begin setting the stage for the retreat:
  – Overview of the draft retreat agenda
  – Review of ASME’s current global impact strategy and key activities to accomplish the strategy

BOG Retreat Preview

Pre-Retreat: June BOG

• Review progress made to date on the Strategic Intents as they relate to global impact
• Begin to orient the Board to global trends and influences that could impact ASME strategic direction
• Review agenda and targeted outcomes for July retreat
BOG Retreat Agenda

**Wednesday, July 13**
- Welcome reception and dinner

**Thursday, July 14 (Morning)**
- Global Trends and Influences on Energy and Workforce Development
  - Panel of outside perspectives
  - Q&A/discussion

**Thursday, July 14 (Afternoon)**
- ASME’s Global Impact: A Conversation with the Society’s International Offices
  - Panel of staff from China, Brussels, India and New York offices
  - Q&A/Discussion
- Review of Day 1 and Framing Day 2
BOG Retreat Agenda

Friday, July 15 (Morning)

• Generative Discussions on ASME’s Strategy for Global Impact
  – Breakout Groups:
  – Discussion on key trends and issues
  – Potential implications for ASME’s Strategic Priorities

BOG Retreat Agenda

Friday, July 15 (Afternoon)

• Breakout Group Reports and Discussion
• ASME’s Global Impact Strategy
  – Discussion on implications of retreat learning on our strategic priorities: Are we on the right track? Should changes be made?
  – Building BOG consensus
  – Role of the Board in moving forward
  – Role of staff in moving forward
• Reflections on the Retreat and Next Steps
• Adjourn
Global Strategy Update Outline

1. Global Strategy
2. Measurement
3. Alignment with:
   a. Energy
   b. Workforce
4. Content
5. Relationships

6. Current Presence
   – China, India, Europe
7. New Markets
8. Developing World
   – E4C & Humanitarian
ASME’s Global Strategy Framework

1. Roadmap to outline overall strategy and prioritize:
   - Markets
   - Needs
   - Initiatives
   - Resources

2. Expand ASME’s Global Impact

3. Create new, locally relevant Content for target markets

4. Empower individual engineers to help change the world

5. Partnerships to increase effectiveness reach and impact of initiatives

6. Sustainable presence and business or delivery platforms

7. Products and Services that meet global and local needs

8. FY 11 BSC objectives

Expand ASME’s Global Impact

Growing overall, global presence
- Lower the overall barriers of entry (price, language...)
- Develop local ASME community and relationships
- Assess local market and opportunities
- Expand delivery of ASME programs.

Current Major Market Focus
- Establish base of operations
- Build and strengthen local relationships
- Establish ASME brand recognition
- Localization of products
Measure progress…

...and set goals

ASME’s Global Impact Index

Comprised of 6 key indicators
Collected by country and adjusted by weights

Growth Indicators measures percent of growth.

Volume indicator measures current value; tracking numbers, not dollars

Global Impact

+11%

1,084,417
3 Focus on Sectors…

Energy
- Gas Turbine
- Pipeline

Workforce
- Nuclear
- ETC…

Aligning Products and Services
Content and Community

and Geographic Markets

Global Energy Trends - Consumption

(http://www.eia.doe.gov/oiaf/aeo/world.html)
Global Energy Trends – Generation

Global Energy Highlights

- Expand ASME Energy Technology Resources
  - FY11: Grow Nuclear and Renewable Energy portfolios
  - FY12: Grow overall Energy portfolio; includes Nuclear, Renewable, Fossil, and other Alternative energy as well as Efficiency and Environmental

- Advocate for Technically Sound Energy Policies
  - FY11: Issue ASME and Energy Policy Coalition position statements
  - FY12: Grow the new Energy Public Policy Index; includes energy-related position statements, congressional briefings and testimony, ASME federal fellows, energy events, interactions with congress and agencies, Action Alerts, policy articles, and impact on legislation
Workforce
The Global Context

- From 1995 to 2007 the percentage of articles published in engineering from authors in
  - The European Union dropped from 30% to 27%
  - The United States dropped from 30% to 20%
  - China rose from 3% to 12%
- Women are underrepresented in engineering worldwide
- U.S. 15-year-old students’ average mathematics score of 474 in 2006 was lower than the Organization for Economic Cooperation and Development (OECD) average of 498, and placed U.S. 15-year-olds in the bottom 1/4 of participating OECD nations, a relative position unchanged from 2003.

Data cited from Science and Engineering Indicators 2010 and National Center for Education Statistics

3b

Trends in International "First University" Engineering Degrees

From “Science and Engineering Indicators 2010,” National Science Foundation (data from India was not included in this study)
Workforce Global Highlights

- We awarded two Diversity Action Grants to schools outside North America.
- In March 2011, ASME took part in the National Engineers Week Foundation 2011 Global Marathon for, by and about Women in Engineering and Technology. We presented a webinar titled "The Engineer and the Global Humanitarian: Engineering in the Developing World."
- We held the Latin America Human Powered Vehicle Competition in Venezuela in September 2010.
- We arranged the technical program content for the European Young Engineers Conference in Italy in November 2010.
- We had six early career engineers attend the Emerging Leaders Alliance Conference in Amsterdam in December 2010.

ASME Training’s Global Reach

8,000 Participants from over 100 countries
4 Localize Content

- Translations
- Standards
- Training
- Conferences
- Certifications
- Education Activities

5 Build Community

- Industry Focused Communities
  - Pipeline, Nuclear
- Communities around Content:
  - Code Committees
  - Translation Committees
- Traditional and Virtual Communities
  - Members and Students
  - E4C & EGD (Engineering for Global Development)
6 Build Strategic Relationships

- Strategic
- Engineering for Change (E4C)
- Business
- MOUs and Agreements with National Bodies and Corporations
- Licensees, Distributors and Business Partners

7 Sustain Existing Presence

Build an appropriate local presence with a specific purpose:

- Brussels Business Office
  - 2.5 FTE (MCI)

- Beijing Representational Office
  - 4 Staff

- Delhi Representational Office
  - 2 Staff (Technova)
8 Expand into new markets

Strategy and Plan to Address Priority Markets

Market-driven approach to increase ASME’s overall global impact

- ‘cut, customize and paste’ programs for global distribution
- Build a base of local partners, users, volunteers and advocates
- Create a Matrix of ASME Opportunities

Identify priorities and new target markets

9 Expand into Developing World

Engineering for Global Development

Engineering for Change provides a forum to connect, collaborate, solve challenges and share knowledge among a growing community of engineers, technologists, social scientists, NGOs, local government and community advocates, who are dedicated to improving the quality of life all over the world.

Contribute
- E4C encourages individuals by providing a platform to join together, contribute to meaningful, the activities found in the online forum and help others and share experiences.
- More

Join E4C Today
- As the world community, E4C connects to make informed and effective decisions and is passionate about making a difference in communities throughout the world.
ASME Board of Governors
Agenda Item
Cover Memo

Date Submitted: March 28, 2011
BOG Meeting Date: April 14-15, 2011

To: Board of Governors
From: Sector Management Committee (SMC)
Presented by: Victoria Rockwell
Agenda Title: Sector Management Committee Update

Agenda Item Executive Summary: (Do not exceed the space provided)

Report of SMC activities since the February BOG meeting; includes sector updates, SMC motion related to P12.1 and report from the VOLT Academy.

