ITEM

51. Call to Order

52. Adoption of the Agenda

53. Announcements

54. Discussion Items

55. Centers/Strategic Management Realignment

56. Student and Early Career Programs

57. Knowledge and Community Realignment

58. Sector Management Committee

59. Membership Engagement Model Research

60. Items for Receipt

61. Items for Action

62. Dates of Future Meetings

63. Contingency Time for Discussion

64. Adjournment
LIST OF APPENDICES

I. Centers/Strategic Management Realignment
II. Knowledge and Community Realignment
III. Recommendations on Student and Early Career Programs
IV. Sector Management Committee Report
V. Proposed 2012-2014 Budget
VI. Membership Engagement Model Request
VII. ASME.org Update
VIII. Preview of the 2011 Retreat Agenda
IX. Sector Management Committee Report
X. COR Report to BOG
XI. Proposed Appointments
XII. ASME Constitutional Article C6.1.2
XIII. Proposed Revisions to B3.1.2 Fellows Review Committee
XIV. Proposed By-Law Revisions on the Use of Term Board of Directors
XV. Proposed Revisions to B5.2 Committee on Governance and Strategy
XVI. Proposed By-Law Revisions to B4.3.6.2 Assistant Secretary
XVII. COFI Recommendations on Dues Adjustment
XVIII. Pension Plan Amendment
51. Call to Order:

A quorum being present, the meeting was called to order by the President at 1:46 PM Eastern Daylight Time, April 14, 2011 at ASME Headquarters, 3 Park Avenue, New York, New York. Attendance was as follows:

Board of Governors
President: Robert T. Simmons
Immediate Past President: Amos E. Holt
President-Elect: Victoria A. Rockwell

Other Officers
Senior Vice Presidents: Dilip R. Ballal, Institutes
Bernard E. Hrubala, Standards and Certification
Thomas G. Libertiny, Knowledge and Community *
Clark McCarrell, Centers
Stacey E. Swisher Harnetty, Strategic Management

Secretary and Treasurer: Webb Marner

Executive Director: Thomas G. Loughlin

Assistant Secretary: Warren R. Leonard (also Managing Director, Governance)
Assistant Treasurer: Michael Weis (also Deputy Executive Director)

Board of Governor-Elects
Betty Bowersox
Julio Guerrero
Charla Wise

*Present on April 14, 2011 only
Board Committee Chairs
Reginald I. Vachon Committee on Finance and Investment (COFI)

Other Guests
Jennifer Jewers Bowlin Vice President, Career & Professional Advancement
William Cousins Chair, VOLT
Karen Ohland Vice President, Financial Operations
Susan O’Neil External Website Consultant**
John Sare Corporate Counsel
William J. Wepfer Vice President, Education***

Staff
Roy Arbeit Managing Director, Marketing and Sales
Ruthann Bigley Coordinator, Governance
Ty Booker Coordinator, VOLT
Shekhar Chandrashekhar Director, Portfolio Management
Michael Cowan Director, Public Information
John Delli Venneri General Counsel
Burt Dicht Managing Director, Knowledge & Community
Philip DiVietro Managing Director, Publishing
Noha El-Ghobashy Director, Technical Program Development
Nick Ferrari Director, Advertising Sales & Publishing
Philip W. Hamilton Associate Executive Director, Strategy & Outreach
Bill Harris Director, Facilities and Services
Peter Hess Director, Marketing and Sales
Michael Ireland Managing Director, Institutes
Phyllis Klasky Director, Events Management
Michael Kreisberg Director, Membership Development
June Ling Associate Executive Director, Standards & Certification
Elio Manes Director, Leadership & Communities
Nathalie Manzano Manager, Board Operations
Nakiso Maodza Director, Website & Online Services
Michael Merker Managing Director, Standards & Certification Operation
Michael Michaud Managing Director, Global Alliances
Dora Nagy Development Associate, ASME Foundation
Patrick O’Connell Managing Director, Information Technology
Thomas Perry Director, Education & Professional Advancement
Howard Pobliner Manager, Office Services
Madhu Rangi Manager, Portfolio Management
Laurel Raso Managing Director, Human Resources
Matt Schatzle Executive Director, ASME Foundation
Marina Stenos Director, Public Affairs & Leadership
David Soukup Managing Director, Centers
Gemma Tansey Director, Strategy Management Office
David Walsh Editor, ASME.org

** Present on April 15, 2011 only
*** Participated by telephone on April 14, 2011 only
52. Adoption of the Agenda: The Board

VOTED: to adopt the agenda as circulated on March 31, 2011, with Item 2.3.1 (Sector Management Committee) moved to be after Item 2.3.3.

