Draft Agenda
BOARD OF GOVERNORS

Day & Time:  Saturday, November 12, 8:00 AM- 5:00 PM MT
Location:  Sheraton Paradise Valley
           Phoenix, Arizona

1. Opening of the Meeting
   8:00 AM- 8:25 AM

  1.1. Call to Order (5 minutes)

  1.2. Adoption of the Agenda  ACTION

  1.3. Announcements
            Keith Roe

  1.4. Consent Items for Action  ACTION
     Consent Items for Action are items the Board is asked to take action on as a group. Governors are encouraged to contact ASME Headquarters with their questions prior to the meeting as it is not expected that consent items be removed from the agenda.

     1.4.1. Approval of Minutes from Meeting on October 4, 2016

     1.4.2. Manufacturing General Position Paper
            (Agenda Appendix 1.4.2)

     1.4.3. Proposed Appointment
            (Agenda Appendix 1.4.3)

     1.4.4. Service Royalty Agreement with Liaison International, LLC
            (Agenda Appendix 1.4.4)

     1.4.5. Retirement Plan Document (closed item)
            (Agenda Appendix 1.4.5)

     1.4.6. Delegation of Authority for an ASME Officer to Sign UBS Corporate Resolution
            (Agenda Appendix 1.6.6)

  1.5. President’s Remarks  (10 minutes)  DISCUSSION
            Keith Roe

  1.6. Executive Director’s Remarks  (10 minutes)  DISCUSSION
            Tom Loughlin

2. Open Agenda Items
   8:25 AM- 12:00 PM
2.1. **Financial Update** (30 minutes)  
Vickie Rockwell & Bill Garofalo  
(Agenda Appendix 2.1)

2.2. **Strategy Execution**  

2.2.1. **Technology Roadmaps** (60 minutes)  
Michael Ireland & Team  

2.2.1.1. Roadmap Review & Discussion  

2.2.1.2. TAPs 2.0 (Technology Advisory Panels)

**Break (15 minutes)**

2.2.2. **Enterprise Readiness** (10 minutes)  
Thomas Loughlin  

2.2.2.1. Progress on Growth Initiatives (25 minutes)  
Jeff Patterson  

2.2.2.2. IT’s Roles in Strategy (25 minutes)  
Luis Rodriguez  

2.2.2.3. Account-Based Management (25 minutes)  
Jeff Patterson

2.3. **Board Resolution** (20 minutes)  
Keith Roe

**Lunch (12:00-1:00)**

3. **Closed Agenda Items**  
(1:00 PM- 2:00 PM)

3.1. **Discussion from COFI** (25 minutes)  
Vickie Rockwell and William Garofalo  
(Agenda Appendices 3.1.1 and 3.1.2)

3.2. **Discussion from EDESC** (30 minutes)  
Julio Guerrero

4. **Open Agenda Items**  
(2:00 PM- 5:00 PM)

4.1. **Report on October 4, 2016 & November 12, 2016 Closed Sessions** (5 minutes)  
Keith Roe

4.2. **Sector Updates**
4.2.1. Sector Management Committee Report (5 minutes) INFORMATION
Charla Wise
(Agenda Appendix 4.2.1)

4.2.2. Sector Deep Dive – Standards & Certification (30 minutes) DISCUSSION
Laura Hitchcock & William Berger

4.3. Strategy & Planning Task Force (45 minutes) DISCUSSION
John Goossen

Break (15 minutes)

4.4. High Performance Board Task Force (45 minutes) DISCUSSION
Bill Wepfer
(Agenda Appendix 4.4)

4.5. Progress Toward Our Vision and Mission (25 minutes) DISCUSSION
Keith Roe and Charla Wise

5. Information Items (Open)

5.1. SMC Report
(Agenda Appendix 4.2.1)

5.2. By-Law B5.2
(Agenda Appendix 5.2)

6. Information Items (Closed)

6.1. FY16 Incentive Compensation and Discretionary Year-End Payout
(Agenda Appendix 6.1)

6.2. Report by Corporate Counsel
(Agenda Appendix 6.2)

6.3. FY17 Q1 Incentive Performance
(Agenda Appendix 6.3)

7. New Business

8. Discussion and Feedback on Meeting (10 minutes)

9. Adjournment
List of Appendices

1.4.2. Manufacturing General Position Paper
1.4.3. Proposed Appointment
1.4.4. Service Royalty Agreement with Liaison International, LLC
1.4.5. (Closed) Retirement Plan Document
1.4.6. Delegation of Authority for an ASME Officer to Sign UBS Corporate Resolution
2.1. Financial Update
3.1.1. (Closed) Discussion from COFI
3.1.2. (Closed) Society Policy 4.5
4.2.1. SMC Report
4.4. Board Retreat Summary Report
5.2. By-law 5.2
6.1. (Closed) FY16 Incentive Compensation and Discretionary Year-End Payout
6.2. (Closed) Report by Corporate Counsel
6.3. (Closed) FY17 Q1 Incentive Performance

Dates of Future Meetings

<table>
<thead>
<tr>
<th>DATE</th>
<th>DAY</th>
<th>TIME</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 31, 2017 (a)</td>
<td>Tuesday</td>
<td>9:00 AM – 5:00 PM</td>
<td>New York, NY</td>
</tr>
<tr>
<td>February 1, 2017 (a)</td>
<td>Wednesday</td>
<td>8:00 AM – 12:00 PM</td>
<td>New York, NY</td>
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<tr>
<td>April 20, 2017 (a)</td>
<td>Thursday</td>
<td>12:00 PM – 5:00 PM</td>
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<td>April 21, 2017 (a)</td>
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<td>June 11, 2017 (a)</td>
<td>Sunday</td>
<td>8:30 AM – 4:30 PM</td>
<td>Newport Beach, CA</td>
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<td>June 14, 2017 (b)</td>
<td>Wednesday</td>
<td>10:00 AM – 3:00 PM</td>
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(a) 2016-2017 Board of Governors (b) 2017-2018 Board of Governors
ASME Board of Governors
Agenda Item
Cover Memo

Date Submitted: October 18, 2016
BOG Meeting Date: November 2016

To: Board of Governors
From: (Sector/Unit/Task Force/Other)
Public Affairs & Outreach Council
Presented by: Tim Wei, Senior Vice President, PAO
Lester Su, Chair, Government Relations
Agenda Title: ASME General Position Papers Updated

Agenda Item Executive Summary:

The attached ASME General Position Paper has been updated in accordance with Society Policy 15.1, which states: “Three years following the issue date of each Statement and General Position Paper, the sponsoring unit of ASME must review the statement to determine whether it should be re-affirmed, updated or sunset. Statements not re-affirmed or updated will be sunset.”

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PS17-XX: Strengthening the U.S. Manufacturing Sector

This paper is an update to ASME’s General Position Paper entitled “Strengthening the U.S. Manufacturing Sector,” which was initially issued in November 2014. The paper outlines ASME’s ‘guiding principles’ in driving federal advanced manufacturing policy and investment. It includes specific recommendations for investing in advanced manufacturing initiatives by prioritizing Federal funding to support key programs focused on: fostering cooperation among manufacturers and other R&D performers and users; training, educating, and building a skilled workforce; securing a robust and enduring domestic manufacturing base; developing innovative industrial technologies through basic research; ensuring the national security of the U.S.; and protecting our ability to compete globally. This position paper was revised by the Committee on Government Relations of the Public Affairs and Outreach Council. The November 2014 paper is available to view at http://ppec.asme.org/wp-content/uploads/2016/01/ps14-25-manufacturing1.pdf.

Proposed motion for BOG Action: (if appropriate)

To approve the General Position Paper to communicate ASME’s guiding principle to the U.S. Congress, the Administration and the engineering, science and technology community at large. The date of issuance for this position paper will be “January 2017.”

Attachments:

Updated versions of the “Strengthening the U.S. Manufacturing Sector” ASME General Position Paper.
STRENGTHENING THE U.S. MANUFACTURING SECTOR
BACKGROUND

Manufacturing is an integral part of the U.S. economy. “One in seven U.S. private sector jobs depends on the U.S. manufacturing base”¹ and in 2015, manufacturers contributed $2.17 trillion to the U.S. economy. However, manufacturing today stands at a crossroads between the “dirty, dark, and dangerous” manufacturing jobs of the past, and the new, high-skill/high-wage jobs of the future. As manufacturing worldwide enters a season of renaissance, the potential exists for the U.S. to reemerge as a global leader in advanced manufacturing, creating high-skilled, high-wage jobs here at home. Other countries such as China, Germany, and England have already begun to seize this moment and have successfully instituted innovative, 21st century advanced manufacturing polices, whereas the U.S. is just beginning to lay the groundwork. While the U.S. has made major progress in recent years with the creation of the Manufacturing USA program and the passage of the Revitalize American Manufacturing Innovation (RAMI) Act, there is still much that needs to be done to ensure that the U.S. remains globally competitive in this new, high-tech field of advanced manufacturing.

For America to remain a global technology leader, there must be continued, sustained investment in the scientific and engineering enterprise. The lack of proper investment has the U.S falling behind in critical measures of technology, education, innovation, and highly skilled workforce development. This is especially worrisome given that new, emerging manufacturing technologies are spurring growth in the demand for highly-skilled workers. Over the next decade, it is predicted that “nearly 3½ million manufacturing jobs will likely be needed, and 2 million are expected to go unfilled due to the skills gap.”² For the U.S. to be able to confront these challenges, we need to commit to invest in preparing the workforce for advanced manufacturing practices. If the U.S. does not act now, we will miss out on the opportunity to fulfill the global demand for manufacturing processes development, making the U.S. obsolete in the global manufacturing community.

Investing in manufacturing processes development and readying a workforce to meet the manufacturing challenges of the future will have significant short- and long-term impacts. The jobs produced by manufacturing activities are generally high-wage and represent an entry point into the middle class for a significant portion of the workforce. Furthermore, a strong manufacturing base is critical to America’s national security as domestic capacity for the manufacturing of key products and a highly skilled and creative workforce make up the foundation of a strong national defense. The U.S. must seize this opportunity and commit to investing in the future of U.S. advanced manufacturing or we will see the continued erosion of the U.S. manufacturing base, which will only increase procurement costs for the DOD and place further strain on defense funding resources in a time of already tightened defense budgets.