Proposed motion for BOG Action: (if appropriate)
No action required

Attachments:
One
I. Sector Updates

Centers – Clark McCarrell and Dave Soukup

- ASME booths, featuring the Heroes of Engineering display, were staffed at Family Day for Engineers Week at the National Building Museum in Washington, DC, and at the FIRST Robotics Regional Competition in New York City.

- The Center for Leadership and Diversity conducted webinars on diversity for the Nominating Committee.

- The Committee on Professional Development and Licensure approved a supplement to Society Policy P-15.2 on Engineering Licensing on the value of licensure for engineers. This served as ASME’s input to the AAES Licensure Issues Group.

- The class of ECLIPSE interns for 2011-12 has been selected.


Strategic Management – Stacey Swisher Harnetty and Phil Hamilton

Environmental Scan 2011 – Complex Systems Failure

In response, to the tragic events in the Gulf of Mexico, the ASME Strategic Issues Committee with the support of the Innovation Committee convened a task force of experts to explore experiences across industries and consider topics such as lessons learned, best practices, R&D needs, and ethical responsibilities. The overall goal was to identify future initiatives that ASME can undertake in 2011 and beyond to contribute to the understanding and more effective prevention of complex systems failure.

The task force met in October 2010 and participants identified potential areas for ASME action, including standards and tools, educational efforts, addressing organizational and ethical issues, and increasing public awareness of complex systems. In December 2010, the task force met again in conjunction with the Industry Advisory Board and used the areas identified from the first meeting as a springboard for strategic planning. The group ultimately developed a set of three initiatives and corresponding action plans for ASME efforts in the next year and beyond.

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A final meeting is scheduled in late March, to further discuss the initiatives and develop a plan to move forward. The participants of this meeting will consider what can be done, what resources will be needed, and give some consideration to external funding sources, as well as potential partners for some of the action items.

**Proposed ASME Engineering for Global Development Initiative**

EGD programs will advance the impact of engineering in the developing world by engaging ASME members in the humanitarian space. Additionally, the synergy between EGD and E4C will support developing content and building community relationships for E4C. Initial program plans include:

- Developing an ASME Global Development Service Corp, which will enable ASME members to address challenges in the developing world – from simply doing design work/review, to traveling/visiting developing communities, working with residents, deploying solutions, and being part of long-term community building.
- Developing an EGD Fellow Program that will provide skilled ASME members with the opportunity to undertake short-term assignments addressing key engineering challenges in the developing world.
- Establishing partnerships with global development organizations, engineering schools and entrepreneurship programs on engineering design challenges focused on developing world.
- Collaborating with the academic community to “legitimize” BoP (Base of the Pyramid)/EGD work in the universities and colleges as a valid research discipline.
- Sponsoring a new ASME EGD Award as part of the ASME Innovation Showcase program.
- Working on elevating “triple use” technologies.
- Developing a Biennial Engineering for Global Development Summit modeled after the March 2010 event.

**Engineering Public Policy Symposium: Tuesday, May 17th – 8:30am-1:00pm**

The annual “Engineering Public Policy Symposium,” will be convened on Tuesday, May 17, 2011 from 8:30AM-1:00PM in the Members Room of the Library of Congress in the Thomas Jefferson Building in Washington, DC. Administration officials, Members of Congress and congressional staff will be invited to discuss their legislative priorities for the 1st Session of the 112th Congress relative to “Science, Technology, Engineering and Mathematics (STEM) Education and the 21st Century Workforce.” Interested Symposium attendees will have an opportunity to meet with their Members of Congress during the afternoon to discuss issues of importance to the engineering community. The Symposium will be convened in conjunction with the National Academy Convocation and American Association of Engineering Societies (AAES) Awards Banquet Ceremony which will be convened on Monday, May 16, 2011 in Washington, DC.”

**II. Policy P12.1**

The SMC approved the following motion at their March 24th meeting.

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2
SMC recommends the following changes to the April 2010 version of P12.1:

- The Events Committee shall consist of five (5) members, one from each Sector, as appointed by the respective Senior Vice Presidents.
- The Events Committee shall report to the Sector Management Committee (SMC) and shall inform the Committee on Finance & Investment (COFI) of its major decisions.
- All audits prescribed in P12.1 shall be conducted under the auspices of the ASME Audit Committee which reports to COFI.

Webb Marner will bring the recommended motion to the COFI on March 25th and then work through the Committee on Rules for BOG review and approval as needed.

**III. Sector Realignments**

The Centers and Strategic Management Sectors continue their plans for realignment. The working title for the new sector is “Mission and Outreach”. The focus has been on a restructure that will support initiatives going forward, provide the best support for mission and outreach within ASME, and a better alignment with the ASME Foundation initiatives.

Knowledge & Community is also realigning within their sector. The focus is on content, community and communication. Their goal is to free up K&C assets in order to address new areas.

The three sectors (K&C, Centers, Strategic Management) will be making a recommendation to the BOG regarding student and early career members.

**IV. Annual Meeting**

The 2011 Annual Meeting Steering Committee has been working since November 2010 to put together some key events for the 2011 conference. The schedule is as follows:

**Saturday, June 11, 2011**

9:30 am – 4:30 pm
Innovation Showcase (IShow)

6:00 pm – 7:00 pm
ASME Celebrates Innovation Reception

**Sunday, June 12, 2011**

5:00 pm - 6:00 pm*
“Strategic Initiatives In Action” Member Assembly

A special member assembly will be held before the opening reception and feature presentations and discussion on how ASME’s strategic priorities—energy, engineering workforce development, and global impact—are being put into action through dynamic, interrelated initiatives. These are the launch of a redesigned ASME.org, the launch of Engineering for Change, and the launch of a year-long set of activities related to Engineers Week 2012, which ASME is co-chairing with Battelle Memorial Institute.

*ASME will be the essential resource for mechanical engineers and other technical professionals throughout the world for solutions that benefit humankind.*
6:00 pm - 7:30 pm*
Opening Reception

Monday, June 13, 2011
7:30 am - 8:30 am*
Continental Breakfast

8:30 am - 10:00 am*
Plenary Session
“Carbon Reduction in our Energy Intensive Future”
Moderator: Michael E. Webber, Ph.D., Associate Director, Center for International Energy & Environmental Policy. Co-Director, Clean Energy Incubator, and Assistant Professor, Department of Mechanical Engineering, University of Texas, Austin
Panelists: James Wood, Deputy Assistant Secretary for Clean Coal, U. S. Department of Energy; Gary Spitznogle, Director - New Technology Development & Policy Support, American Electric Power; and Richard F. (Dick) Storm, PE, Chief Executive Officer, Storm Technologies, Inc.

12:00 pm – 1:30 pm*
Keynote Lunch
“Perspectives on the Future Mix of Electric Generation Technologies”
Revis James, Director, Energy Technology Assessment Center, Electric Power Research Institute.