53. Announcements:

The President announced that the 2011 R. Tom Sawyer Gas Turbine Technology Award had been made to Dilip Ballal, and he invited Marc Goldsmith forward, who then announced that Stacey Swisher Harnetty had been elected as an ASME Fellow.

54. Discussion Items: The Board

VOTED: to move into open session, as if in Committee of the Whole.

The Board heard reports concerning and discussed the following items:

Report on February 24 Executive Session (presented by the President) - the Board heard updates and discussed the: Enterprise and Executive Director’s Performance Q2; Headquarters Task Force; Approved the EDESC’s Assessment of the Executive Director’s Q2 Performance and received a report from Corporate Counsel. Report on the April 14, 2011 Executive Session (presented by the President) – the Board heard updates and discussed the: headquarters Task Force Update; Executive Director’s Report; Incentive Compensation Report; and received a report from Corporate Counsel. Report on April 15, 2011 Executive Session (presented by the President) – the board authorized staff to proceed with negotiations for possible ASME Headquarters locations. Centers/Strategic Management Realignment (report presented by Stacey Swisher Harnetty and Clark McCarrell) (Agenda Appendix 2.3.2 and Minutes Appendix I); Knowledge and Community Realignment (report presented by Thomas Libertiny) (Agenda Appendix 2.3.3 and Minutes Appendix II); Recommendations on Student and Early Career Programs (report presented by Stacey Swisher Harnetty, Thomas Libertiny and Clark McCarrell) (Agenda Appendix 2.3.4 and Minutes Appendix III); and Sector Management Committee (report presented by Victoria Rockwell) (Agenda Appendix 2.3.1 and Minutes Appendix IV).

The Board adjourned at 4 p.m. until 8:15 a.m., April 15, 2011, whereupon the meeting resumed and the Board heard reports concerning and discussed the following items:

Proposed 2012-2014 Budget (report presented by Reginald Vachon) (Agenda Appendix 2.3.5 and Minutes Appendix V); Standards and Certification Project Updates (report presented by June Ling) (no written materials); Membership Engagement Model Research Request (report presented by Roy Arbeit and Michael Kreisberg) (Agenda Appendix 2.3.6 and Minutes Appendix VI); ASME.org Update (report presented by Said Jahanmir, Susan O’Neil and Michael Merker) (Agenda Appendix 2.3.7 and Minutes Appendix VII); BOG Retreat Preview and Preparation (report presented by Victoria Rockwell) (Agenda Appendix 2.3.8 and Minutes Appendix VIII); and Update on ASME’s Global Strategy (report presented by Michael Michaud) (no written materials).

Following the close of the Discussion Items, the Board

VOTED: to move into formal session.
55. **Centers/Strategic Management Realignment**: The Board

VOTED: 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.

56. **Student & Early Career Programs**: The Board

VOTED: to endorse the creation of a joint task force to design and present a proposal to create a new Sector to meet the needs of students (undergraduate and graduate) and early career engineers and to provide advocacy leadership for those groups.

57. **Knowledge and Community Realignment**: The Board

VOTED: to endorse in principle, the K&C Realignment Proposal, as presented at the April 14, 2011 meeting, and encourages the continued development of a full implementation plan for BOG action.

58. **Sector Management Committee**: The Board

VOTED: to endorse in principle as discussed on April 14, 2011, the option for Sector/Council Boards to be able to submit one candidate to the Nominating Committee on a case by case basis, as acceptable to the Nominating Committee, and to proceed, in cooperation with the Nominating Committee, to develop procedures to be included in the MM-10 Nominating Committee Manual.