² http://www.themanufacturinginstitute.org/Research/Skills-Gap-in-Manufacturing/~/media/FF00360FC3344AD9B62F600B9FDEBD5B.ashx
ASME recommends that the U.S. commits to investing in advanced manufacturing initiatives by prioritizing Federal funding to support key programs focused on:

- Fostering cooperation among manufacturers and other R&D performers and users
- Training, educating, and building a skilled workforce
- Securing a robust and enduring domestic manufacturing base
- Developing innovative industrial technologies through basic research
- Ensuring the national security of the U.S.
- Protecting our ability to compete globally

Existing programs that work to accomplish these goals include:

- The Advanced Manufacturing Technology Consortia (AMTech) competitive grants program at NIST
- The Advanced Research Projects Agency-Energy (ARPA-E) at DOE
- The Advanced Technological Education (ATE) at NSF
- The Alliance for Manufacturing Foresight (MForesight) at NIST and NSF
- The Defense Advanced Research Projects Agency (DARPA) at DOD
- The Industrial Technologies Program (ITP) at the Office of Energy Efficiency and Renewable Energy (EERE) at DOE
- The Investing in Manufacturing Communities Partnership (IMCP) multi-agency program led by NIST
- The Manufacturing Extension Partnership (MEP) at NIST
- The Manufacturing Technology Program (ManTech) at DOD
- The Manufacturing USA multi-agency program led by NIST
- The National Nanotechnology Initiative (NNI) multi-agency program
- The NSF Innovation Corps (I-Corps)
- The Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) multi-agency program
- The Technology Innovation Program (TIP) at NIST

These programs have resulted in a number of innovations that have spawned new technologies and industries essential to U.S. manufacturing leadership, and contributed to improved capabilities and cost savings for U.S. national security needs. Many of these programs are operated in partnership with the private sector, leveraging and attracting additional outside funding to achieve innovation and create jobs. For instance, for every $1,900 of Federal investment, MEP creates or retains one manufacturing job, and since 1988, MEP has helped create and retain more than 797,994 U.S. jobs.³

³ http://www.nist.gov/mep/about/
Given the challenges our country is facing in the globally competitive field of manufacturing, strong, committed funding for these initiatives is vital to bolstering the proven success of these programs as well as to spurring further innovation, job creation, and economic growth. U.S. manufacturers need additional skilled workers, an efficient fiscal and regulatory environment, open markets, and strong partnerships between government, industry, and academia to ensure a healthy innovation pipeline. Accomplishing these goals requires we take a surround-sound approach to the problems facing the manufacturing sector by addressing challenges beyond the traditional trade and tax issues commonly associated with it. While trade and tax policies are important to business in general (i.e. lower tax rates and greater access to markets), these policies will have little effect on the U.S. manufacturing sector if our domestic manufacturing base is not adequately equipped to handle the demands of the day. In order for the U.S. to compete with other nations that are investing heavily in advanced manufacturing technologies, our domestic policies need to support a robust and sustainable manufacturing R&D infrastructure. For this reason, our recommendations focus specifically on the challenges most significant to the U.S. manufacturing sector and support programs that will allow the U.S. to better compete globally and strengthen our own workforce and security.

Specific recommendations are as follows:

**SUPPORT AN APTLY BUILT DOMESTIC MANUFACTURING SECTOR**

The U.S. attained its position as a world leader in R&D through substantial, dedicated Federal funding for our research universities and national labs. However, there is a clear disconnect between the government’s commitment to R&D and the lack of proper investment to ensure that research is brought to market. In fact, many of the discoveries that occur in the U.S. are taken overseas to be further developed and manufactured. This has a negative impact on our nation’s economy, evidenced by the decline of U.S.-manufactured goods exports. From 2015 to 2016, U.S.-manufactured goods exports fell 5.9 percent with significant decline to the top six markets, including Canada, Mexico, China, Japan, the United Kingdom, and Germany. To reverse this negative trend, America must invest in manufacturing processes development to bridge the gap between basic research and scaled production.

There needs to be a clear, quick, and dedicated path for basic research to move forward through validating and prototyping, and on to commercialization. Strategic, sustained investments in moving projects through Technology Readiness Levels (TRLs) as well as Manufacturing Readiness Levels (MRLs) will not only reduce the time it takes for new innovations to be brought to market, but further stimulate technological progress. To best accomplish this, the Federal government should:

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Fully fund and expand the Manufacturing USA program. The U.S. has begun to invest in establishing manufacturing institutes, each with a specific focus. However, the full impact of Manufacturing USA cannot be realized with just a few institutes. For the network to function as intended and truly spur manufacturing innovation and technological progress, the U.S. must commit to developing a large, nationwide network of dozens of institutes.

Commit to continued investment in the Manufacturing Extension Partnership (MEP). The MEP program fosters partnerships between small-sized manufacturers to promote collaboration that enables U.S. manufacturers to develop products, expand their markets, and adopt new technologies that help to strengthen the innovation pipeline in the U.S.

Authorize and fund a grant program supporting manufacturing curricula at designated institutions of higher education to build a skilled and ready workforce. Through this legislative initiative, designated institutions of higher education chosen through a competitive grant process will support industry-relevant, manufacturing-focused, engineering training in the U.S. Designated universities and institutions will be given the resources necessary to infuse manufacturing education throughout their curricula and align their educational offerings with the needs of modern U.S. manufacturers. Updating existing programs and creating manufacturing-focused education tracks that align with the actual skill-needs of U.S. manufacturers will allow students and researchers to better navigate commercialization, encourage new partnerships between manufacturing firms, grow hands-on training opportunities for students, and foster manufacturing entrepreneurship nationwide.

PROMOTE MANUFACTURING INNOVATION AND COMPETITIVENESS

The government plays a key role in promulgating policies that encourage innovation and set the groundwork for competitiveness. These policies must be mindful of the long-term, capital-intensive nature of investments in manufacturing capacity, as well as those of engineering and basic science innovation. Federal R&D investments as a percentage of GDP has been declining steadily and furthermore, Federal R&D investments as a share of GDP has begun to fall behind that of other nations. If the U.S. does not begin to reverse this trend immediately, we could see a significant and rapid decline in our science and technology ecosystem.

In order to ensure strong growth in domestic R&D and to support the U.S. manufacturing innovation pipeline, beginning with fundamental advancements in science and progressing through technology commercialization, the Federal government should:
The decline in the U.S. manufacturing base and rise of manufacturing competitors abroad pose further workforce training and capacity issues for the economy. As other nations develop their production and design capacity, and are therefore better able to educate and retain the best science and engineering talent, our ability to attract foreign talent will erode. As the manufacturing workforce becomes increasingly more global and technology-driven, it is essential that the U.S. aligns its K-12, undergraduate, and graduate core curricula and education systems to better address the knowledge and skill requirements of its 21st century workforce. However, just preparing out students to meet the skills-gap isn’t enough. The U.S. must also invest in training programs for experienced workers so that our current workforce is better equipped to meet the needs of the day.

INVEST IN WORKFORCE DEVELOPMENT

Federal investments in fundamental scientific discovery and technological development have declined almost 60 percent in the last 40 years, when adjusting for inflation. Fewer research dollars over time has resulted in fewer companies with skilled workers capable of designing and building complex systems. As a result, the U.S. is increasingly dependent on immigration to meet its technical workforce needs. The NSF’s 2016 S&E Indicators report found that from 1993 to 2013, (which is the most recent data collected and published in the NSF’s 2016 S&E Indicators report) the number of foreign-born individuals that account for college-educated workers employed in S&E occupations in the United States rose 10.7 percent. Further, the Government Accountability Office and National Science Foundation have consistently reported that the U.S. remains dependent on foreign talent for a large percentage of highly skilled workers to perform the critical tasks needed to sustain the key parts of our industrial base, particularly with respect to aerospace and defense industries.

The American Society of Mechanical Engineers® (ASME®)
The decline in the U.S. manufacturing base and rise of manufacturing competitors abroad pose further workforce training and capacity issues for the economy. As other nations develop their production and design capacity, and are therefore better able to educate and retain the best science and engineering talent, our ability to attract foreign talent will erode. As the manufacturing workforce becomes increasingly more global and technology-driven, it is essential that the U.S. aligns its K-12, undergraduate, and graduate core curricula and education systems to better address the knowledge and skill requirements of its 21st century workforce. However, just preparing out students to meet the skills-gap isn’t enough. The U.S. must also invest in training programs for experienced workers so that our current workforce is better equipped to meet the needs of the day.

We do not have time to wait for our kindergarteners to become engineers to address the challenges and opportunities facing our nation today. We need to invest in our current workforce and train workers to be able to utilize the technologies available to them today, as well as learn to adapt to the technologies of the future. While some of these issues have suffered decades of neglect and will take decades to correct, all require immediate attention and a national commitment to improvement. Accordingly, the Federal government should:

Commit to continued, sustained investment in the Manufacturing USA and MEP programs to promote workforce development programs that will help build a skilled workforce here at home, prevent companies from producing new products overseas, and speed up the time it takes for innovations to travel from conception through commercialization.

Support scholarships and fellowships to students and workers pursuing manufacturing engineering degrees and technical certificates.

Establish a grant program to fund manufacturing-focused universities and institutions that will engage in developing new curricula to be used in manifesting manufacturing education throughout institutions of higher education. Supporting this program will encourage partnerships with manufacturing companies. These partnerships will work to address the need for increased manufacturing education in STEM curriculum and support the retraining of workforce to meet future industry needs.

Strengthen tax incentives for workforce development and continuing education, including those at the graduate level, both for employers and employees.

Conduct a high level review of the health and sustainability of the U.S. high-tech workforce to ensure that education and immigration policies are working to expand the number of highly-skilled workers in STEM fields.

Support community colleges and technical schools to ensure worker training programs provide the next generation of technically skilled workers.
CONCLUSION

Manufacturing has tremendous potential to spark economic growth and job creation in the U.S. In addition to being a critical part of the U.S. national security apparatus, innovation pipeline, and process for job creation, manufacturing holds the promise for the establishment of wholly new industries and the reinvention of new methods of doing business. The U.S. maintains leadership in a range of machinery and equipment manufactured goods, as well as in the pharmaceutical, transportation, food processing, and electronic products industries, with each sector slated for future expansion fed by global demand from expanding and emerging markets.

Other countries have already recognized the importance of spurring the creation of new products and industries – particularly in the energy technology sector – and have taken steps to ensure a healthy science and engineering workforce and a competitive market for attracting investment. The U.S. must use this opportunity to level the playing field and build a strong foundation here at home that will allow industry to properly invest in advanced manufacturing processes and technologies in the U.S. In particular, key steps the U.S. should immediately take to signal commitment to a long-term growth strategy include:

<table>
<thead>
<tr>
<th>Fully-funding the Manufacturing USA program to encourage and sustain the formation of R&amp;D partnerships among government, industry, and universities. Congress should do this by supporting the goals of the NIST MEP provision in the America COMPETES Act.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Further investing in and expanding the Hollings Manufacturing Extension Partnership (MEP) program as outlined in America COMPETES Act legislation.</td>
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<tr>
<td>Authorizing and funding a grant program for manufacturing-focused universities and institutions.</td>
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<tr>
<td>Expanding the R&amp;D tax credit and strengthening tax incentives for workforce development and continuing education.</td>
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<tr>
<td>Supporting scholarships for students and workers pursuing science and engineering degrees and technical certificates and are committed to working in a manufacturing environment after completing their educational programs.</td>
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<tr>
<td>Committing to long-term Federal investment in engineering and scientific research and support a balanced portfolio of engineering and scientific research among the physical and life sciences. Congress should do this by supporting the goals of the America COMPETES Act – an effort to double investments at the NSF, DOE Office of Science, and NIST that support basic research in engineering and have a high impact on economic competitiveness.</td>
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<tr>
<td>Encouraging and sustaining the formation of R&amp;D and STEM education partnerships among government, industry, and universities.</td>
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Date Submitted: October 25, 2016
BOG Meeting Date: November 12, 2016

To: Board of Governors
From: (Sector/Unit/Task Force/Other) Committee on Organization and Rules
Presented by: Larry Dickinson
Agenda Title: Proposed Appointment

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

Proposed appointment reviewed by the COR on October 25, 2016.