6:00 pm - 7:30 pm
Volunteer Recognition Reception (invitation only)

Tuesday, June 14, 2011
12:00 pm – 1:15 pm
Luncheon & Lecture for the Ralph Coates Roe medal winner
Recipient Ioannis Miaoulis, President and Director of the Museum of Science, Boston will talk about workforce development

6:00 pm - 7:00 pm*
President’s Reception

7:00 pm - 10:00 pm*
President’s Dinner

*blackout times

V. VOLT Academy – Progress report submitted by Bill Cousins

Operations

VOLT Resource Center is preparing to beta launch the VOLT Collaborative Tool for use in developing VOLT programs and VOLT on-line training modules. Working with ASME IT staff, VOLT is the first ASME unit to use the Microsoft SharePoint technology as its platform. The

ASME will be the essential resource for mechanical engineers and other technical professionals throughout the world for solutions that benefit humankind.
VOLT staff has consulted with the ASME Training and Development staff on the next steps regarding the development of the in-house training courses for volunteers.

Activities

- **VOLT Candidates Briefings** are continuously being fine-tuned for candidates for the Board of Governors (scheduled for April 20) and candidates for the office of President (May 12) as part of volunteer leadership training efforts.

- **Volunteer Leadership Path (VLP)** has been introduced to the Society and defines a set of 70 competencies and five levels of leadership for ASME volunteers. The VLP was introduced at two presentations at the 2011 Leadership Training Conference. A component of the VLP, the Emerging Leaders Program is being developed as a new program in FY12.

- **Leadership Training Conference (LTC)** took place in Dallas on March 4-6. This important leadership skills training for new and experienced volunteers provides opportunities for leadership networking and building ASME grassroots domestically and internationally.
  - Total attendance was 358, an increase from 351 in the previous year with “first timers” being 188, an increase from 173. Also increasing were international delegates at 58 up from 49 in 2010. Student delegates total was 35, down from 39 in the previous year. Evaluations from the delegates are being compiled.
  - “The Leaders Voice’, another VOLT Leadership Workshop was offered the day before LTC on March 3 with 75 attending. The course was very well received with an average rating of 3.74 out of a possible 4. In addition to providing leadership training for the attendees for their ASME activities, the training is applicable to professional development, and is therefore of interest to industry managers. Plans are underway for the next VOLT Leadership Workshop to be presented at the Annual Meeting in Dallas.
  - VOLT secured the first ever corporate contribution for the LTC for sponsoring of the Idea Mart.
  - VOLT staffed an Idea Mart booth to promote the Volunteer Opportunities Bulletin Board (VOBB) and other VOLT Academy projects, along with the ECLIPSE intern program.
  - VOLT hosted a private dinner for the ECLIPSE Interns on Friday evening at LTC to provide the chance for the current and incoming interns to spend time in direct conversations with the President – Elect and Executive Director and share experiences and expectations with the interns. A reception prior to the dinner was held with the Presidential Team, Executive Director, and attending BOG members to provide an opportunity for the interns to meet senior leadership.

- **Nominating Committee**. Plans are underway for the next two VOLT training programs for the Nominating Committee on April 13 and May 11 to better prepare the NC for its selection process in June.

ASME will be the essential resource for mechanical engineers and other technical professionals throughout the world for solutions that benefit humankind.
ASME Board of Governors
Agenda Item
Cover Memo

Date Submitted: March 22, 2011
BOG Meeting Date: April 14-15, 2011

To: Board of Governors
From: Committee on Organization and Rules (COR)
Presented by: Dennis Achgill, COR Chair
Agenda Title: Report - Editorially Revised Society Polices

Agenda Item Executive Summary:

In anticipation of the BOG’s expected final adoption of the revised By-Laws deleting the term “Board of Directors” on April 14-15, 2011, staff and COR reviewed and made editorial updates to 57 Society Policies to eliminate the terminology of “Board of Directors” in the Polices and introduce the use of the terms “Sector Board” and “Council.”

COR’s action from its March 22, 2011 meeting was to approve the editorial revisions in the attached list of Society Polices, pending final adoption of related revisions to the By-Laws, and to have the editorial revisions dated as of April 15, 2011.

Proposed motion for BOG Action:

BOG to Receive Report from COR as a Consent Agenda Item

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ASME Board of Governors
Agenda Item
Cover Memo

Date Submitted: March 25, 2011
BOG Meeting Date: April 14-15, 2011

To: Board of Governors
From: COR
Presented by: Dennis Achgill
Agenda Title: Proposed Constitutional Amendment

Agenda Item Executive Summary:

In June, 2010, the BOG adopted the recommendations of the Task Group on Unit Nomenclature including a resolution that requires ASME units to move away from using “Board of Directors” and reserve that nomenclature only for the true governing body of ASME, the Board of Governors. With concurrence of ASME Legal, the five sectors responded with these new names to replace “Board of Directors”

- Council on Standards and Certification
- Council on Strategy and Outreach
- Centers Sector Board
- Institutes Sector Board
- Knowledge and Community Sector Board

A careful search of the entire ASME Constitution revealed only one reference to the term “Board of Directors” and thus a simple change to the ASME Constitution Article C6.1.2 is required to replace the term “Board of Directors” with the correct nomenclature.

Proposed motion for BOG Action: (if appropriate)

Recommend endorsement by the BOG of the proposed amendment required by ASME’s move away from using the term “Board of Directors” and that this item proceed to the next ASME Business Meeting noting the BOG endorsement.

Attachments: Yes
Proposed Constitutional Amendment
Prepared February 25, 2011

In June, 2010, the BOG adopted the recommendations of the Task Group on Unit Nomenclature including a resolution that requires ASME units to move away from using “Board of Directors” and reserve that nomenclature only for the true governing body of ASME, the Board of Governors. With concurrence of ASME Legal, the five sectors responded with these new names to replace “Board of Directors”

• Council on Standards and Certification
• Council on Strategy and Outreach
• Centers Sector Board
• Institutes Sector Board
• Knowledge and Community Sector Board

A simple change to the ASME Constitution Article C6.1.2 is required to replace the term “Board of Directors” as shown below.

ARTICLE C6.1 MEETINGS OF THE SOCIETY

C6.1.1 Society-Wide Meetings of the Society shall be held at such time and place as the Board of Governors shall designate.

C6.1.2 General Meetings of the Society which are primarily for the presentation and discussion of technical papers shall be under the direction of the Board of Directors- Sector Board or Council of one or more of the sectors as appropriate.
The Fellows Review Committee (FRC), after thoughtful consideration, proposes a revisions to By-Law B3.2.1 for clarity and simplification of the nomination process for promotion to Fellow. The FRC respectfully requests that COR review the proposed changes and advance the By-Law revisions to the BOG for adoption.

**B3.1 MEMBERSHIP**

B3.1.2 A proposal for promotion to Fellow must be initiated by a Fellow or another member of ASME and supported by at least four additional sponsors, two of whom must be Fellows or Members of ASME. All sponsors must have an acceptable understanding of the Society's criteria, a thorough knowledge of the nominee's qualifications, and a sound basis for judgment as they relate to the requirements for promotion to Fellow.
AGENDA ITEM 4.2.3.4.1

ASME Board of Governors

Agenda Item

Cover Memo

Date Submitted:    October 11, 2010
COR Meeting Date: October 14, 2010

To: Board of Governors

From: (Sector/Unit/Task Force/Other) Sectors

Presented by: Warren Leonard

Agenda Title: By-Law Revisions on Use of Term Board of Governors

Agenda Item Executive Summary: (Do not exceed the space provided)

In June, 2010, the BOG adopted the recommendations of the Task Group on Unit Nomenclature including a resolution that require ASME units to move away from using “Board of Directors” and reserve that nomenclature for only for the true governing body of ASME, the Board of Governors. Initially, the directive was to replace “Board of Directors” with “Board” and this was later expanded (at the request of two sectors and with approval by ASME Legal) to permit the sectors to use the term “Council” or “Board” as long as they no longer used the term “Board of Directors” and this information was conveyed to the sectors at Sector Management Committee meetings.