59. **Membership Engagement Model Research**: The Board

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

60. **Items for Receipt**: The Board

VOTED: to receive the following items: Report by the Treasurer, Sector Management Committee Report (Agenda Appendix 4.1.2 and Minutes Appendix IX); COR Report to BOG (Agenda Appendix 4.1.3 and Minutes Appendix Appendix IX).

61. **Items for Action**: The Board approved the following Agenda Items: 4.2.2 (Minutes from Web Conference Meeting on February 24, 2011); 4.2.3.1 (Proposed Appointments, Agenda Appendix 4.2.3.1 and Minutes Appendix XI); 4.2.3.2 (Constitutional Amendment, Constitution Article C6.1.2, Agenda Appendix 4.2.3.2.1 and Minutes Appendix XII); 4.2.3.3 (Proposed By-Laws for First Reading, Revision of By-Law B3.1.2, Agenda Appendix 4.2.3.3.1, Minutes Appendix XIII); 4.2.3.4.1 (Proposed By-Laws for Second Reading and Adoption, Use of Term Board of Directors, Agenda Appendix 4.2.3.4.1 and Minutes Appendix XIV); 4.2.3.4.2 (Proposed By-Laws for Second Reading and Adoption, Revision of By-Law B5.2, Agenda Appendix 4.2.3.4.2 and Minutes Appendix XV); 4.2.3.4.3 (Proposed By-Laws for Second Reading and Adoption, Revision of By-Law B4.3.6.2, Agenda Appendix 4.2.3.4.3 and Minutes Appendix XVI); 4.2.4 (COFI Recommendations on Dues Adjustment, Agenda Appendix 4.2.4 and Minutes Appendix XVII); and 4.2.5 (Pension Plan Amendment, Agenda Appendix 4.2.5 and Minutes Appendix XVIII).
62. Dates of Future Meetings: The Board approved meeting dates and times as follows:

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(a) 2010-2011 BOG  (b) 2011-2012 BOG  (c) 2012-2013 BOG
The BOG Retreat will take place July 13, 2011 through July 15, 2011 in Dublin, Ireland.
63. **Contingency Time for Discussion:**

There was a discussion during contingency time concerning the idea of expanding the ASME fellows program into Canada, and interest was expressed in learning more about the idea, subject to exploration of legal considerations.

64. **Adjournment:** Meeting adjourned at 11:46 AM, April 15, 2011.

____________________
Wilbur (Webb) J. Marner
Secretary
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: Centers/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 (1)
  - VP (1)
  - At-Large (2)
  - Board and Committee Chairs (3)

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

**Centers**

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

- **Center for Education** (Vice President & Board)
  - 8 committees

- **Center for Career and Professional Advancement** (Vice President & Board)
  - 5 committees

- **Center for Leadership & Diversity** (Vice President & Board)
  - 3 committees

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**Proposal for Realignment**

- **Public Affairs & Outreach Sector**
  - **Strategic Issues**
  - **Innovation**
  - **Diversity Strategy**

- **Industry Advisory Board**

- **Global Outreach**
  - See slide 9

- **Government Relations**
  - See slide 10

- **Education**
  - See slide 11

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* 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

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...

2011 March 24-25
Update COFI on Centers/SM Realignment and budget implications

2011 April 14-15
Propose Realignment to BOG, Q&A, Vote on Support for Realignment

2011 June 12 BOG
Present Realignment Bylaws for first reading

2011 June 15 BOG
Vote on Bylaw revisions

2011 April-2012 Q1
Communicate with key stakeholders, Implement realignment, Support transition, Assess with lessons learned

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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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 DiVietro—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:
- 10 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

ASME Knowledge & Community Sector
K&C Re-Alignment

Goals—continued

➢ 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
ASME Knowledge & Community Sector
K&C Re-Alignment

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
ASME Knowledge & Community Sector
K&C Re-Alignment

Benefits and Key Changes—continued

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

Benefits and Key Changes—Growth and Reduced Complexity
ASME Knowledge & Community Sector
K&C Re-Alignment

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 telecons
  - 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
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

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
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

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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

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

Staff  
- Right people in right place  
- Customer service training

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 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
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

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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.