Proposed motion for BOG Action: (if appropriate)

Approve the proposed appointment.

Attachment:

Appointment listing.
<table>
<thead>
<tr>
<th>Internal Unit</th>
<th>Nominee</th>
<th>Appointment Position/Title</th>
<th>Appointment Term/Category</th>
<th>Appointment Type</th>
<th>History</th>
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</thead>
<tbody>
<tr>
<td>Committee on Honors</td>
<td>Vijay Kumar</td>
<td>Member-at-Large</td>
<td>7/1/2016 – 6/30/2019</td>
<td>Initial</td>
<td>Editor, Journal of Mechanisms &amp; Robotics, Chair, Nominating Committee, Vice Chair, Design Engineering Division Executive Committee</td>
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</tbody>
</table>
This is a page from the ASME APPOINTMENT FORM. Please return this form to Dave Soukup (soukupd@asme.org) along with the Personify member profile and committee activity reports. Please answer the policy compliance questions at the bottom of this form.

<table>
<thead>
<tr>
<th>Position Information</th>
<th>Nominee Information</th>
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<tbody>
<tr>
<td><strong>Position:</strong> Member-at-large, Committee on Honors</td>
<td><strong>Nominee:</strong> Vijay Kumar</td>
</tr>
<tr>
<td><strong>External Organization/ASME Committee:</strong></td>
<td><strong>Nominee’s Business and Title:</strong> University of Pennsylvania UPS Foundation Professor</td>
</tr>
<tr>
<td><strong>External Organization Address:</strong></td>
<td><strong>Nominee’s Address:</strong> University of Pennsylvania Levine Hall 4th Floor 220 S. 33Rd St Philadelphia, PA 19104-6315</td>
</tr>
<tr>
<td><strong>External Organization Contact:</strong></td>
<td><strong>Phone Number:</strong> 215-898-3630</td>
</tr>
<tr>
<td><strong>Email:</strong> <a href="mailto:jmreditors@gmail.com">jmreditors@gmail.com</a></td>
<td><strong>External Contact’s Email Address:</strong></td>
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<tr>
<td><strong>Appointment Dates:</strong> From July 2016 To June 2019</td>
<td><strong>ASME Membership Grade:</strong> Life Fellow</td>
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<td><strong>Appointment Category:</strong> Reappointment Initial</td>
<td><strong>ASME Current Activities</strong> (attach committee history report)</td>
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<tr>
<td>If Reappointment, list previous appointments to position</td>
<td>See attached</td>
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<tr>
<td>1st - From: To:</td>
<td><strong>ASME Activities Past 5 Years:</strong></td>
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<td>2nd - From: To:</td>
<td>See attached</td>
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<td>3rd - From: To:</td>
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<td><strong>Policy 4.4</strong> states that for reappointment beyond 10 years, the unit must provide specific reasons as to why this reappointment is critical to its well-being, and the exceptional circumstances involved. <strong>IF REAPPOINTMENT GOES BEYOND 10 YEARS, AN EXPLANATORY LETTER MUST BE ATTACHED WITH THIS FORM.</strong></td>
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<td><strong>Full Name of Person Being Succeeded:</strong> Karman Ghia</td>
<td>If Initial Appointment, list experience related to position:</td>
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<tr>
<td><strong>Responsible Unit in ASME:</strong> Committee on Honors</td>
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<td><strong>Responsible ASME Staff:</strong> Leila Persaud</td>
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<td><strong>Policy 15.11</strong> requests that ASME encourage a diverse and inclusive membership by ensuring leadership opportunities for members from all segments of society. Has the unit complied with this policy request?</td>
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<td>Yes ☒ No ☐ (check one)</td>
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<td><strong>Policy 4.4</strong> requests that units of the Society seek out volunteers who are not already serving in other capacities. Has the unit complied with this policy request?</td>
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<td>Yes ☒ No ☐ (check one)</td>
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<td><strong>Conflicts of Interest:</strong> The nominee is aware of Society Policies 15.7 (Ethics), 15.8 (Conflicts of Interest), 14.6 (Society Name, Seal, Logo, Emblem, Initials, Titles, Identification and Certificates), and 4.3 (Qualifications of ASME Elected Officers and Requirement of Office), and has signed or will sign a statement that he or she has read and understood and will comply with these Society Policies.</td>
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<td>Yes ☒ No ☐ (check one)</td>
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<td><strong>Responsibilities:</strong> The nominee has committed to participate actively and accepts the responsibilities of the position if appointed?</td>
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<td>Yes ☒ No ☐ (check one)</td>
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<td><strong>APPROVAL:</strong></td>
<td><strong>APPROVAL For ASME Staff Nominees:</strong></td>
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<tr>
<td>Name: Krish Gupta</td>
<td>Signature:</td>
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<tr>
<td>Title: COH Chair</td>
<td>Date:</td>
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<tr>
<td>Signature: 7/7/2016</td>
<td>Executive Director</td>
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### Committee History List by Individual

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<thead>
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<td>Member Name: Vijay Kumar</td>
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<th>Position Description</th>
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<th>Expiration Date</th>
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<td>University of Pennsylvania</td>
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This item is the first of several new initiatives which will be coming before the Board this term. It is an operational contract which ordinarily does not call for board review, however, because this is new activity, I thought it appropriate to put this forward for board review and this vote. As is always the case, if the Board wants discussion on this matter, it may be pulled from the consent agenda to be discussed at a subsequent meeting.

Tom

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

Liaison helps higher education institutions identify, recruit, and enroll students in more than 5,000 programs including processing over 1MM applications a year for over 800 schools. These institutions, rely on Liaison's admissions management and marketing automation tools to reach prospective students, streamline administrative tasks, and create exceptional experiences for applicants across the full enrollment cycle.

The proposed arrangement is for ASME to work with Liaison to develop a Central Application System (CAS) for prospective engineering students to complete a standard application once which would then be used to apply to many schools. ASME’s role would be to help design the CAS portal, facilitate the standard application development (with key representatives of the academic community), and support the marketing efforts to schools and students. Note that no costs other than staff time for the above activities is part of arrangement.

As part of this arrangement ASME will receive:

- Royalty revenue for both mechanical and all engineering students based on a % of student application fees (has the potential for $300K+ revenue in year 3)
- Access, at no cost, to aggregate data on applicant pool
- New CRM software and analytic tools that specializes in individualized marketing

This venture supports our mission especially as it relates to students and increasing interest and diversity in the profession. It also allows us to gain access to a larger base of young professionals and students to leverage so to increase our level on engagement with them. The initial term of agreement is 6 years which is necessitated based on the fact that it has taken Liaison up to 5 years with other associations to create and build up product into a sustaining model (90%+ adoption rate).

Proposed motion for BOG Action: (if appropriate)
To approve entering into a contract with Liaison on commercially reasonable terms.

Attachments: None.
ASME Board of Governors
Agenda Item
Cover Memo

Date Submitted: November 1, 2016
BOG Meeting Date: November 12, 2016

To: Board of Governors
From: William Garofalo, Associate Executive Director, Finance
Presented by: Consent Item
Agenda Title: Delegation of Authority for an ASME officer to sign UBS corporate resolution

Agenda Item Executive Summary:

The Northwest Ohio section has an investment account with UBS Financial Service Inc. for the Ernest W & Anne S. Weaver Scholarship Fund. The original delegated signor on the investment account is deceased. UBS is asking to have an ASME officer sign the attached corporate resolution.

Proposed motion for BOG Action: (if appropriate)

The ASME Board of Governors delegates the authority to William Garofalo to sign the UBS corporate resolution.

Attachments:
UBS Financial Services Inc. Corporate Resolution
Corporate Resolutions

WHEREAS, The Corporation seeks to benefit from opening and maintaining one or more securities, loan and/or guarantee accounts at UBS Financial Services Inc., ("UBS").

NOW, THEREFORE, BE IT RESOLVED THAT:

1) The Corporation is authorized to establish with UBS one or more accounts for the purchase and sale of securities, money, stocks, options, bonds, notes, futures contracts, commodities, commercial paper, certificates of deposit and other obligations, contracts, all other property usually and customarily dealt in by brokerage firms, the establishment of credit and/or the guarantee of another person's or entity's obligations (the "Account"). UBS is designated an agent of the Corporation for property of any nature and is authorized to receive, hold and deliver any funds, securities or other property within or without the United States, registered in or transferred into the name of UBS or its nominee(s) or the name of one or more custodians or nominees thereof. UBS may either directly or through custodians retain unregistered securities or deposit the certificates representing such securities, in bulk with a central certificate depository, so that transfer of ownership of such securities may be made by bookkeeping entry on the books of such depository.

2) The Corporation is authorized to use the Account(s) and services offered by UBS to (a) sell short, (b) trade on margin, (c) borrow and/or obtain credit (including all manner of credits and/or letters of credit) from time to time from UBS and guarantee obligations of others to UBS in United States dollars or any foreign currency, (d) effect UBS Card transactions, (e) contract for any and all investment management and advisory services that UBS now or hereafter provides and delegate discretion to UBS or to a subadvisor in connection with such services, and (f) pledge, mortgage, assign or subject to a security interest or lien any property of any sort of the Corporation as security for any liability of the Corporation.

3) Each of the corporate officers or authorized representatives named in the spaces below (each, together with persons designated under resolution number 4 below, hereinafter called an "Authorized Person") are authorized individually, without counter signature or co-signature, to act on behalf of the Corporation and UBS is authorized, but not obligated, to deal with each Authorized Person individually, in connection with all aspects of the Account(s) (a) open the Account(s) and, with respect to the Account(s), to execute on behalf of the Corporation any and all relevant documents, and to deal with UBS, with no limits as to amount, (b) obtain all such services as

UBS shall offer, including but not limited to the services set forth under resolutions number 2 and 5 and to purchase and sell and enter into any transaction whatsoever in connection with the Account(s) and the property therein, and (c) bind the Corporation in respect of any agreements entered into pursuant to clause (a) or (b) of this third resolution, and (d) the said Authorized Persons acting as above specified are authorized for the current taxable year and all future taxable years until this resolution is revoked or modified or the Account(s) are closed to execute and deliver to UBS on behalf of the Corporation any and all tax forms and other tax-related documents related to an Account of this Corporation (including without limitation U.S. Internal Revenue Service Forms W-8 and W-9, as applicable, and any documents relating thereto) and to make any certifications or representations under penalty of perjury on behalf of the Corporation that are required by such forms or documents. These resolutions supersede any previous resolutions of the Corporation presented to UBS Financial Services Inc. regarding the Account(s).