The sectors responded with the following requests:
Council on Standards and Certification;
Council on Strategic Management;
Centers Sector Board;
Institutes Sector Board; and
Knowledge and Community Sector Board

Additional changes were requested by Institutes for By-Laws B5.5.1.2, B5.5.2.1, B5.5.2.2, B5.5.2.3 and B5.5.2.4.

Proposed motion for COR Action: (if appropriate)

To accept the proposed changes to the By-Laws.

Attachments: Yes
B3.2 FEES AND DUES

B3.2.2.1 A member may appeal the Services staffs decision on the remittance of "dues under special reason" to the Sector Board of Directors of the Knowledge and Communities Sector.

B4.1 GOVERNMENT

B4.1.5 Any Officer of the Society or member of any council, sector, board, committee, or other unit of the Society appointed or elected by the Board of Governors or by any unit of the Society may be removed or suspended from such office or membership by the Board of Governors for cause (which shall include, without limitation, violations of fiduciary duty, racial or other improper discrimination, sexual harassment and defamation).

Any Officer of the Society or member of such council, sector, board, committee or other unit of the Society elected by the corporate membership may be removed for cause only by the vote of the corporate membership, but his or her authority to act as such Officer or member may be suspended by the Board of Governors for cause.

Removal for cause by the Board of Governors shall require an affirmative vote of seven members of the Board of Governors. Suspension for cause shall require the vote of a majority of the members of the Board of Governors present at the time of the vote, provided that a quorum is present.

B5.1 SECTORS, COUNCILS, BOARDS, AND COMMITTEES

B5.1.1 Each sector will be led by a council or sector board.

B5.1.2 Subject to the approval of the Board of Governors, each sector shall have the power to establish its boards and committees.

B5.1.3 Each council, board or committee, as described in the By-Laws, shall perform the duties prescribed therein, and those assigned to it by the sector to which it reports.

B5.1.4 The primary role of volunteer members of councils, boards and committees will be to determine policies, develop programs, conduct studies, prepare reports, and advise the sector to which that council, board or committee reports on matters pertaining to specific assignments.

B5.1.5 The primary role of staff assigned to councils, boards and committees is to implement actions that are required to meet the objectives of the council, board or committee on a continuing basis.
Working under broad lines of policy established by the council, board or committee, the staff will initiate programs, actively engage in the work, and make operating decisions necessary to carry forward the programs in a dynamic and efficient manner.

B5.1.5-6 A sector may terminate membership, other than ex officio membership, on any council, board or committee because of continued absence of the member.

B5.1.6.1 The Board of Governors shall appoint all members of the sector board or council of directors except the elected vice presidents and members ex officio.

B5.1.6.2 Each sector board of directors or council shall approve all appointments to boards and committees which report directly to that sector board of directors or council.

B5.1.6.3 Any sector board of directors or council or board may have standing or special committees to assist in the conduct of its affairs.

B5.1.6.4 Any sector board, council of directors, board, or committee may have non-voting advisory members.

B5.1.6.5 Any committee may appoint subcommittees. To serve on a subcommittee it is not necessary to be a member of the parent committee.

B5.1.7 A member of a council, board or committee whose term of office has expired shall continue to serve until a successor has been elected or appointed unless the council, board or committee has been terminated.

B5.2 SECTORS AND COMMITTEES REPORTING TO THE BOARD OF GOVERNORS

B5.2.1 The sectors reporting to the Board of Governors shall be the Centers Sector, the Standards and Certification Sector, the Institutes Sector, the Knowledge and Community Sector and the Strategic Management Strategy and Outreach Sector.

Each sector shall be led by a board of directors. The council or sector board Board of Directors of each sector shall consist of such voting members as specified in the sector By-Laws. Individuals, as may be required or designated pursuant to any statute, regulation, or court order or consent decree may also be voting or non-voting members of a sector council or sector board Board of Directors. A member of the senior staff of the sector, if any, may be a voting member of the sector council or sector board Board of Directors. The sector council or sector board Board of Directors may designate both volunteer and staff non-voting members.

The duties and responsibilities of the sectors shall be as designated
from time to time by the Board of Governors. Each sector shall maintain its own operation guide as prescribed by Society Policy. Each sector shall be chaired by a senior vice president who shall serve a term of three years. Additional service as the same senior vice president may occur after an interruption of one or more years or following a partial term. Senior vice presidents shall attend meetings of the Board of Governors without vote.

**B5.3 CENTERS SECTOR**

B5.3.1.2 The Centers Sector shall be led by a Sector Board of Directors that consists of the following voting membership: a Senior Vice President as Chair; one member-at-large; the Vice Presidents for the following Boards: Education; Leadership and Diversity; Career and Professional Advancement; Public Awareness; and the Managing Director, Centers. The non-voting membership of the Sector Board of Directors shall consist of the lead staff support for the four Centers as stated in B5.3.2.1.

B5.3.1.3 The incoming Senior Vice President, Centers shall be nominated by the Centers Sector Board of Directors from among its past or present Vice Presidents and members-at-large for appointment by the Board of Governors for a term of three years. In the event that a past or present Vice President or member-at-large is not available from the Centers Sector Board of Directors, then the Board shall defer to the Board of Governors for the selection. Vice Presidents who have been elected to a term that extends more than one year into a new term of the Senior Vice President of the Centers are not eligible to become the Senior Vice President.

B5.3.1.4 The member-at-large shall be appointed by the Board of Governors, as recommended by the Centers Sector Board of Directors. The term of the member-at-large shall be three years.

B5.3.2.1 The following Centers will report directly to the Centers Sector Board of Directors: Center for Education; Center for Leadership and Diversity; Center for Career and Professional Advancement; and Center for Public Awareness.

B5.3.2.2 The Center for Education, under the direction of the Centers Sector Board of Directors, is responsible for the activities of the Society that relate to engineering education. The Center shall consist of a Vice President, Education as Chair and a membership as determined by the Centers Sector Board of Directors.

B5.3.2.3 The Center for Leadership and Diversity, under the direction of the Centers Sector Board of Directors, shall promote diversity and inclusion throughout the Society and is responsible for the Society's activities that relate to leadership development. The Center shall consist of the Vice President, Leadership and Diversity as Chair, and a membership to be determined by the Centers Sector Board of Directors.
B5.3.2.3 The Center for Leadership and Diversity, under the direction of the Centers Sector Board of Directors, shall promote diversity and inclusion throughout the Society and is responsible for the Society’s activities that relate to leadership development. The Center shall consist of the Vice President, Leadership and Diversity as Chair, and a membership as determined by the Centers Sector Board of Directors.

B5.3.2.4 The Center for Career and Professional Advancement under the direction of the Centers Sector Board of Directors, is responsible for the activities of the Society that relate to the professional development of engineers and engineering students, the advancement of professional practice and the ethical practice of engineering. The Center shall consist of a Vice President, Career and Professional Advancement as Chair and a membership as determined by the Centers Sector Board of Directors.