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

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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.

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

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

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

2012-2014 Budget

June Ling will provide updates on Standards & Certification Projects

Proposed motion for BOG Action: (if appropriate)

Information

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 ($1.1M) and ASME.org ($.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)

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<th>2010 Actual</th>
<th>FY11 Dec Fcst</th>
<th>2012 Bgt</th>
<th>2013 Bgt</th>
<th>2014 Bgt</th>
<th>3 Year Totals</th>
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<td>(4,432)</td>
<td>(918)</td>
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** 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

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<th>Activity</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>April</th>
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<td>Preliminary Budget Development</td>
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<td>Review Targets / Resource Alignment / Budget Changes</td>
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<td>March Forecast &amp; Final Revisions to Budget</td>
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</tr>
<tr>
<td>SMC Update</td>
<td></td>
<td></td>
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<td>4/19</td>
<td></td>
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<tr>
<td>ELT Finalizes Three-Year Balanced Budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5/2</td>
<td></td>
</tr>
<tr>
<td>COFI/SMC Conference Call</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5/12</td>
<td></td>
</tr>
<tr>
<td>COFI Recommends to BOG for Approval</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6/12</td>
<td></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
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.

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
  - Jen Jewers, KC de la Garza, John Wesner, Annmarie Connor, Michael Kreisberg, Hank Cook, Julie Bachmann, Chittaranjan Sahay, Alma Martinez-Fallon
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>
<tr>
<td><strong>Total Investment</strong></td>
<td><strong>$ 430,000</strong></td>
</tr>
</tbody>
</table>

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

**Questions?**
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
Advisory Task Force Report

March 25, 2011

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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<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:
  o Spend to date: $1.8 million
  o Estimated spend through end of FY11: $200,000
  o Total request: $2.0 million

• Operations:
  o Internal staff costs: $740,000
    o Addition of 5 staff (web and editorial) plus 2 consultants
    o Full year costs for 2 resources and half year for others
  o External costs: $250,000
    o Editorial support services
    o Software license costs (content management system, search software)

Phases II and III costs:

• Discovery: $150,000
• Cost projections:
  o Phase II: $1.9 - $2.1 million
  o 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</td>
<td>• New VI</td>
<td></td>
</tr>
<tr>
<td>-- 1st and 2nd levels of site</td>
<td></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, No change in functionality</td>
<td>Functionality is a focus of future phase</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>
</tr>
<tr>
<td></td>
<td>• No change</td>
<td></td>
</tr>
<tr>
<td>Committee 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>District 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>Division sites</td>
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<td>• No change</td>
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<tr>
<td>Institute sites</td>
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<td></td>
<td>• No change</td>
<td></td>
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<td>Job Board</td>
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<td>Focus of future phase</td>
</tr>
<tr>
<td></td>
<td>• No change</td>
<td></td>
</tr>
<tr>
<td>Toolkit – Codes and Standards</td>
<td>• Not part of this project</td>
<td></td>
</tr>
<tr>
<td>Toolkits – Conference Mgt.</td>
<td>• Not part of this project</td>
<td></td>
</tr>
<tr>
<td>Toolkits – Journal Papers</td>
<td>• Not part of this project</td>
<td></td>
</tr>
</tbody>
</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>Item</th>
<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>
<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>
</tbody>
</table>

### Project Specifics

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Status</th>
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</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>
<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>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)</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>
</tbody>
</table>

### Foundation for the Future

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<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>
## 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. |
<p>| <strong>Positioning brand identity</strong> | Reinforce ASME’s positioning as a leading, forward-thinking organization focused on the profession | The change in look &amp; 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.) |</p>
<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>
<tbody>
<tr>
<td>Supporting revenue growth</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>

