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2018-2019 BOARD OF GOVERNORS

Web Conference

February 1, 2019

Attendance during the open session was as follows:

Board of Governors

President: Said Jahanmir
President Nominee: Richard Laudenat
Immediate Past President: Charla K. Wise
Governors: Stuart Cameron, Joe Fowler, Robert E. Grimes, Mahantesh Hiremath, Michael Molnar, Karen J. Ohland, Mary Lynn Realf, Karen Thole, and William J. Wepfer

Governors-Elect: Todd Allen, Laura Hitchcock, Thomas Kurfess

Other Officers

Senior Vice Presidents: Kalan Guiley, Public Affairs and Outreach
Sam Korellis, Standards and Certification Sector
Richard C. Marboe, Technical Events and Content

Absent: Callie Tourigny, Student and Early Career Development

Senior Vice President-Elect: George Papadopoulos, Technical Events and Content

Secretary and Treasurer: Bryan Erler

Executive Director/CEO: Thomas Costabile

Assistant Secretary: John Delli Venneri

Assistant Treasurer: William Garofalo

Corporate Counsel: John Sare

Other Guests

Amos Holt Past President, 2009-2010
John Mulvihill Chair, Group Engagement Committee
Victoria Rockwell Past President, 2011-2012
Khosro Shirvani BOG ECLIPSE Intern
Sue Skemp Past President, 2002-2003
Bob Sims Past President, 2014-2015
Keith Thayer Past President, 1997-1998
Sam Zamrik Past President, 2007-2008
Bill Weiblen Past President, 2001-2002

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Staff

Michael Cowan	Director, Strategic Communications
Tim Graves	Managing Director, Technical Conferences & Events
Heidi Hijikata	Director, Global Development
Jon Labrador	Managing Director, Conformity Assessment
Kathleen Lobb	Executive Director, ASME Foundation
Elio Manes	Director, Communities and Services
Jeff Patterson	Chief Operating Officer
Allian Pratt	Managing Director, Global Alliances & Board Operations
Laurel Raso	Associate Executive Director, Human and Capital Resources
Karen Russo	Project Manager, Executive Office
Anand Sethupathy	Managing Director, Programs
Elizabeth Sumpter	Administrator, Board Operations

1. Opening of the Meeting

- 1.1. Call to Order: On February 1, 2019, a meeting of the Board of Governors of the American Society of Mechanical Engineers was held via web conference. A quorum was present, the meeting was called to order by President Jahanmir at 11:00 AM Eastern Standard Time.
- 1.2. Adoption of the Agenda: The Board voted to adopt the agenda as amended on January 25, 2019.
- 1.3. Announcements: President Jahanmir welcomed all to the meeting and acknowledged Past Presidents that were in attendance. President Jahanmir mentioned that the Board will schedule a call in mid-March to discuss the upcoming proposed changes as prequel to the April meeting. In addition, the Board will schedule a one hour briefing to go over IRS Form 990 as part of our fiduciary responsibility.
- 1.4. President's Remarks: President Jahanmir announced the Task Forces have been hard at work. Three Task Forces will provide final reports at the April Board meeting. He suggested a 90-minute Board call in March to review some of the Task Force recommendations, and to make the April meeting more efficient. Today, we will focus on FY20 plans, changes in ASME Foundation, and recent efforts in developing an international strategy. A brief closed session will be facilitated at the end.
- 1.5. Executive Director's Remarks: Tom Costabile welcomed all to the meeting and thanked everyone for attending. He stated that the past 8 months at ASME have been remarkable. The IOP is underway and all departments are working towards the revenue goal. Tom mentioned that Heidi Hijikata has been working on a plan for global execution of the ASME strategy--the details will be presented later in the meeting. He remarked that the Nominating Committee has a good number of candidates, and he is happy with the progress thus far. He has received positive feedback from ongoing monthly meetings with Managing Directors/Directors. Tom also advised, that The Stevens Institute of Technology will be celebrating their 150th anniversary in 2020. ASME will participate in

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the event. Lastly, Tom acknowledged the work of the Task Forces and extended personal thanks to all of the chairs for all of their hard work and dedication.