B5.3.2.5 The Center for Public Awareness, under the direction of the Centers Sector Board of Directors, is responsible for the activities of the Society that relate to public awareness of engineering. The Center shall consist of a Vice President, Public Awareness as Chair and a membership as determined by the Centers Sector Board of Directors.

B5.4 STANDARDS AND CERTIFICATION SECTOR

B5.4.1.2 The Standards and Certification Sector shall be led by a Council Board of Directors that consists of the following voting membership: a Senior Vice President as Chair; two Vice Chairs; no more than twelve members-at-large; the Vice Presidents for the following Boards: Standardization and Testing, Nuclear Codes and Standards, Pressure Technology Codes and Standards, Safety Codes and Standards, and Conformity Assessment; one representative each (preferably the Chair) from the Board on Hearings and Appeals and the Board on New Development. The nonvoting membership of the Council Board of Directors shall consist of the Associate Executive Director and the Managing Directors, Standards and Certification.

B5.4.1.3 The incoming Senior Vice President of Standards and Certification shall be nominated by the Council on Standards and Certification Board of Directors from among its past or present Vice Presidents and members-at-large for appointment by the Board of Governors for a term of three years. In the event that a past or present Vice President or member-at-large is not available from the Council on Standards and Certification Board of Directors, then the Council Board of Directors shall defer to the Board of Governors for the Senior Vice President selection. Vice Presidents who have been elected to a term that extends more than one year into a new term of the Senior Vice President of Standards and Certification are not eligible to become the Senior Vice President.
B5.4.1.4 The twelve members-at-large and the Vice Chairs shall be appointed by the Board of Governors, as recommended by the Council on Standards and Certification—Board of Directors. The term of each member-at-large and Vice Chair shall be three years, with the terms of one-third of the members-at-large ending at the close of the second Business Meeting of the fiscal year. The representatives (preferably the Chair) from the Board on Hearings and Appeals and the Board on New Development shall be appointed by the Board of Governors, acting upon a recommendation from the Council on Standards and Certification—Board of Directors. The term of each representative shall be three years, ending at the close of the second Business Meeting of the fiscal year.

B5.4.2.1 The following Boards will report directly to the Council on Standards and Certification—Board of Directors: Board on Standardization and Testing, Board on Nuclear Codes and Standards, Board on Pressure Technology Codes and Standards, Board on Safety Codes and Standards, Board on Conformity Assessment, Board on New Development, Energy and Environmental Standards Advisory Board, Board on Codes and Standards Operations, Board on Strategic Initiatives, and the Board on Hearings and Appeals.

B5.4.2.2 The Boards on Standardization and Testing; Nuclear Codes and Standards; Pressure Technology Codes and Standards; Safety Codes and Standards; New Development and Conformity Assessment shall supervise the development of codes and standards within their respective charters, including the development of conformity assessment criteria for applicable codes and standards. The Board on Conformity Assessment shall also supervise the administration of conformity assessment programs. The Energy and Environmental Standards Advisory Board shall coordinate initiation of new Standards and Certification products and services addressing global energy and environmental needs. The Board on Codes and Standards Operations shall approve on behalf of the Council—Board of Directors, matters of procedures and personnel, and shall advise the Council—Board of Directors on operational matters, including honors, information services, legal considerations, continuous improvement, and planning. The Board on Strategic Initiatives shall advise the Council—Board of Directors on trends, implications, strategic issues and planning. The Board on Hearings and Appeals shall be a forum for appeals resulting from grievances related to procedural due process in codes, standards, accreditation, registration, and certification activities.

B5.4.2.3 The Boards on Standardization and Testing; Nuclear Codes and Standards; Pressure Technology Codes and Standards; Safety Codes and Standards; and Conformity Assessment shall each consist of a Vice President as Chair; one or more Vice Chairs, and a membership, as determined by the Council on Standards and Certification—Board of Directors. The Board on New Development and the Energy and Environmental Standards Advisory Board shall each consist of a Chair, a Vice Chair, and a membership, as
determined by the Council on Standards and Certification-Board of Directors. The Board on Codes and Standards Operations shall consist of the Vice Chair, Operations of the Council on Standards and Certification-Board of Directors as Chair, the Chair of the Board on Hearings and Appeals as Vice Chair, and a membership, as determined by the Council on Standards and Certification-Board of Directors. The Board on Strategic Initiatives shall consist of the Vice Chair, Strategic Initiatives of the Council on Standards and Certification-Board of Directors as Chair, a Vice Chair, and a membership, as determined by the Council on Standards and Certification-Board of Directors. The Board on Hearings and Appeals shall consist of a Chair, and a membership, as determined by the Council on Standards and Certification-Board of Directors.

B5.4.2.4 The Board on New Development shall report directly to the Council on Standards and Certification-Board of Directors and shall evaluate potential new opportunities, products and services, and make recommendations to the Council on Standards and Certification-Board of Directors.

B5.5 INSTITUTES SECTOR

B5.5.1.2 The Institutes Sector shall be led by a Sector Board-Board of Directors that consists of the following voting membership: a Senior Vice President as Chair; the Vice Presidents and the Board Chairs for the following Institutes: International Gas Turbine Institute (IGTI) and International Petroleum Technology Institute (IPTI), and the Managing Director of Institutes. The non-voting membership of the Sector Board-Board of Directors shall consist of the Board Vice Chairs for IGTI and IPTI and the most senior ASME staff from each Institute.

B5.5.1.3 The incoming Senior Vice President of Institutes shall be nominated by the Institutes Sector Board-Board of Directors from among its past or present Vice Presidents for appointment by the Board of Governors for a term of three years. In the event that a past or present Vice President is not available from the Institutes Sector Board-Board of Directors, then the Sector Board-Board of Directors shall defer to the Board of Governors for the Senior Vice President selection. Vice Presidents who have been elected to a term that extends more than one year into a new term of the Senior Vice President of the Institutes are not eligible to become the Senior Vice President.

B5.5.2.1 The following Institutes will report directly to the Institutes Sector Board-Board of Directors: International Gas Turbine Institute (IGTI) and IPTI and International Petroleum Technology Institute. Each of these Institutes will adopt its own operation guide by-laws, for the conduct of its affairs, which must be in harmony with the Constitution and By-Laws and Society Policies of ASME. Every publication of such by-laws shall be prefaced with a copy of Article C5.1.2 of the Society’s Constitution. An up-to-date copy of each Institute’s operation guide by-laws shall be prefaced with a copy of Article C5.1.2 of the Society’s Constitution.
laws shall be filed with the Managing Director, Institutes.

B5.5.2.2 IGTI The ASME International Gas Turbine Institute is responsible for the gas turbine related activities of the Society and shall be governed by a Board of Directors. The Vice President for the International Gas Turbine Institute shall be Chair of the International Gas Turbine Institute Board.

B5.5.2.3 IPTI The ASME International Petroleum Technology Institute is responsible for the oil, gas and petroleum related activities of the Society and shall be governed by a Board of Directors. The Vice President for the International Petroleum Institute shall be Chair of the International Petroleum Technology Institute Board.