4) The Authorized Persons acting as above specified are authorized to appoint one or more attorneys-in-fact or agents to act on behalf of the Corporation in the same capacity as set forth above, and are authorized to execute and deliver to UBS any powers of attorney or other documents to effect or evidence such appointment.

5) UBS is authorized, but not obligated, to deal with each Authorized Person individually, as follows, subject to the Corporation having completed documentation relating to the relevant products and services and subject to UBS policy and practice as in effect from time to time:

   a) to accept all orders for purchases and sales and all instructions of any nature whatsoever in connection with the Account(s) which UBS Financial Services Inc. believes in good faith to have been originated by an Authorized Person, whether given verbally, in writing, or via electronic or other communications as the action of the Corporation without limit or further inquiry,
   b) to receive any funds, securities or other property for the Account(s) of the Corporation, to receive drafts, checks or other funds or property delivered to it for deposit for the Account(s) of the Corporation, whether or not enclosed
with the name of the Corporation by rubber stamp, facsimile, mechanical, manual or other signature, and any such endorsement by whosoever affixed shall be the endorsement of the Corporation, or otherwise endorsed, or unendorsed, provided that if any such item shall bear, or be accompanied by directions (by whosoever made) for deposit to a specific account, then such deposit shall be to such specific account, and to honor written instructions from each Authorized Person to deliver either in bearer form, in street certificates, in any names or in any other manner any funds, securities or other property held for the Account(s) of the Corporation:

c) to honor instructions from each Authorized Person to write checks, drafts, instruments, instructions or orders for the payment or withdrawal of funds drawn on the Account(s) or payable to the order of the Corporation ("Payments") without limit as to amount, without inquiry including Payments to the order of or in favor of any person who authorized the Payment or any other officer authorized representative or agent of the Corporation and UBS, its subsidiaries and affiliates shall not be liable for any disposition which any such officer or authorized representative or agent shall make of all or any part of any Payment notwithstanding that such Payment may be for the personal account or benefit or in payment of the individual obligation of any such officer or authorized representative or agent to UBS, or otherwise;

d) to open deposit accounts in foreign currencies with any depository to purchase, sell, transfer, or dispose of for present or future delivery foreign currencies, credits, or exchange on deposit or otherwise and all manner of instruments representative thereof by endorsement or otherwise, and to execute and deliver any agreements or instruments relating to any such transactions.

6) Any and all actions previously taken with respect to matters provided for by these resolutions are hereby ratified, confirmed and approved.

7) UBS, its subsidiaries and affiliates are authorized to rely upon the authority conferred by these resolutions and any certification given in accordance with these resolutions unless and until UBS receives written notice of an amendment, modification or revocation of these resolutions. In the event that UBS for any reason, is uncertain as to the continuing effectiveness of the authority conferred by these resolutions or any other resolutions of the Corporation or the authority to any Authorized Person, UBS may refrain from taking any action with respect to the Account(s) until such time as it is satisfied as to its authority.

8) In consideration of UBS and any of its subsidiaries or affiliates acting in reliance upon these resolutions or any certification by the Secretary or Assistant Secretary they shall be fully protected in so acting and the Corporation agrees to indemnify and save harmless UBS and any of its subsidiaries or affiliates from and against any and all loss, damage, liability, claims and expenses including legal fees arising out of their so acting or its refraining from taking any action.

9) The Secretary or an Assistant Secretary of the Corporation is authorized and directed to certify to UBS and any of its subsidiaries or affiliates:

- that these resolutions have been duly adopted, are in full force and effect and are in accordance with provisions of applicable law, the charter and by-laws of the Corporation;

- the identities and specimen signatures of the Corporation's Authorized Persons and, from time to time hereafter, such changes as may occur in the identities of such Authorized Persons as such changes are made.

ATTENTION TRANSFER AGENT

10) Any Authorized Person is fully authorized and empowered to transfer, convert, endorse, sell, assign, set over and deliver any and all shares of stocks, bonds, debentures, notes, subscription warrants, stock purchase warrants, evidence of indebtedness, or other securities now or hereafter standing in the name of or owned by the Corporation, and to make, execute and deliver, under the corporate seal of the Corporation or otherwise, any and all written instruments of assignment and transfer necessary or proper to effectuate the authority hereby conferred.

11) Whenever there shall be annexed to any instrument of assignment and transfer, executed pursuant to and in accordance with the foregoing resolutions, a certificate of the Secretary or an Assistant Secretary of the Corporation in office at the date of such certificate and such certificate shall set forth these resolutions and shall state that these resolutions are in full force and effect, and shall also set forth the names of the persons who are then officers or authorized representatives of the Corporation, then all persons to whom such instrument with the annexed certificate shall therefor come, shall be entitled, without further inquiry or investigation and regardless of the date of such certificate, to assume and to act in reliance upon the assumption that the shares of stock or other securities named in such instrument were therefore duly and properly transferred, endorsed, sold, assigned, set over and delivered by the Corporation, and that with respect to such securities the authority of these resolutions and of such officers or authorized representatives is still in full force and effect.

NOTE: ALL OFFICERS/AUTHORIZED REPRESENTATIVES MUST COMPLETE THE ADDITIONAL INFORMATION SECTION AND SIGN BELOW

| WILLIAM GAROFALO |
| Officer First Name | Last Name |
| Signature | Date |
| ASSISTANT TREASURER |
| Title |

0183894900
The undersigned, as the Secretary or Assistant Secretary of
ERNEST W & ANNE S WEAVER SCHOLARSHIP FUND OF NW OHIO SECTION, ASME
(“Corporation”), a corporation duly organized and existing under the laws of NEW YORK, hereby certifies that the
foregoing resolutions were duly adopted by the Board of Directors at a duly called meeting or by unanimous consent, and the resolutions
remain in full force and effect and are in accord with and pursuant to the Corporation’s Charter, by-laws and applicable law, and the
Corporation is in good standing under all applicable state laws.

I further certify that the persons listed above are duly elected or appointed qualified officers or authorized representatives of the
Corporation, hold in the Corporation the respective positions indicated above and that set forth opposite each respective name is the
true and correct signature of such person.

WITNESS my hand and the seal of the Corporation at ________________________ this ______ day
of ________________, 20__.

(SIGNATURE OF SECRETARY or ASSISTANT SECRETARY)

Additional Information
Officer or Authorized Representative Name:

WILLIAM GAROFALO
First Name Middle Name Last Name
Country of Citizenship: USA Other (specify): Passport/Cedula:

2 PARK AVENUE
Address Line 1 Address Line 2
NEW YORK NY
City State/Province Zip/Postal Code Country

9732442284
Home Phone
Date Submitted: October 24, 2016
BOG Meeting Date: November 12, 2016
To: Board of Governors
From: Sector Management Committee

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

The report updates the BOG on Sector, GPS/GETT and VOLT related activities and is for information only.

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

No Action

Attachments:

One
I. SMC Operations

- The SMC held a face-to-face meeting on June 8 in Louisville, focusing on the newly chartered presidential task forces. Outgoing SMC Chair Roe passed the gavel to incoming Chair Wise.
- The SMC held teleconferences on July 27, September 19 and October 13. The next SMC face-to-face meeting is scheduled for November 15 in Phoenix.
- The Task Forces (TF) are actively meeting and working on their chartered activities:
  - Building a High Performance Board of Governors TF (Bill Wepfer, chair)
  - Group Engagement & Alignment TF (Rick Marboe, chair)
  - Increasing Industry Leadership Engagement TF (Stacey Swisher Harnetty, chair)
  - Increasing Engagement of Student, Early Career & Digital ME TF (Terry Shoup, chair)

II. Sector Highlights

Standards & Certification – Laura Hitchcock, Bill Berger

Quarterly Highlights

- The Council on Standards and Certification (S&C) last met on June 7, and will be meeting on November 14 in conjunction with Congress.
- Work continues on the S&C Strategic Plan. Good progress has been made by the four Task Teams established by the Council to seek and analyze input in the following areas: International Working Groups, Derivative (or Companion) Products, Benchmarking Other SDO’s (in how they identify standards opportunities for emerging technologies in their areas), and Committee Best Practices. The Task Teams will be submitting their final reports and any recommendations for action to the Council at its November 14 meeting.
- The B30 Committee on Cableways, Cranes, Derricks, Hoists, Hooks, Jacks, and Slings celebrated the 100th Anniversary of the issuance of the first B30 Standard at its meetings during the week of Sept. 19. The highlight of the week was a recognition dinner attended by more than 100 committee volunteers; the ASME Managing Director, Standards addressed the members and thanked them for their continuing commitment to ASME, and congratulated them on their achievement. Relevant articles also appeared in ME magazine.
- The American National Standards Institute (ANSI) has completed its review of ASME’s response to the report of ANSI’s March, 2016 audit of ASME’s standards development activities, and has accepted ASME’s response and closed the audit with no significant findings.
- A new China International Working Group (IWG) for Boiler and Pressure Vessel Standards Committee VIII on Pressure Vessels was launched in Hefei, China. ASME S&C staff attended the launch meeting to contribute to the indoctrination and training of the IWG members.
• A series of events was held in China during the period of Sept. 18 thru 27, including meetings of the Board on Nuclear Codes and Standards; Boiler and Pressure Vessel (BPV) Standards Committee III on Construction of Nuclear Facility Components; and the China International Working Groups for BPV Standards Committees II, III, and XI. A Workshop on Nuclear Codes and Standards Development was also held.

• ASME has been appointed to, and has been participating in the new Additive Manufacturing Standardization Collaborative that was established jointly by America Makes and ANSI. Their initial goal is to develop by the end of 2016 a comprehensive standardization roadmap for additive manufacturing (AM).

Upcoming Activities/What’s on the Horizon?

• A proposal for the establishment of a new standards development committee on Manufacturing and Advanced Manufacturing will be presented for approval of the Council on Standards & Certification at its November 14 meeting.

• As a result of recent program prioritization efforts, S&C is exploring options for the transfer of its A112 Committee on Plumbing Materials and Equipment, with several standards development organizations expressing interest.