1.6. Consent Items for Action:

The Board voted to approve the following items on the consent agenda:

- 1.6.2. Approval of Minutes from November 10, 2018 Meeting
- 1.6.3. Approval of the establishment of the Richard J. Goldstein Lecture Award
(Appendix 1.6.3)
- 1.6.4. Approval of By-Law B4.2.2.4 for Second Reading - Nominating Committee
(Appendix 1.6.4.)

2. Open Session Agenda Items

- 2.1. FY20 Enterprise Planning/Budget Update: Jeff Patterson and Bill Garofalo provided a progress update on the FY20 – FY23 IOP and Budget. (Minutes Appendix 2.1.)
- 2.2. ASME Foundation – Path Forward: Kathleen Lobb and Anand Sethupathy provided the Board with an overview of the path forward for ASME Foundation and its impact on ASME Programs and Fundraising. (Minutes Appendix 2.2.)
- 2.3. Executive Director Update on Organizational Structure: Tom Costabile provided a brief overview of the organizational structure for ASME. He mentioned the organizational changes are occurring through a multi-phase plan. These changes will realign with the staff functions to improve support for and working relationships with our volunteers specifically. (Minutes Appendix 2.3.)
- 2.4. Global Execution of the ASME Strategy: Tom Costabile and Heidi Hijikata provided an update to the Board on efforts to develop a plan for the global execution of the ASME Strategy. (Minutes Appendix 2.4.)

3. New Business: There were no items.

4. Open Session Information Items

4.1. Dates of Future Meetings

DATE	DAY	TIME	LOCATION
April 7, 2019 (optional) ECLIPSE Interns Dinner and Reception	Sunday	5:00 PM – 8:30 PM	China Chilcano Restaurant Washington, DC
April 8, 2019 (a) Board Meeting	Monday	8:00 AM – 4:00 PM Dinner – Evening	Liaison Capitol Hill Hotel Washington, DC

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April 9, 2019 Annual Engineering Public Policy Symposium	Tuesday	8:15 – 1:00PM	043-2044-2045 Rayburn HOB Washington, DC
April 9, 2019 Congressional Visits (optional)	Tuesday	1:00 PM – 5:00PM	Capitol Hill, Washington, DC
June 2, 2019 (a)	Sunday	8:30 AM – 4:00 PM	Orlando, FL
June 5, 2019 (b)	Wednesday	10:00 AM – 3:00PM	Orlando, FL
July 8 -10, 2019 (b)	Monday - Wednesday	12:00 PM Monday to 12:00 PM Wednesday	Newport, RI

a) 2018-2019 Board of Governors

b) 2019-2020 Board of Governors

5. **Adjournment:** The meeting adjourned on Friday, February 1, 2019 at 12:35 PM Eastern Standard Time.



Bryan Erler
Secretary

List of Appendices

- 1.6.3. Establishment of the Richard J. Goldstein Lecture Award
- 1.6.4. By-Law B4.2.2.2 for Second Reading – Nominating Committee
- 2.1. FY20 Enterprise Planning/Budget Update
- 2.2. ASME Foundation – Path Forward
- 2.3. Executive Director Update on Organizational Structure
- 2.4. Global Execution of the ASME Strategy
- 4.1. Presidential Task Force on Membership Update
- 4.2. Presidential Task Force on Nomination Process Update
- 4.3. Presidential Task Force on Organizational Structure Update

**ASME Board of Governors
Agenda Item
Cover Memo**

Date Submitted: December 3, 2018
BOG Meeting Date: February 1, 2019
To: Board of Governors
From: Committee on Honors
Presented by: Yildiz Bayazitoglu
Agenda Title: New Society Award Establishment

Agenda Item Executive Summary:

The Committee on Honors approved the establishment of the Richard J. Goldstein Lecture Award.

Proposed motion for BOG Action:

To accept the Committee on Honors recommendation to establish the Richard J. Goldstein Lecture Award.