B5.5.2.4 The following committees shall report directly to the Institutes Board of Directors and shall be appointed by the Institutes Senior Vice President: Nanotechnology Institute and Advanced Technology Programs. The leadership and members of these committees shall be stated in the Institutes Sector Operation Guide.

NOTE: beyond removing references to “Board of Directors”, Institutes requested additional changes as shown above in By-Law BB.5.1.2, B5.5.2.1, B5.5.2.2, B5.5.2.3 and B.5.5.2.4.

B5.6 KNOWLEDGE AND COMMUNITY SECTOR

B5.6.1.2 The Knowledge and Community Sector shall be led by a Sector Board of Directors that consists of the following voting membership: a Senior Vice President as Chair; the Vice Presidents for the following Boards: Technical Communities, Global Communities, Affinity Communities, Financial Operations, and Programs and Activities, and the Chairs from the Committee on Information and Communication and the Committee on Representation and Governance. The non-voting membership of the Sector Board of Directors shall include the Managing Director. The Sector Board of Directors may appoint additional non-voting members.

B5.6.1.3 The incoming Senior Vice President of Knowledge and Community Sector shall be nominated by the Knowledge and Community Sector Board of Directors from among past or present Vice Presidents for appointment by the Board of Governors for a term of three years. In the event that a past or present Vice President is not available, then the Sector Board of Directors shall defer to the Board of Governors for the Senior Vice President selection. Vice Presidents who have been elected to a term that extends more than one year into a new term of the Senior Vice President of Knowledge and Community Sector are not eligible to become the Senior Vice President.
B5.6.2.1 The following Boards will report directly to the Knowledge and Community Sector Board: Board on Technical Communities, Board on Global Communities, Board on Affinity Communities, Board on Financial Operations, and Board on Programs and Activities.

B5.6.2.2 The Board on Technical Communities shall guide the technically oriented activities of the Knowledge and Community Sector.

The Board shall consist of the Vice President for Technical Communities and a membership to be determined by the Knowledge and Community Sector Board.

B5.6.2.3 The Board on Global Communities shall guide the geographic activities of the Knowledge and Community Sector.

The Board shall consist of the Vice President for Global Communities and a membership to be determined by the Knowledge and Community Sector Board.

B5.6.2.4 The Board on Affinity Communities shall guide the affinity and emerging activities of the Knowledge and Community Sector.

The Board shall consist of the Vice President for Affinity Communities and a membership to be determined by the Knowledge and Community Sector Board.

B5.6.2.5 The Board on Financial Operations shall prepare and monitor strategic goals, business plans, and budget activities of the Knowledge and Community Sector.

The Board shall consist of the Vice President for Financial Operations and a membership to be determined by the Knowledge and Community Sector Board.

B5.6.2.6 The Board on Programs and Activities shall: promote the development and establishment of programs; develop business methods and goals; and serve as a resource to operating units and to promote collaboration between operating units’ activities of the Knowledge and Community Sector.

The Board shall consist of the Vice President for Programs and Activities and a membership to be determined by the Knowledge and Community Sector Board.

B5.6.2.7 The following committees shall report directly to the Knowledge and Community Sector Board: Committee on Information and Communication and the Committee on Representation and Governance.
B5.6.2.8 The Committee on Information and Communication, under the direction of the Knowledge and Community Sector Board of Directors, shall be responsible for the flow of information, publicity and communication for the Knowledge and Community Sector; and Knowledge and Community Sector appointments to other Society units and external organizations.

The Committee will consist of a Chair, nominated by the Knowledge and Community Sector Senior Vice President and confirmed by the Board of Governors, and a membership as determined by the Knowledge and Community Sector Board of Directors.

B5.6.2.9 The Committee on Representation and Governance, under the direction of the Knowledge and Community Sector Board of Directors, shall facilitate the identification, recruitment, development and training of current and future Knowledge and Community leaders; maintain a current Operation Guide for the Knowledge and Community Sector; facilitate Knowledge and Community Sector unit recognitions and honors; and facilitate the governance related activities of the Knowledge and Community Sector.

The Committee will consist of a Chair, nominated by the Knowledge and Community Sector Senior Vice President and confirmed by the Board of Governors, and a membership as determined by the Knowledge and Community Sector Board of Directors.

B5.7 STRATEGIC MANAGEMENT STRATEGY AND OUTREACH SECTOR

B5.7.1.1 The Strategic Management Strategy and Outreach Sector, under the direction of the Board of Governors, is responsible for the activities of the Society relating to identification, capture and transfer of knowledge that will support ASME’s strategic planning and the development of Society-wide initiatives to address ASME’s strategic priorities. The Strategic Management Strategy and Outreach Sector will maintain a current Sector Operation Guide that will contain operational details of the Strategic Management Strategy and Outreach Sector that are not in these By-Laws.

B5.7.1.2 The Strategic Management Strategy and Outreach Sector shall be led by a Council Board of Directors that consists of the following voting membership: Senior Vice President as Chair; Vice President, Government Relations; Chair, Industry Advisory Board; Chair, Innovation Committee; Chair, Strategic Issues Committee; and two Members-at-Large. The Members-at-Large shall serve one-year terms, and may be re-appointed for up to three terms. The non-voting membership of the Council Board of Directors shall consist of the Associate Executive Director, Strategy and Outreach; Managing Director, Innovation; Director, Strategic Issues and Special Projects; and Director, Government Relations.
B5.7.1.3 The incoming Senior Vice President, Strategic Management of Strategy and Outreach shall be nominated by the Strategic Management Council on Strategy and Outreach Board of Directors from among its present or past volunteer members for appointment by the Board of Governors for a term of three years. In the event that a past or present volunteer member is not available from the Council Board of Directors, then the Board shall defer to the Board of Governors for the selection. A Vice President who has been elected to a term that extends more than one year into a new term of the Senior Vice President of Strategic Management Strategy and Outreach is not eligible to become the Senior Vice President.

B5.7.2.1 The following boards will report directly to the Strategic Management Council on Strategy and Outreach Board of Directors: Board on Government Relations; and Industry Advisory Board.

B5.7.2.2 The Board on Government Relations, under the direction of the Strategic Management Council on Strategy and Outreach Board of Directors, is responsible for development of programs for interaction between the Society and government at all levels. The Board on Government Relations shall recommend policies and procedures, and supervise activities that involve Society interaction with government entities.

The Board shall consist of the Vice President for Government Relations and a membership to be determined by the Strategic Management Council on Strategy and Outreach Board of Directors.

B5.7.2.3 The Industry Advisory Board, under the direction of the Strategic Management Council on Strategy and Outreach Board of Directors, is responsible for providing a voice for industry within ASME through the communication and advocacy of industry needs.

The Industry Advisory Board will consist of a Chair and Vice Chair, appointed by the Senior Vice President, Strategic Management Strategy and Outreach and a membership, as determined by the Strategic Management Council on Strategy and Outreach Board of Directors.

B5.7.2.4 The following committees shall report directly to the Strategic Management Council on Strategy and Outreach Board of Directors: Strategic Initiatives and Innovation Committee; and Strategic Issues Committee.

B5.7.2.5 The Innovation Committee, under the direction of the Strategic Management Council on Strategy and Outreach Board of Directors, shall provide insight through internal and external sources for breakthrough innovations that further ASME strategic objectives.
The Committee will consist of a Chair, appointed by the Senior Vice President, Strategic Management of Strategy and Outreach and a membership, as determined by the Strategic Management Council on Strategy and Outreach Board of Directors.