Technical Events and Content (TEC) Rick Marboe, John Koehr

Quarterly Highlights

• Technical Events and Content (TEC) Council
  o TEC Council held a face-to-face meeting on June 26, 2016 in Charlotte, NC, concurrent with the ASME Power & Energy Conference.
  o TEC Council held a web conference on September 30, 2016.
  o TEC created an ad hoc Conference Tool Advisory Committee of volunteers and staff. The mission will be to address and implement web tool updates so that there is common understanding, acceptance, and communications within the community to how changes to the web tool are made. The group will provide assistance in vetting requests and in creating consensus about what upgrades will be made on an ongoing or scheduled basis. An initial face to face meeting was held on September 9 in New York. Some immediate changes were approved for the paper review tool. Teleconferences will be the normal mode of engagement.
  o The Gas Turbine Sector was approved by TEC Sector Council and SMC. The sector leadership team (SLT) was approved and is operating.
  o All of the SLTs performed portfolio reviews and assessments of new product ideas particularly in alignment with the five focus technology areas and enabling technologies. This will be an iterative process with the product development teams.
  o Summer conference activity is described below for each segment.

• Design, Materials, and Manufacturing (DMM) Segment
  o DMM held a face-to-face meeting at Additive Manufacturing 3DPrinting/International Design Engineering Technical Conference/Computers in Engineering Conference
(AM3D/IDETC/CIE) in Charlotte, North Carolina from Saturday August 20 to Sunday August 21, 2016 to educate new SLT members and to evaluate the AM3D conference.

- AM3D 2016 was successfully offered from August 21-24, 2016 in Charlotte, North Carolina and attracted 213 total participants versus 191 participants in 2015.
- The Manufacturing Engineering Division offered its annual MSEC (Manufacturing Science and Engineering Conference) alongside SME’s NAMRC conference at Virginia Tech from June 27- July 1, 2016.

- Energy Sources and Processing (ESP) Segment
  - Ocean, Offshore and Arctic Engineering (OMAE) Conference 2016, Busan South Korea, June 2016
  - PVP 2016 50th July 2016, Anniversary Vancouver Canada
    ✓ Served as host for EPRI Creep-Fatigue Workshop
  - International Pipeline Conference, September 26-30, 2016

- Energy Conversion and Storage (ECS) Segment
  - P&E 2016 Conference (with ICONE) in Charlotte end of FY16Q4
  - SLT Meeting in Charlotte end of FY16Q4
  - SLT created Working Groups (WG) of volunteers and staff organized by sub-technologies to focus on potential new business development initiatives, and these have been progressing with some opportunities already outlined.

- Gas Turbine Segment (GTS)
  - Turbo Expo Conference in Seoul, Korea, June 2016
  - GTS formed at end of FY16Q4
  - First GTS SLT meeting being held October 2016 in Munich

- Engineering Sciences Segment (ESS)
  - 2016 Heat Transfer/Fluids/ICNMM joint conference was successfully held on July 10–14 in Washington, DC. ~800 attendees (100 more than budgeted)
  - F2F meeting was held at ASME Headquarters on September 12-13 with the next one scheduled on November 12 in Phoenix. Frequent telecons have been held.
  - ESS established liaison positions from select technical divisions to facilitate a two-way information exchange.

Upcoming Activities/What’s on the Horizon?

- TEC Council
  - With the sunset of the IGTI Board that occurred with the creation of the Gas Turbine Segment, there is a need to create the IGTI Division. Those details are being resolved for near-term presentation to SMC for approval.
  - We have a continuing need to refine the process for the review and approval process of spending requests of groups as they go through GPS and, if large enough, to COFI. The SMC Group Engagement / Alignment Task Force is working on this.
Next TEC Council meeting is scheduled for November 13, 2016, in Phoenix, AZ, concurrent with IMECE.

- Energy Sources and Processing (ESP) Segment
  - Energy Technology Center as a business development initiative
  - Working to collaborate with other groups such as SECD, PAO, S&C V&V
  - Arctic Technology Conference, October 2016, St. Johns, Newfoundland, Canada

- Energy Conversion and Storage (ECS) Segment
  - Internal Combustion Engine fall Conference (ICEF) October 2016, Greensville, SC

- Gas Turbine Segment (GTS)
  - Congressional briefing on gas turbine technology held, September 2016, Washington, DC

- Engineering Sciences Segment (ESS)
  - Planning for the following ESS conferences are underway and on target for execution:
    - 2016 IMECE, November, Phoenix
    - 2017 Fluids Engineering Division Conference, July 30-August 4 in Waikoloa, HI.
    - 2017 Summer Heat Transfer Conference, July 9-14 in Bellevue, WA.

Programs

*Public Affairs & Outreach – Tim Wei, Reese Meisinger*

**Cross-cutting Initiatives**

The National Institute for Standards & Technology (NIST) has funded an approximately $50K grant proposal in support of the ASME Engineering Education (EE) Standards Education project aimed at creating free/open access technical problems and instructor presentations that are infused with standards content

*Engineering for Global Development (EGD)/ Engineering for Change (E4C)*

**Quarterly Highlights**

- Innovation Showcase (ISHOW) Global – ISHOW 2016 circuit in India, Kenya and the US concluded with much success. Finalists presented hardware technologies that address social/environmental problems in emerging markets. Quality of applicants/finalists is much higher than last year, which is very encouraging trend.
• Conference Programming – The 4th Annual EGD Research Forum at IDETC was seen as the best yet. Expanding collaboration with conferences within IDETC that are both co-hosting the forum and opening up technical sessions for EGD-related paper submissions. Expect to expand to multiple other conferences that have expressed interest in getting involved with EGD as we celebrate our 5th anniversary in 2017

Upcoming Activities/What’s on the Horizon?

• ISHOW Global – Planning for 2017 is underway.
• DEMAND, ASME Global Development Review – Content for fall issue is in development.
• EGD Committee – Bob Hauck of GE Healthcare (retired) has taken over as chair for Micki Marshall. EGD staff team is currently finalizing “EGD 2.0” strategy, which is based on Committee’s feedback on first four years of lessons learned and identifying market gaps.

K12/Diversity/Scholarships

Quarterly Highlights

• INSPIRE ended academic year 2015/16 reaching 718 schools across 46 states engaging 790 teachers and 28,953 students. In its first two years, ASME INSPIRE has been used by over 50K middle and high school students. 92% of INSPIRE students said they are interested in at least one STEM-related career post online experience with the program; 94% of teachers would recommend INSPIRE to a peer. Launching academic year 2016/17, INSPIRE is now in 154 schools with 5,204 students on the platform in the first quarter.
• More than 400 K-12 students entered the Star Trek Replicator Challenge, which was the 4th in a series of Future Engineers competitions. The latest competition asked pre-college students to design a digital model of a non-edible, food-related item that astronauts would be able to 3D print and use in the year 2050. Two young innovators-17 year-old Kyle Corrette of Phoenix, AZ, was declared the Teen Winner (ages 13-19) and 12 year-old Sreyash Sola of Ashburn, VA, selected as the Junior Winner (ages 5-12)-were named the grand-prize winners during a July 17 ceremony at the Intrepid Sea, Air & Space Museum.

Upcoming Activities/What’s on the Horizon?

• ASME INSPIRE and Future Engineers will be participating at the SWE supported Invent It. Build It. Expo on October 29th in Philadelphia. Aimed at reaching 2,000 young girls, the exhibit will feature hands-on activities.
• The next Future Engineers challenge is scheduled to launch in late October and will focus on bioengineering innovations and potential requirements on the international space station.
• Diversity and Inclusion Strategy Committee (DISC) will be reviewing and making edits to both the ASME Society Policy and General Position statement to better reflect a more diverse and inclusive vision for the Society.
Engineering Education

Quarterly Highlights

- 85 ME Programs have responded to the latest ASME Engineering Education Vision 2030 BSME Curriculum Study. This helps the evolution of V2030 advocacy and the pursuit of externally funded project support.
- ASME scheduled 82 ABET assignments for the 2016-17 accreditation cycle. ME/MET programs underway at 57 domestic universities, and 25 international visits at institutions in 13 countries: Egypt, India, Jordan, Lebanon, Mexico, Palestine, Peru, Philippines, Poland, Qatar, Saudi Arabia, Turkey and United Arab Emirates.
- ME/MET Department Heads meetings and special Women in Engineering ProActive Network (WEPAN/ASME) /Transforming Engineering Culture to Advance Inclusion and Diversity (TECAID) session was featured at the ASEE Annual Conference, June 26-29, New Orleans, LA
- ASME Committees on Eng & Eng Tech Ed, July 13, in conjunction with ABET meetings in Baltimore, MD
- The last of four NSF-funded TECAID workshops was conducted August 1-3 in Chicago, IL. The project now begins more focused efforts on institutionalizing the work within ASME Engineering Education.
- In September, the WEPAN/ASME/Purdue TECAID Project was awarded a supplement, additional NSF support, beyond the original grant.
- ASME 2016-2017 Graduate Teaching Fellows: C. Ortega, University of Houston; A. Mahvi, Georgia Tech; T. Terrill, Texas A&M; J. Menold, Penn State; and A. Lee, Brigham Young
- 2017 Summit Int’l ME Ed Leadership (MEED) contract signed for Wash DC, April 17-20, 2017. The general co-chairs from George Mason University. Ken Ball, Dean of Engineering and Oscar Barton, Chair of ME Dept.

Upcoming Activities/What’s on the Horizon?

- Vision 2030 advocacy strategy and role in ABET to be featured at Colombian Association of Engineering Faculty Conference, October 4-7, Cartagena, Colombia and Pan American Union of Engineering Societies, October 24-26 in Panama.
- ABET Society Liaison, Board of Delegates & Board of Directors meetings, October 27-29, Baltimore, MD
- Engineering Education meetings and forums for ME/MET department heads at the 2016 IMECE in Phoenix, AZ
- Engineering Education Awards (Church and Sparks) will be selected in October.
Government Relations (GR)

Quarterly Highlights

- ASME convened three Congressional briefings: Advanced Manufacturing Communities: Encouraging Innovation and Building the Advanced Manufacturing Economy of the Future (July 14); Advanced Biosciences for Manufacturing: Driving Solutions in Energy, Health, and the Environment (July 28); and Advanced Gas Turbines: Strengthening U.S. Leadership in Energy, Health, and the Environment (September 28) and co-sponsored a June 16 Congressional briefing related to the Nat'l Assessment of Educational Progress (NAEP) Technology and Engineering Literacy assessment.
- GR also held a September 15th webinar that featured two ASME Foundation Swanson Fellows who provided an update on the National Network for Manufacturing Innovation (NNMI) Program, the network of manufacturing innovation institutes, the Strategic Plan, institute partnerships, current and future opportunities and highlights of their Fellowships. Sign in with email address and password to hear recorded webinar at https://shop.asme.org/Registrations/Conference/FNDWEB2016.
- ASME’s 2016 Washington Internships for Students of Engineering (WISE) interns, Brenna Doherty and Emily Sheffield, completed their policy papers on planetary defense and imaging the image of manufacturing respectively. They will be attending IMECE 2016.