<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>Consolidation &amp; integration</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></td>
<td></td>
<td>Phase I delivers the beginnings of what is necessary to be a compelling resource.</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><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>The web team should monitor and measure effectiveness of new IA and Topic Page strategy and make adjustments as necessary.</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>Enterprise-level governance and standards should be established to manage the IA over the long term.</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>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>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>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>This should be a continuous investment.</td>
</tr>
<tr>
<td>Project Specifics</td>
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<td>------------------</td>
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<td>--------------------------------------------------</td>
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</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>
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</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.</td>
<td>Full implementation of the social media strategy is scheduled for Phase II.</td>
</tr>
<tr>
<td></td>
<td>The current ASME pages on social media sites are not changing in Phase I.</td>
<td>With regard to mobile devices, the new approach to page display should improve the ability to view site from mobile devices.</td>
<td>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</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.
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

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Intent</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>
</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>
<tr>
<td>Project Specifics</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>
</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</td>
</tr>
<tr>
<td>E-commerce</td>
<td>Only visual identity in scope for Phase I; functionality changes planned for Phase II</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>
</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>
<tr>
<td>Foundation for the Future</td>
<td></td>
</tr>
<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>

Significant Progress | Foundation | First Steps | Not Addressed | Phase I Goal Achieved
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>
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<th>Example 4</th>
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<tbody>
<tr>
<td>Type of company</td>
<td>Large multimedia company</td>
</tr>
<tr>
<td>Project description</td>
<td>New online strategy and design – they had lost ground and wanted to leap ahead of their competition</td>
</tr>
<tr>
<td>Project timeframe</td>
<td>6 months</td>
</tr>
<tr>
<td>Estimated budget</td>
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<tr>
<td></td>
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<tr>
<td></td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>
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: 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
Sector Management Committee (SMC)
Report to the Board of Governors
March 28, 2011
(Updated from February, 2011)

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.

*ASME will be the essential resource for mechanical engineers and other technical professionals throughout the world for solutions that benefit humankind.*
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 re-structure 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.
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 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 Policies

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 Policies 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 Policies, 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.
To: Board of Governors  
From: (Sector/Unit/Task Force/Other) COR  
Presented by: COR  
Agenda Title: Proposed By-Law Revisions, Promotion to Fellow

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

The Fellows Review Committee (FRC), after thoughtful consideration, proposes revisions to By-Law B3.2.1 pertaining to the promotion of an ASME Member to Fellow.

For clarity of language and simplification of the nomination process, the FRC respectfully requests that BOG adopt the proposed changes as presented:

**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 three 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 be well acquainted with the nominee’s qualifications, and a sound basis for judgement as they relate to the requirements for promotion to Fellow.

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

To accept for first reading the proposed revisions to B3.1.2, Promotion to Fellow as shown.

Attachments: No additional attachments
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 staff's 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 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 or council shall approve all appointments to boards and committees which report directly to that sector board or council.

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

B5.1.6.4 Any sector board, council or 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 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 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 of Directors. The sector council or sector 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, 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.

B5.3.2.4 The Center for Career and Professional Advancement under the direction of the Centers Sector Board, 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.

B5.3.2.5 The Center for Public Awareness, under the direction of the Centers Sector Board, 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.

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 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-
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.

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.

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

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.

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 of Directors: 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 of Directors.

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 of Directors.

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 of Directors.

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 of Directors.

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 of Directors.

B5.6.2.7 The following committees shall report directly to the Knowledge and Community Sector Board of Directors: 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
Proposed Changes

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

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.
Board of Governors
Agenda Item
Cover Memo

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

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.

Proposed motion for BOG Action: (if appropriate)

Revise B4.3.6.2 as attached.

Attachments:
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

January 2011 CPI  \( \frac{220.226}{216.687} \)

equals: Inflator \( 1.016332 \)

October 2011 Dues allowances 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></th>
<th>Allowable Rate Calculation</th>
<th>Recommended Projection</th>
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<tr>
<td>FY 12 Rate:</td>
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<td>Assumed Inflation Rate</td>
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<td>FY 13 Rate:</td>
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<tr>
<td>Assumed Inflation Rate</td>
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<tr>
<td>FY 14 Rate:</td>
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</table>
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