B5.7.2.6 The Strategic Issues Committee, under the direction of the Strategic Management Council on Strategy and Outreach Board of Directors, shall provide insight through internal and external sources to support environmental scanning, competitive intelligence and best practices, and keep the Society informed on strategic issues, opportunities, trends and initiatives.

The Committee will consist of a Chair, appointed by the Senior Vice President, Strategic Management of Strategy and Outreach and a membership, as determined by the Strategic Management Council on Strategy and Outreach Board of Directors.

B5.8 SOCIETY REPRESENTATION

B5.8.1 The Board of Governors or a council or sector board of directors may appoint a member or members of the Society to represent it at meetings of societies of kindred aim or at public functions. If time does not permit action by the Board of Governors or by a council or sector board of directors, such appointment may be made by the President or by the chair of a sector.

B6.1 MEETINGS OF THE SOCIETY

B6.1.1 All meetings of the Society primarily for the presentation and discussion of technical papers shall be under the direction of the council or sector board Board of Directors of one or more of the sectors as appropriate.
ASME Board of Governors
Agenda Item
Cover Memo

Date Submitted: Oct 25, 2010
BOG Meeting Date: November 13, 2010

To: Board of Governors
From: Committee on Organization and Rules
Presented by: Dennis Acgill
Agenda Title: Proposed Revisions to B5.2

Agenda Item Executive Summary: (Do not exceed the space provided)

Proposed Revisions to B5.2.

Proposed motion for BOG Action: (if appropriate)

1. Approve presented changes (see attachment) to B5.2.

Attachments:
1. Proposed Revisions to Society By-Law B5.2
B5.2.2 The following Standing Committees shall report to the Board of Governors and shall be appointed by the Board of Governors or the President as determined in the By-Laws: Committee on Organization and Rules, Committee on Finance and Investment, Committee on Executive Director Evaluation and Staff Compensation, Committee on Governance and Strategy, Committee on Honors, and the Committee of Past Presidents. Each Standing Committee shall maintain its own operation guide as prescribed by Society Policy.

B5.2.7.1 The Committee on Governance and Strategy (COGS) under the direction of the Board of Governors, shall have the responsibility to identify and recommend appropriate training and orientation for members of the Board of Governors and to evaluate and recommend Board structures and processes, including strategic management and planning that will encourage efficient and effective Board operation, governance, and decision-making practices and strategic management and planning.

B.5.2.7.2 The COGS membership will consist of the Immediate Past President and three governors appointed by the President, one from each governor term. The Senior Governor will serve as the Chair.
Date Submitted: January 19, 2011
COR Meeting Date: February 3, 2011

To: Board of Governors
From: Legal Department
Presented by: John Delli Venneri
Agenda Title: B4.3.6.2 Revision

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Agenda Item Executive Summary: *(Do not exceed the space provided)*

The Legal Department requests revising By-Law B4.3.6.2 as approved by Committee on Organization and Rules on February 3, 2011.

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Proposed motion for BOG Action: *(if appropriate)*

Revise B4.3.6.2 as attached.

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Attachments:
Proposed Revisions
By-Laws B4.3.6.2
Assistant Secretary
1.19.2011

B4.3.6.2 The Assistant Secretary shall record all proceedings of meetings of the members and of the Board of Governors in a book kept for the purpose and shall file in such book all written consents of members of the Board of Governors to any action taken without a meeting. He or she shall attend to the giving and serving of all notices of the Society and shall attest the same by his or her signature whenever required. He or she shall have all such further powers and duties as generally are incident to the position of Assistant Secretary or as may be assigned to him or her by the Secretary or by the Board of Governors. In the absence or inability to act of the Secretary, the Assistant Secretary may perform all the duties and exercise all the powers of the Secretary. The performance of any such duties shall, in respect of any other person dealing with the Society, be conclusive evidence of his or her power to act. The Assistant Secretary shall be an employee of the Society.
ASME Board of Governors
Agenda Item
Cover Memo

Date Submitted: March 29, 2011
BOG Meeting Date: April 14-15, 2011

To: Board of Governors
From: Chair, COFI
Presented by: Reginald Vachon
Agenda Title: 2011 Dues Recommendations

Agenda Item Executive Summary: (Do not exceed the space provided)

Following ASME Constitution Article C9.1.2, the Committee on Finance and Investment recommends a dues increase to the October 2011 base dues. Background and recommendations are summarized on the attachment.

Proposed motion for BOG Action: (if appropriate)

To accept the recommendations of COFI on the proposed October 2011 base dues increase from $138 to $140.

Attachments:

Dues Background and Recommendation
COFI Dues Calculations Recommendation

Background:
The COFI Operating Guide requires the COFI to develop the dues increase calculation to be recommended for incorporation in the budget preparation process.

Dues increases are limited to the change in the Consumer Price Index (CPI) from the time of the previous dues increase. Based on the calculations shown on the following page, the following recommendation is submitted for BOG Approval.

Recommendation:
The Committee on Finance and Investment recommends an October 2011 (FY2012) dues increase, based on the January 2011 CPI for a base dues amount of $140.00. FY2013 and FY2014 increases are projected at $4 and $9 respectively per year above the base year of FY2012, but will be reviewed through the next budget cycle and presented to the BOG at the same time next year.
October 2011 Dues Calculation

October 2010 Dues $138.49

January 2011 CPI 220.226
divided by: January 2010 CPI 216.687
equals: Inflator 1.016332
October 2011 Dues allowable under CPI $140.75

Recommended October 2011 Dues $140.00
(Rounded down)

http://www.bls.gov/cpi/
CPI: All Urban Consumers NSA
### Dues Rate Projections

<table>
<thead>
<tr>
<th>FY 12 Rate:</th>
<th>Allowable Rate Calculation</th>
<th>Recommended Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assumed Inflation Rate</td>
<td>$140.75</td>
<td>$140.00</td>
</tr>
<tr>
<td>FY 13 Rate:</td>
<td>$144.97</td>
<td>$144.00</td>
</tr>
<tr>
<td>Assumed Inflation Rate</td>
<td>3.0%</td>
<td></td>
</tr>
<tr>
<td>FY 14 Rate:</td>
<td>$149.32</td>
<td>$149.00</td>
</tr>
</tbody>
</table>
ASME Board of Governors  
Agenda Item  
Cover Memo

Date Submitted:   3/25/11  
BOG Meeting Date:  April 14, 2011

To:     Board of Governors  
From:    Human Resources  
Presented by:  Laurel Raso  
Agenda Title:   Pension Plan Amendment

Agenda Item Executive Summary:  *(Do not exceed the space provided)*

In compliance with regulations and best practice, ASME submitted its Defined Benefit Pension Plan document to the IRS in January of 2010. The IRS has granted the plan a letter of continued qualification under the Internal Revenue Code (the “Code”), subject to only one minor change to the Code regulation section number indicated in the amendment. The regulations themselves deal with minimum distribution requirements that generally require distributions to start no later than age 70 ½ or the termination of employment. This section number change occurred in 2004, but was generally not required to be applicable until 2006. The amendment is stated as effective retroactive to January 1, 2005, to correspond to the rest of the previously adopted Plan changes related to these regulations.