Upcoming Activities/What’s on the Horizon?

- Two Congressional briefings (one on small modular reactors, the other on advanced manufacturing) are slated to be held during the lame duck session.

Industry Advisory Board (IAB)

Quarterly Highlights

- The IAB Executive Committee met via conference call to plan the upcoming webinars for FY 17 (the first of which will be bioengineering-related), and to plan the fall meeting, which will be held after the election to allow the IAB to focus on energy policy, manufacturing and research and development priorities for the new President’s administration.

Upcoming Activities/What’s on the Horizon?

- The (IAB) fall meeting will be held December 12-13, 2016 in Washington, DC. The December 12th reception will take place at the Decatur House, and the December 13th meeting will take place at the Hay Adams.
Student & Early Career Development (SECD) – Paul Stevenson, Noha El-Ghobashy

Quarterly Highlights

Programmatic / Operational Activities

SECD Sector

SECD council is reviewing its processes, communication plan and success metrics as part of the implementation of its strategic plan.

Student Programs

Quarterly Highlights

- Plans are underway for the 2017 ASME E-Fests. The E-Fest steering team, E-fest regional leads and Student Programming committee are working very closely with the host teams on program development
- Pre-qualification registration for Human Powered Vehicle Competition (HPVC) at ASME E-fest Asia Pacific was opened on Sept. 5, 2016
- ASME Innovative Design Simulation Challenge (IDSC) finals took place at IDETC/CIE/AM3D conference in Charlotte, NC on Sun, Aug 21, 2016. Thirteen teams had participated in the finals. Six student teams were named winners in the IDSC’s various categories.
- ASME Innovative Additive Manufacturing 3D (IAM3D) Challenge finals took place at IDETC/CIE/AM3D conference in Charlotte, NC on Sun, Aug 21, 2016. Thirteen teams had participated in the finals. Five teams were named winners.
- Sixty Four Scholarship recipients were selected and announced via the Scholarship Winners webpage, Facebook, and highlighted in the Foundation Report.

Upcoming Activities/What’s on the Horizon?

- Student Design Competition (SDC) finals will take place at IMECE2016 in Phoenix, AZ on Nov 13, 2016. 12 teams are invited to participate in the event
- Planning is in full swing for ASME E-fests events in FY17

Early Career Programs

Quarterly Highlights

- Future ME Mini-Talks were held at the 2016 Power & Energy/ICONE and IDETC/CIE 2016 conferences: both events attracted about 120+ attendees.
- Program plans for IMECE2016 Future ME Mini-Talks are underway:
  - The team completed presenter interviews and has successfully identified (4) four presenters
Presenters matched with coaches to collaborate and hone talking points for the mini-talks

- The on-site production equipment & setup/layout for the mini-talk production has been standardized streamlining the production process and reducing our overall expenses
- Preliminary plans for Mini-Talks at the 2017 Power & Energy/ICOPE/Turbo Expo conferences are underway:
  - Partnering with the conference organizers and TEC volunteers.
  - A call for Mini-Talk presenters was added to conference email communications

The two (2) remaining Future ME Mini-Talks from IMECE2015 released on .ORG and ASME Future ME YouTube channel. The videos are:

- Leading Change: Follow Your Passion
- A Recipe for Engineering Leadership

Conducted a Join2Win campaign (June-July) to drive traffic to the Future ME Community. As of 9/21/16 we’ve attracted roughly 100 participants. Four (4) ASME books were given away as an incentive to join the group.

The Early Career Engineer Programming Committee (ECEPC) finalized job descriptions for its committee members along with the market segment team members’ roles and responsibilities

Campaign to recruit and select the most qualified volunteers is underway; applications due September 30.

To align with the top 5 technologies the ECEPC has merged its Power Generation and Energy Sources teams to represent one team: Power & Energy.

Post-production is underway for the Power & Energy/ICONE and IDETC/CIE Mini-Talks

Eight transcripts reviewed by the content development lead.

Transcripts have been provided along with the raw footage to IT for post-production editing.

Upcoming Activities/What’s on the Horizon?

- IT to select an editor and manage the editorial process to produce the (8) eight mini-talks.
- Develop a strawman to map out the process as the initial step in drafting the FutureME and Content Development strategies.
- Assembling mini-talk team to plan the next set of mini-talks at the 2017 Power & Energy/ICOPE/Turbo Expo conferences and continue discussions of the integration of new programming.
- The ECEPC continues to modify its operations guide.
Community Development

Quarterly Highlights

- Bumper Sticker Learning content has been developed and is currently being posted on social media and ASME community.
- The Student & Leader Training Conference (SLTC) planning is in progress with promotion going on existing social media pages.
- Past SLTC participants have been leveraged as ambassadors for E-Fest via social media and are currently posting about the events.

Upcoming Activities/What’s on the Horizon?

- SLTC Program is in development and planning is in progress for SLTC at IMECE 2016.
- SLTC Reunions are being planned at E-Fests.
- Future Bumper Sticker Learning posts will include FutureME and E-Fest tagging.

III. Volunteer Orientation and Leadership Training (VOLT) Academy – Marc Goldsmith, Clare Bruff

Quarterly Highlights

- The VOLT Executive Committee held a retreat on September 16-18 in Miami, FL. At the retreat, the committee laid out plans for the year’s activities. VOLT will focus its leadership development programming on key areas of need, including communication, critical thinking, and business acumen with a focus on cross-sector collaboration.
- VOLT provided an orientation webinar for the Nominating Committee on September 22, 2016.
- Applications for the 2017-2018 ECLIPSE program are now available on asme.org. The application deadline is January 3, 2017.

Upcoming Activities/What’s on the Horizon?

- There will be an ECLIPSE Alumni Reception on November 12, 2016 during IMECE.
- VOLT will hold an Officer and Governor Elect Orientation on November 13, 2016, during IMECE.
- There will be an ECLIPSE intern breakfast during IMECE on November 13, 2016. This year, VOLT will provide some programming to the breakfast meeting designed to help the interns get started on their group project.
VOLT will hold a volunteer leadership workshop during IMECE. The topic of the workshop will be, “Advocacy for Engineers: Personal, Professional, and Public.” The workshop will be offered twice, on November 13 and 14.

VOLT will host a meet-up for Cross-Sector Leadership Development Workshop participants from all three workshops on November 14 during IMECE.

VOLT will host the Career Workshop at IMECE this year on November 15. The title of the workshop is, “Finding Your Dream Job Online – and Getting it Offline.” The workshop will be followed by a networking opportunity for attendees.

VOLT continues to develop e-learning modules, with a third topic – “ASME Around the World” – near completion. We aim to put the first three modules online by the end of 2016.

**IV. Group Pathways & Support (GPS)/Group Engagement & Transition Team (GETT) – Karen Ohland, Elio Manes**

**Quarterly Highlights**

- GPS implemented a new process for FY17 – receiving leadership from all GPS-supported groups. (Previously some groups self-recorded their leadership, while others didn’t.)
  - As part of this process, GPS also enabled volunteer access to online tools and the group’s ASME.org group page upon receipt of leadership, as well as initiated the group’s FY17 annual plan. (Previously, volunteers/groups would contact GPS staff separately for access requests)
  - GPS standardized volunteer leadership roles (position names, titles).
  - Making this change has created improvements in work efficiencies and group/volunteer support, while also allowing GPS to capture better leadership data.
- Total group requests processed: 343
  - 128 general admin requests (leadership updates, questions, etc.)
  - 153 activity requests
  - 62 activity-related tasks (reimbursements, awards, etc.)
- Total annual plans initiated: 151
  - Total annual plans completed (to date): 50
- On September 27, GPS made a presentation to the Committee on Finance and Investments (COFI) on Group segregated accounts, providing an overview of FY16 performance as well as FY17 financial plans. Among the issues noted was that from FY15 and FY16, total account balances have decreased by $2.9M from $29.8M to $26.8M in total assets. COFI also reviewed and approved 6 FY17 Annual Plans submitted by Divisions with aggregated spends of over $100K.
- GPS group page: Communicated various updates to group via the group page News/Updates and messaging feature, as well as e-mail. We also added a high level Group Leader Training content to the page, with plans for expanding this type of information.
Upcoming Activities/What’s on the Horizon?

- GPS plans to expand on its training content, in order for volunteers to engage in more self-service training. GPS also expects to start planning a group training event as well as increase regular communication with volunteer groups.
- GPS staff will soon be working on reviewing our current group-level honors/awards processes to determine how we can make improvements.
The American Society of Mechanical Engineers

Board 2016 Summer Retreat – Summary Report (draft)

High Performing Board Task Force

Last edited: November 4, 2016
Executive Summary

Project Overview
The ASME Board of Governors (BOG) scheduled its 2016 annual BOG Retreat meeting to focus on reviewing attributes and best practices of High Performing Boards (HPB). The purpose of the Retreat was to enable the Board to fulfill its critical leadership role in advancing and implementing the new Enterprise Strategy recently adopted by the Board. The new technology-based strategy is transformational for ASME and will raise expectations by constituents across the Society. For this transformation to be truly successful, the Board must raise its performance to match that level of expectations, namely to become a High Performing Board.

Professional consultants from Grant Thornton were engaged to facilitate the HPB portion of the retreat meetings and, once familiarized with the current state of ASME leadership, to provide recommendations for next steps to be taken by the BOG and senior Staff. The BOG intends to continue pursuing this transformation through the efforts of the HPB Presidential Task Force, which will develop recommendations for the full BOG’s consideration and vote. The desired outcome is that ASME leadership’s roles and responsibilities will be refined and clarified and HPB-based best practices will be identified and recommended for implementation, and then fully institutionalized for sustained success into the future.

Key Takeaways
Nonprofits in general, and associations in particular, are examining and enhancing their board practices and structures. Expectations of boards are increasing and associations are struggling to maintain relevance to their constituents and members, causing organizations to assess their leadership structures and to ensure boards are operating as High Performing Boards. ASME is pursuing a series of enhancements to invest in its future, enhance onboarding of new members of both the Board and Staff management team, advance its new strategic plan, and embark on a focused effort to enhance Board performance in order to fulfill its unique responsibility to lead this transformation.

ASME’s July 2016 BOG Retreat included a series of presentations and exercises intended to position the Society for success at this critical inflection point, transform the culture within the organization’s leadership team (both Board and Staff management), and enhance the Board’s knowledge and alignment with HPB best practices. In addition to developing a draft Roles and Responsibilities (R&R) matrix, which the High Performing Task Force will continue to evolve, Retreat participants identified a series of opportunities for enhancement to Board practices and structures. The Board has committed to operate in a more “trimodal” manner, appropriately juggling fiduciary, strategic, and generative governance modes. This will require the Board to act and think differently in order to function more effectively in the latter two modes of governance.
Key Questions

Over the course of the Retreat, participants asked a number of challenging questions for the organization to consider in order to position the Board to align with High Performing Board principles and the organization as a whole for ongoing success, and came to some key conclusions for the path forward. These included:

- How do we define success – for the Board, for ASME, and for the organization’s strategy? What do we plan to measure and how – through performance dashboards, metrics, etc. Note this is the linkage to operations and the Integrated Operations Plan.