Attachments: Yes

PROPOSAL TO ESTABLISH THE RICHARD J. GOLDSTEIN LECTURE AWARD

1. **Name of the Award:** “The Richard J. Goldstein Lecture Award,” hereafter referred to as the Goldstein Lecture.
2. **Purpose of the award:** The Goldstein Lecture Award is to be a Society-level award carrying the name of the 115th President of ASME and is to provide a forum for an individual who has contributed significantly to the broad field of energy technology and policy. The individual’s accomplishments must have made a significant impact in energy conversion, storage, sources or processing.
3. **Comparison with other similar ASME awards:** There is no other ASME award with the open-ended criterion that the contribution be in any area of energy. Also, there is no award requiring that the contribution recognized be for a breakthrough technology or policy initiative in energy. Unlike other societies that focus on one aspect of energy, ASME has experts throughout the energy sector and is uniquely qualified to be the organization to judge the impact of a breakthrough.

There are society-level awards, such as the James Landis Award for designing, constructing, or managing the operation of electric stations, and division-level awards, such as the Yellot Award in the Solar Energy Division, but they are tied to a specific energy technology.

The award is also unique in that there is no Society Lecture that focuses on energy.

4. **Achievement to be recognized:** For a pioneering contribution to the frontiers of energy leading to a breakthrough(s) in existing technology, leading to new applications or new areas of engineering endeavor, or leading to policy initiatives.
5. **Citation:** “To (*name*) for the development of (*the energy technology or policy initiative developed*) which has resulted in a significant impact on society.”
6. **Limitations:** None.
7. **Form of the award:** The total award will consist of a \$10,000 honorarium, a bronze medal, a certificate, and travel expenses not to exceed \$750. If the balance of the endowment grows, the value of the annual award should increase.

The recipient will be invited to give a public lecture, preferably at the ASME International Mechanical Engineering Congress and Exposition at an event to be decided by the administrative units, which encourages stimulating thinking on energy among engineers. The awardee chooses a topic of his/her choice.

The topic of the lecture could include, but is not limited to, one or more of the following: overview of the global and regional energy scene, availability of energy resources, solar energy, wind and alternative energy systems, geothermal energy systems, energy policy, heat transfer in energy systems, nuclear power plants, energy conversion, energy storage, and basic engineering thermal science related to energy conversion and energy use in applications.

8. **Award Endowment:** Pending the ASME Committee on Honors' approval of the award establishment, an initial amount of \$100,000 would be deposited with the ASME Foundation by the end of December 2018. Another \$118,000 is expected to be deposited with the ASME Foundation around January 2019.
9. **Administrative responsibility:** Energy Conversion and Storage Segment, Energy Sources and Processing Segment, International Gas Turbine Institute, and Heat Transfer Division.
10. **Richard J. Goldstein Lecture Award Committee:** The Richard Goldstein Lecture Award Committee will promote the award on their website.

The Richard J. Goldstein Lecture Award Committee will be selected by the leaders of the Energy Conversion and Storage Segment, the Energy Sources and Processing Segment, the International Gas Turbine Institute and the Heat Transfer Division.

The committee shall consist of four voting members: one from the Energy Conversion and Storage Segment, one from the Energy Sources and Processing Segment, one from the International Gas Turbine Institute and one from the Heat Transfer Division.

The term of each member shall be four years. Terms will be staggered, so that the term of one member expires at the close of each Annual Meeting. Members may not serve more than two consecutive four-year terms. The initial committee of four will be appointed with one person each having a 1, 2, 3, and 4-year term. The initial committee members who have terms of less than four years may serve two full four-year terms.

11. **Review Process:** The Richard Goldstein Lecture Award Committee will select the nominee for the Richard Goldstein Lecture Award from nominations received by February 1. The selected nominee nomination package will be forwarded to the Committee on Honors by March 1 for approval on behalf of the ASME Board of Governors. The standard ASME achievement form is to be used to submit the nominations.

If in any year the Richard Goldstein Lecture Award Committee cannot identify an honoree, then no award will be given. The funds will simply accrue and continue to build the award fund.