Proposed motion for BOG Action: *(if appropriate)*

To approve the amendment to the ASME Pension Plan

Attachments:

Resolution  
Pension Plan Amendment
Resolutions of the Board of Governors of The American Society of Mechanical Engineers

April 14, 2011

WHEREAS, The American Society of Mechanical Engineers (the “Society”) maintains the American Society of Mechanical Engineers Pension Plan (the “Plan”); and

WHEREAS, the Society desires to amend the Plan in the form attached hereto to revise the Plan to reflect a change required by the Internal Revenue Service (“IRS”) pursuant to the submission of the Plan to the IRS for a favorable determination of the Plan’s continued qualification under the Internal Revenue Code; and

WHEREAS, pursuant to Section 10.1 of the Plan, the Society may amend the Plan;

NOW, THEREFORE, BE IT:

RESOLVED, that the Plan is hereby amended in substantially the form attached hereto as Exhibit A, effective as of January 1, 2005; and be it further

RESOLVED, that the Secretary of the Board of Governors is authorized to execute the amendment on behalf of the Society; and be it further

RESOLVED, that the appropriate officers of the Society are hereby authorized to take such other action, including the execution and approval of appropriate documents, and the modification of such documents, as they deem necessary and appropriate in light of the preceding preambles and resolution.
AMENDMENT TO THE
AMERICAN SOCIETY OF MECHANICAL ENGINEERS PENSION PLAN (the “Plan”)

WHEREAS, the Plan was submitted to the Internal Revenue Service (the “IRS”) for a letter of determination; and

WHEREAS, the IRS requested that the Plan be amended to update a reference to the temporary regulations under Internal Revenue Code Section 401(a)(9);

WHEREAS, Board of Governors of the American Society of Mechanical Engineers (the “Board”) has approved the amendment and authorized the Secretary of the Board to execute the amendment;

NOW THEREFORE, BE IT,

RESOLVED, that the Plan is amended in the form below, effective as follows

1. Effective January 1, 2005, the phrase “section 1.401(a)(9)-6T of the Treasury regulations” in subparagraph (A) of subsection (iv) of paragraph (k) of Section 8.3 of the Plan is amended to read “section 1.401(a)(9)-6 of the Treasury regulations”.

IN WITNESS WHEREOF, the undersigned has executed this instrument.

Dated: the ___ day of ________________, 2011

Wilbur J. Marner
Secretary
Board of Governors
American Society of Mechanical Engineers
ASME Board of Governors  
Agenda Item  
Cover Memo

Date Submitted: March 29, 2011  
BOG Meeting Date: April 14-15, 2011

To: Board of Governors  
From: Governance  
Presented by: Warren Leonard  
Agenda Title: BOG Webinars

Agenda Item Executive Summary:

BOG Webinars were introduced this year and have been held periodically to bring the BOG up to date and informed about ASME outside the BOG Meetings.

The BOG has been surveyed on their satisfaction with and the effectiveness of the webinars and input for future webinars was solicited.

A brief presentation is planned on April 15 requesting feedback on the continuation of BOG Webinars and topics for the upcoming fiscal year.

Proposed motion for BOG Action:

None

Attachments:

Yes
2010-2011 BOG Webinars

WARREN LEONARD
BOG Webinars

- Why BOG Webinars?
- List of FY10-11 BOG Webinars
- Planning for FY12
- Feedback

Why BOG Webinars?

- Information sessions to spotlight relevant ASME activities on a timely basis
- In-depth coverage of topics that may not be suitable for BOG Meetings
List of 2010-2011 BOG Webinars

- ASME Position Papers
- ASME Finances
- Engineering For Change (E4C) Launch
- ASME.org Launch
- BOG Communications Toolkit

Planning for FY12

- Topics
- Format
- Suggestions
Feedback

• Survey to Board on February 28, 2011
ASME Board of Governors
Agenda Item
Cover Memo

Date Submitted: March 29, 2011
BOG Meeting Date: April 14-15, 2011

To: Board of Governors
From: E-Week Strategy Team
Presented by: Victoria Rockwell
Agenda Title: EWeek 2012

Agenda Item Executive Summary:
A preview of the focus of EWeek 2012, as ASME is the lead Society next year.

Proposed motion for BOG Action: (if appropriate)
No action required

Attachments:
One
Engineers Week 2012: 
ASME & Battelle 
Inspiring Innovation 
“Seven Billion Dreams Need Doing”
REFRAMING ENGINEERING, INSPIRING ENGAGEMENT

What are the key objectives?

• To reframe the concept of STEM Careers – *Mobilize “Changing the Conversation”*
• Science/Technology/Engineering/Math – is exciting, accessible and inspiring among our target audiences
• To develop a framework that can potentially lead to an integrated online and offline audience engagement campaign around the concept of popularizing STEM careers
• To develop a corporate engagement strategy and pitch materials based on a consumer-facing campaign that will inspire sponsors to support the effort
• To create a community platform that can be proprietary and perennial

Inspiration

• STEM careers combine
  • Purpose
  • Passion
  • Profit
• Reshape the world in a positive way
• The high-reward jobs of the future – *Because Dreams Need Doing*...
CREATIVE APPROACH

Reframe engineering | Transcend engineering
- Shouldn’t look/feel like advertising
- Shouldn’t feel too worthy or paternalistic

Single-minded youth focus
- Make it personal – reveal engineering is everywhere around them
- Permission to have fun – irreverence; crazy visual energy
- Aggregate all good existing content under a cool brand umbrella

WHAT ARE THE REASONS TO “BELIEVE?”

Support for the Concept
- Making stuff is fun
- You can make a positive impact and make a lot of money
- Just look at the world around you
  - The challenges we face with a world of 7 billion people
  - Diminishing resources will only be solved through a combination of imagination, invention and action
THE ENGAGEMENT FUNNEL

- **Broad Awareness** Television, Newspaper, Internet, Radio
  - Can reach multiple audiences with impact and efficiently
  - Air coverage to pave the way for more specific messaging
  - Provides legitimacy of effort

- **Grass Roots** Neighborhood Newspapers, Sports Sponsorships, Mothers Groups, Events, Coalition Partners
  - Allows for specific messaging to key target groups
  - Provides way to engage with communities of people
  - Can touch on emotional issues of individual groups

- **Social Media** Facebook, Twitter, YouTube
  - Interactive, 2-way conversation
  - Place for people to take action
  - Can build traction as a group comes together with similar beliefs

CREATING A FULLY INTEGRATED APPROACH

- **PRESS | EARNED MEDIA**
- **EVENTS**
  - Engineers Week; potential tour
- **PAID MEDIA**
  - Contingent on corporate or grantee support
- **ONLINE | SOCIAL MEDIA**
  - Viral video series
- **WEBSITES**
  - Affiliate sites and blogs
- **CONTENT | SPONSORSHIPS**
  - Corporate & media partnerships

**BRAND TBD**
(Community Platform)
THE 2012 ENGINEERS WEEK APPROACH

Inspire Innovation Workshops

Educator Recognition

Thought Leaders’ Roundtable

NEXT STEPS…

We will be coming back to you in June with

• A full project plan and timeline
• A budget request
• Requests for your participation

QUESTIONS…