- How do we make certain that we achieve our strategy and supporting implementation plans at this critical point in ASME’s history? What is the Board’s role in this process?

- How should we conduct board meetings in order to ensure that appropriate generative and strategic conversations occur? To what extent should we be communicating between meetings to reinforce these governance modes and through what channels (e.g., periodic conference calls, Board portal, etc.)? Note: “Ask PEDT” teleconferences are now being scheduled each month.

- What skills do we currently have on the Board, and what additional experiences, perspectives, and skillsets are required? The HPB Task Force is preparing a Board questionnaire to help answer this question for current Board members.

- What is the optimal process to ensure that Board candidates with the desired skillsets and experience are identified, recruited, and included in the candidate selection process?

- How should new Board members be integrated and all Board members be trained (e.g., on HPB principles)?

- What is an optimal tenure for our officers and Board members? How can we ensure a seamless transition between the presidents to effectively achieve our mission, vision, and strategy, as well as maintain/enhance our board culture, over the long term?

- Should we materially alter the roles and responsibilities within our organization to leverage the strength of our volunteer leadership (e.g., the role of Senior VPs, the Sector Management Committee, and the Treasurer/Secretary), as well as our Staff management team? Are we appropriately supported by our committees, and is their work effectively integrated into the Board’s strategic and generative discussions?
Next Steps

We have identified a series of next steps to enable the ASME BOG to enhance its performance and adopt some of the best practices of High Performing Boards. While a number of opportunities for improvement have been identified (as detailed in subsequent sections of this report), the following items have been prioritized in order to focus the organization on executing action items of highest strategic value in the near term.

1. The HPB Task Force should work to evolve the draft Roles and Responsibilities (R&R) matrix that was created at the Retreat. The R&R matrix will be presented for the Board’s consideration at the November 2016 board meeting and further refined for the Board’s vote in early 2017.
   a. After the R&R matrix is approved by the Board, the HPB Task Force will determine variances from the current state and develop a detailed plan to identify required updates to policies, procedures, and/or governing documents.

2. Conduct Board meetings in alignment with HPB principles, providing adequate time on agendas for strategic and generative thinking. Further, the Board’s activities should be monitored accordingly (e.g., each meeting should be assessed in alignment with the HPB principles), for example:
   a. Consider ending each meeting, at least over the next 12 months, with a brief open discussion on whether or not the meeting reflected a high performing board. [Note that President Roe is attempting to implement these recommendations for the 2016-17 BOG meeting agendas.]

3. Of critical importance is developing organizational metrics and dashboards. Operating in strategic and generative modes can be challenging for a Board, but metrics and dashboards can significantly facilitate this process (as well as facilitate achievement of an organization’s strategic plan). Staff management, in coordination with the Strategy Task Force, should develop an initial draft in 2Q-FY2016 and refine the developed materials accordingly based on feedback gathered from the Board and Committees. It is recommended that metrics/dashboards are developed in an iterative manner in preparation for Board approval during this FY.

4. To maintain the organization’s focus on achieving the newly adopted strategy and tracking progress, the Board should develop a calendar of “briefing” conference calls in between the standard board meetings so that they can stay aligned with the tactics that senior staff take to manage challenges, opportunities, risks, and threats. [Note: “Ask PEDT” monthly teleconferences are now being held; they may be suitable for this purpose.]
5. Developing an “agility muscle” for the Board and Staff management requires effective and timely communication about the external environment (competitors, global trends, emerging markets and new industries). The Board would be well served if ASME’s board portal on asme.org not only contained meeting agendas and materials, but also relevant information on the external environment, which could frame generative discussions between and at board meetings.

6. After executing these initial activities, the Board should consider performing an assessment during 4Q-FY17 for presentation at the year-end meeting. This assessment may include a variety of elements such as: individual interviews with Board and Staff members, facilitated collaboration sessions, and self-assessments or other surveys. The results will be shared at the June 2017 year-end meeting to evaluate the effectiveness of activities and actions taken towards truly developing into a high performing board.

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<thead>
<tr>
<th>Due Date</th>
<th>Action Item</th>
<th>Responsible Member</th>
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<tbody>
<tr>
<td>Nov 4</td>
<td>Send report to the BOG</td>
<td>Bill Wepfer</td>
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<tr>
<td>Nov 11 – HPB TF</td>
<td>Work on R&amp;R matrix</td>
<td>All</td>
</tr>
<tr>
<td>Nov 12</td>
<td>Share Task Force progress to date on the R&amp;R matrix from Nov 11th meeting</td>
<td>Bill/Laura</td>
</tr>
<tr>
<td>Nov 21</td>
<td>BOG Feedback on the R&amp;R matrix progress to date from Nov 12th meeting</td>
<td>Laura</td>
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<tr>
<td>Nov 30-Dec 1</td>
<td>• Synthesize draft and feedback</td>
<td>All</td>
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<td></td>
<td>• Gap analysis</td>
<td></td>
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<tr>
<td>Jan/Feb BOG Mtg</td>
<td>• Pre-read sent 2 weeks prior to meeting, include R&amp;R draft</td>
<td>Bill/Laura</td>
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<tr>
<td></td>
<td>• Discuss Gap analysis</td>
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<td>• BOG “cuss &amp; discuss” with the understanding they will be asked to vote on</td>
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<td></td>
<td>revised R&amp;R matrix in April BOG meeting</td>
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<tr>
<td>April BOG Meeting</td>
<td>• Vote on R&amp;R matrix</td>
<td>Bill/Laura</td>
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<td></td>
<td>• Review/discuss recommendations</td>
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<tr>
<td>June BOG Meeting</td>
<td>Review and vote on final recommendations</td>
<td>Bill/Laura</td>
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Achieving Strategic/Generative Thinking at the Board Level (Grant Thornton Recommendations):

As ASME’s Board seeks to operate in a more “trimodal” manner (i.e., appropriately shifting between fiduciary, strategic, and generative governance modes), we need to enhance our ability to operate in the latter two modes of governance. The goal of improved strategic and generative governance is to maintain a sense of urgency with regard to the Board operating in an effective manner in order to add value to ASME and its strategy. As such, ASME might consider deploying some or all of the following tips (based on industry best practices) to improving the strategic and generative behaviors at its board meetings.

- Distribute materials in advance of board meetings to provide adequate time for review and consideration; establish pre-meeting protocols so board members can ask staff clarifying questions on items in the board materials
- Leverage dashboards and metrics to focus board members on the organization’s strategy and key performance measures
- Leverage a consent agenda at board meetings to enable the Board to move through routine matters expeditiously
- Block time on board agendas for strategic and generative thinking, designating an individual as facilitator for these conversations
- During board meetings, increase considered discussion by using quiet, independent work – documenting one’s thoughts before sharing with the group
- Assign an individual to perform a role during board meetings in which he/she will identify governing modes in real time in order make certain that the Board is appropriating operating in strategic and generative modes (e.g., asking challenging questions as opposed to diving into operational details)
- Document shared values/norms at the Board level to make certain that the BOG operates in alignment with its principles and has the opportunity to hold itself accountable; reinforce these concepts at the beginning of each board/committee meeting
- Perform board meeting assessments to determine if appropriate time has been allocated to each mode of governance and to enhance future strategic and generative discussions
- Reinforce the importance of trimodal thinking outside the boardroom (e.g., within committee meetings; through dialog between board meetings, etc.)
- Reinforce strategic and generative modes of governance through ongoing board training and orientation of new members
- Perform activities in and around board meetings to facilitate trust and deeper relationships among board members.
Appendices

Appendices that are included in the following pages include:

- Appendix A: Retreat Participants
- Appendix B: Retreat Participants’ Reflections on High Performing Boards
- Appendix C: Retreat Participants’ Ideas to Achieve a High Performing Board at ASME
- Appendix D: Parking Lot Topics
Appendix A: Retreat Participants

The following individuals from ASME participated in the July 2016 retreat.

Board of Governors
- Keith Roe – President
- Brian Erler
- Urmila Ghia
- John Goossen
- Caecilia Gotama
- Julio Guerrero
- Mahantesh Hiremath
- Tom Loughlin
- Karen Ohland

Treasurer/Secretary
- Jim Coaker

BOG Nominees
- Stuart Cameron
- Bobby Grimes
- Mary Lynn Realff

BOG Intern
- Hasan Akhter

Executive Management Team
- John Delli Venneri
- Noha El-Ghobashy
- Bill Garofalo
- Elena Gerstmann
- Mike Ireland
- Michael Merker
- Jeff Patterson
- Laurel Raso
- Luis Rodriguez

Senior Vice Presidents
- Laura Hitchcock
- Rick Marboe
- Paul Stevenson
- Tim Wei

STAFF
- Phyllis Klasky
- John Koehr
- Allian Pratt
- Karen Russo
Appendix B: Retreat Participants’ Reflections on High Performing Boards

Retreat participants were asked the following question: “What do you think a High Performing Board looks like?” Their ideas were recorded on flip charts, which have been transcribed below. It is important to note that the below concepts relate to boards in general and not specifically to ASME’s.

- Who is at the board table is important; nominating committee needs to operate more like a search committee
- Critical that the board member feels a ‘calling’ to be on the board; commitment to personal growth is important
- Board members must know the organization and understand the strategy and help the organization achieve the strategy in the most efficient manner
- Board knows what is going on throughout the organization
- Board helps to create the strategy and understands what it means to be strategic
- Good listening and trust in each other
- Understand our respective strengths and weaknesses
- Effective at process management at meetings and communications to staff throughout the organization
- Positive team dynamics
- Mission trumps the individual
- Looking out into the future by everyone; not just the voting members
- Everyone needs to do their homework and listen
- Seagull managers to be avoided; need to leave behind the right questions for management to consider
- Engaging in meaningful discussions and asking questions the right way and answering them in the right way
- High performing boards don’t settle for good enough; they strive for improvement
- Established mechanisms for gathering input
OPPORTUNITIES – PARTICIPANTS’ IDEAS TO ACHIEVE HPB AT ASME

• Asks the right questions; not always solve the problem
• Clearly define expectations and metrics for success
• Committed to action
• Defines success
• Understands and models behaviors for the board and the organization; models culture for the entire organization (listening, respect, trust, transparent, communicates)
• Board meetings follow the 80/20 rule for strategic and generative discussions
• Balance between having the answers and developing the answers with CEO and staff
• Provides overall guidance for mission and supports staff in implementation
• Shared understanding of norms for the group (as well as definition of success)
• Teamwork – collective better than the individual
• Clear roles & responsibilities for Board and Committees
• Interdependence (like to know everything but need to depend on others)
• Trust the sub organization and understand how they deliver on mission and strategy
• Present dissenting opinions to think outside the box
• Diverse perspectives
• Empathy for members
• Global understanding and scope of ASME’s global influence
• Know history and do not repeat history
• Open for vigorous discussion and debate; dissent but move forward with decision and empower staff to implement
• Support Board’s decisions
OPPORTUNITIES – PARTICIPANTS’ IDEAS TO ACHIEVE HPB AT ASME

• Clear, consistent, common language of success
• Scans the environment; leads the direction; empower staff to execute
• Ability to respond quickly
• Follow through on board commitments and work constructively with staff
• Passion for the organization
• Leadership = promoting belief in the team
Appendix C: Retreat Participants’ Ideas to Achieve a High Performing Board at ASME

Retreat participants were asked the following question: “What immediate changes would you suggest to ASME’s Board practices and structure to achieve a High Performing Board? The ideas that were recorded on flip charts during a facilitated session have been grouped and summarized below. Note this is a basically a brainstormed list, which has not received subsequent discussion to date.

1. Constructive partnership
   a. Clear definition of roles and responsibilities and respect for the boundaries
   b. Ask questions
   c. Make sure the voice of everyone is heard and not just those who vote
   d. Agreement on KPIs to facilitate discussions on strategy and products and programs
   e. “Our CEO” – if the CEO fails, it is a failure of the Board as well
   f. Share responsibility and follow up on action items assigned; have follow-up conference calls between meetings to track progress
   g. Move away from the policeman mentality move towards strategic and generative discussions

2. Mission Driven
   a. Common understanding between the mission and activities of the Society
   b. Consistency between mission and resource allocation
   c. Look at mission differently. What is the most impactful place to focus on mission and how does it best align with strategy?
   d. How do we engage globally – need clearer plan
   e. Better understanding of the passion and mission perspective of each BOG member
   f. Onboarding process needs to improve
   g. Fit with mission and strategy of BOG members

3. Strategic Thinking
OPPORTUNITIES – PARTICIPANTS’ IDEAS TO ACHIEVE HPB AT ASME

1. Allocate time at meetings to evaluate direction of the strategy based on input from within the organization
2. Taking the long view – looking at the environment and what could happen in the future
3. Ensure board meetings have sufficient time dedicated to strategic and generative discussions; be well prepared for meetings and do pre-reads and homework.

4. Culture of Inquiry
   a. High-level agendas, distributed several weeks in advance; post board pages of FAQs; better processes for keeping members informed
   b. Facilitate constructive debate – consider if all the right people are at the table for the discussion
   c. Work at a high level; have specific sections on the agenda for strategy
   d. Move away from “solutioning” to “framing questions”

5. Independent-Mindedness
   a. Set example – not representatives of constituents; act freely from internal pressures
   b. Change to appointed board members from each of the Sectors
   c. Seek information from the opposite viewpoint, expand horizons
   d. What is broken = fact (?)

6. Ethos of Transparency
   a. Determine the appropriate level of data (financial and operational metrics) to post on the website and share
   b. Over-communicate, make sure everyone is in the loop
   c. Err on the side of openness once we define what is to be shared
   d. Transparency of process doesn’t necessarily mean all details have to be shared
   e. Vote does not equal Voice

7. Compliance with Integrity
   a. Serve members by commitment to mission not by commitment to members
b. Consent agenda – allow comments and assign action items for follow up

8. Sustaining Resources
   a. Understand the who, what, where, when, and why
   b. Share contacts and expertise
   c. Better understand the structures and current resource allocations
   d. Is part of the role of a BOG to help with resources?

9. Results Oriented
   a. More timely responses to the Board action items and timely follow-up
   b. Set goals, set strategy, set KPIs and assess performance

10. Intentional Board Practices
    a. Planning process for fiduciary, strategic, and generative issues
    b. Framing the questions for generative topics
    c. Process for understanding generative topics
    d. Need to have processes and practices to help people know what they need to know and the common practices of the Board
    e. Being in a “state of change” at ASME makes it harder to know what the board practices are
    f. Each year, hold a briefing seminar for candidates
    g. Two-way communication means being receptive to input into the planning process

11. Continuous Learning
    a. Numbers – more value to ASME than the financial numbers; the value of the volunteer effort is hidden
    b. Govern – responsibility to govern is for all BOG members
    c. Engage – BOG to strive to engage the members; two-way communication; learn what is important to the next generation outside of the U.S.
d. Evaluation – learn more about the strengths of others on the Board. Do we evaluate our own performance on the board; do we think about what it was like to be on the other side of me at the last meeting.

12. Revitalization
   a. Be “present” and engaged in the discussion
   b. Skills of incoming board members aligned with strategy
   c. Refresh guidelines to the Nominating Committee
   d. Look at all aspects of the organization to give new life to all sub-organizations
   e. COFI relationship to the Board could be strengthened and more education provided
   f. Nomination Process is broken. Throw it out and start over.
Appendix D: Parking Lot Topics

During the Retreat, various ideas were identified and recorded in a “Parking Lot”. These items have been summarized below.

- Board recruitment and expertise: need better process to move from good candidates to better candidates.
- What does a Board of Governors do? The work of the Board and the impact of the Board’s efforts need to be more visible and tangible to the members and volunteers.
- Celebrate the work of the Board and who we are as a Board. Project positive image. Reinforce the good work of the Board even though improvements are needed.
- Framework for strategy is chosen: how do we know if we are implementing correctly and when to revisit the framework?
- Common sense role in assessing the analysis and making decisions.
- Training needed on different lens used to view operations.
- Ensure organization structure engages volunteers.
ASME Board of Governors  
Agenda Item  
Cover Memo

Date Submitted:   October 23, 2016  
BOG Meeting Date:November 12, 2016 (Closed Session Consent Agenda)  

To: Board of Governors  
From: EDESC  
Presented by: Julio Guerrero  
Agenda Title: Recommended Change to By-Law B5.2

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

A redlined version of the proposed changes is attached.

There are three reasons for the recommended changes.

The first is to add the new ASME 401(k) plan (which will be effective 1/1/17) to the plans administered by this Committee. The new 401(k) plan was approved after this Committee was originally formed.

The second is to change the name of the committee. Since this committee’s responsibilities are as administrators and fiduciaries for ASME retirement plans, the EDESC is recommending the name be changed to the Retirement Plan Committee. The term Fiduciary Committee was causing some confusion, as this committee’s Fiduciary responsibilities are limited to the retirement plans.

The third reason for the proposed changes is to allow some flexibility to the EDESC in selecting Executive Management Team members to serve on the committee, as well as to not have to change the By-Law, if a member’s title were to change. The EDESC retains the authority to recommend committee members for appointment.

Due to the busy schedule of the Executive Director, the EDESC is recommending (at the ED’s suggestion) that John Delli Venneri replace him on the Retirement Plan Committee. This is the one proposed membership change at this time. This would make the current membership, John Delli Venneri, Laurel Raso and Bill Garofalo as the EMT members, Peter Cestaro as the Human Resources member and Webb Marner as the PPT member.

Proposed motion for BOG Action: (if appropriate)

Approval of the Changes to By-Law B 5.2  
Attachments: Redlined version of revised By-Law
B5.2 SECTORS AND COMMITTEES REPORTING TO THE BOARD OF GOVERNORS

B5.2.5.1 The Committee on Executive Director Evaluation and Staff Compensation, under the direction of the Board of Governors, has specific responsibility for making recommendations to the Board regarding the Executive Director's performance planning and evaluation and for making recommendations to the Board regarding the Executive Director's compensation, including salary and bonus recommendations.

The Committee shall also have the responsibility to advise the Board of Governors on activities of the Society's staff regarding: staff compensation, including bonus programs; volunteer evaluations of staff; staff planning and organization; staff training and development; staff and retiree benefit programs, including pension plans. The committee will also be responsible for staff related Society Policies P-7.1, (Recognition of Staff Members - 5 Years or More of Service) and P-7.2, (Staff Employment Guidelines).

In addition, the Committee has oversight responsibilities for the Pension Plan Trustees and the Fiduciary Retirement Plan Committee for Defined Contribution Plans.

B5.2.5.3 The Pension Plan Trustees, under the direction of the Committee on Executive Director Evaluation and Staff Compensation, shall have responsibility, as specified in the American Society of Mechanical Engineers Pension Plan, for the investment and ultimate distribution of the funds and may also act as Plan agent for the service of legal process.

The Pension Plan Trustees shall consist of up to seven members: the Treasurer of ASME; the Assistant Treasurer, and three to five at-large members recommended by the Committee on Executive Director Evaluation and Staff Compensation for appointment by the Board of Governors.

The terms of the at-large members shall be three years ending at the close of the second Society-Wide Meeting on a schedule established by the Committee on Executive Director Evaluation and Staff Compensation. Except as provided in this section, a Pension Plan Trustee who is a member-at-large may serve no more than two consecutive full terms. To be eligible for additional full terms, a member-at-large must be nominated by the Committee on Executive Director Evaluation and Staff Compensation upon a finding by the Committee that specifies exceptional circumstances warranting the additional terms, and a written statement of such findings must accompany the nomination when it is communicated to the Board of Governors by the Chair of the Committee. The
nominee may then be appointed only upon the affirmative vote of two-thirds of the entire Board of Governors.

B5.2.5.4 The Fiduciary Retirement Plan Committee for Defined Contribution Plans, under the direction of the Committee on Executive Director Evaluation and Staff Compensation, shall have responsibility, as specified in the ASME Thrift Plan and The ASME Defined Contribution (DC) Plan and The ASME 457(b) Plan and the ASME 401(k) Plan documents, including to act as Plan Administrator and Named Fiduciary for such plans and assume such responsibilities as developing investment policy statements, selecting and monitoring investment choices, benchmarking Plan administration expenses and investment plan administrators performance and selecting, appointing and retaining plan investment, governance and plan administration compliance advisors, as well as having the power to make ministerial and technically required plan amendments.

The Fiduciary Retirement Plan Committee for Defined Contribution Plans shall consist of five members; three members of the Executive Management Team, the Executive Director, the Associate Executive Director of Finance and Administration, the Associate Executive Director of Human Resources and Facility Operations, the Director of Benefits and Payroll and one member of the Human Resources Department, and one Volunteer member of the Pension Plan Trustees, recommended to the EDESC by the Pension Plan Trustees. The four staff members will be nominated by the Executive Director and appointed at the discretion of the EDESC. The pension plan trustee shall be recommended by the Pension Plan Trustees and may be appointed at the discretion of the EDESC.

The ASME Staff members of the Committee may will be ex-officio members with vote for as long as they hold the e o e positions described in this By-Law B5.2.5.4 in the Society. The Pension Plan Trustee member’s term will be for as long as he/she is a member of the Pension Plan Trustees.