12. **Administrative Fee:** To be periodically reviewed and determined, by the Board of Directors of the ASME Foundation not to exceed 1/2% of the net asset value.
13. **Frequency of award:** Annually if nominations warrant the recognition in the view of the Richard Goldstein Lecture Award Committee and the Committee on Honors.
14. **Nomination deadline:** February 1 to the Richard J. Goldstein Lecture Award Committee and March 1 to the Committee on Honors.
15. **Alternate purpose of funds:** The proposer agrees that if the primary purpose of the award due to the passage of time is no longer feasible then the award funds will be distributed equally (i.e. 50-50) to the Heat Transfer Division for a fund in honor of Dr. Richard J. Goldstein to be used for awards, prizes, fellowships or similar activity (to be chosen by the Heat Transfer Division) in the name of Dr. Richard J. Goldstein and to a

scholarship fund (to be decided by ASME) in honor of Dr. Richard J. Goldstein that would be awarded annually in the name of Dr. Richard J. Goldstein.

Richard J. Goldstein Honorary Member
Past President 1996-1997

November 28, 2018

ASME Board of Governors Agenda Item Cover Memo

Date Submitted: January 11, 2019
BOG Meeting Date: February 1, 2019
To: Board of Governors
From: Committee on Organization and Rules
Presented by: Fred Stong, COR Chair
Agenda Title: Change to Nominating Committee By-Law

Agenda Item Executive Summary:

The Nominating Committee proposed and the Committee on Organization and Rules has approved the change shown at the bottom of this page to By-Law B4.2.2.4.

The change clarifies the number of Past President Advisors and one of their roles.

Proposed motion for BOG Action:

To adopt the changes to By-Law B4.2.2.4.

Attachments: By-Law change with underlined material denoting an insertion and strike-out meaning deletion.

The Nominating Committee ~~shall~~will be assisted by a non-voting group of Advisors consisting of up to three consenting and available past Presidents who have been out of office for one year or more. These Advisors, invited by the Nominating Committee, ~~shall~~will attend all meetings of the Nominating Committee and participate in all its discussions. At the option of the committee, they may also be present during the casting of votes for the slate of nominees, although they shall remain impartial and not communicate to the Nominating Committee their opinions regarding any Proposed Nominee. The functions of this group shall be:

- a. to acquaint the Nominating Committee of the short and long range Society plans;
- b. to make available their experience in, and their knowledge of the requirements for Society offices

**ASME Board of Governors
Agenda Item
Cover Memo**

Date Submitted: 01/22/2019
BOG Meeting Date: 02/01/2019

To: Board of Governors
From: Jeff Patterson and William Garofalo
Presented by: Jeff Patterson and William Garofalo
Agenda Title: Progress on FY20-23 Integrated Operating Plan (IOP) and Budget

Agenda Item Executive Summary:

The FY20-23 IOP and Budget planning process is on schedule; Jeff Patterson and Bill Garofalo will provide an update.

Proposed motion for BOG Action: None

Attachments: FY20-23 IOP and Budget Planning Calendar as of 1/22/19

Key Tasks and Milestones for FY19 Forecast and FY20-FY23 Enterprise Plans and Budget

As of 1/22/19

Date(s)	Activity	Primary Groups Involved					
		BOG	PEDT	COFI	SMC	EMT	Staff
Thu. Aug. 23	Draft timeline and Enterprise Planning Document template and guidance presentations presented to Managing Directors for comment						x
Mon. Sept. 10	EMT received draft timeline and Enterprise Planning Document template and guidance presentations					X	X
Thu. Sept. 20	Final Enterprise Planning Document template presented to SVPs by COO				X		X
Fri. Sept. 21	SMC met via teleconference to discuss opportunities for cross-sector collaboration				X		X
Tues. Oct. 2 - Wed. Oct. 3	SMC met to identify key Sector and cross-sector initiatives for FY20-FY23 (NY)				X		X
Thurs. Oct 4 - Fri. Nov. 9	SVPs and staff counterparts iterate, size, and prioritize key initiatives utilizing Business Model Framework and other tools				X		X
Sun. Nov. 11	IMECE - SVPs and staff counterparts meet at IMECE to discuss planning for FY20 – FY23 including modifications from previous year's plans.				X		X
Fri. Nov. 16 - Wed. Dec. 12	Staff and volunteer counterparts complete FY19 forecast and two-page template commenting on variances				X		X
As needed	Jovaco Forecaster Training provided as needed (please send request to Steve Papaganeres)						X
Fri. Nov. 16	Accounting team to provide waterfall schedule, along with guidance on how to plan for new capital assets as well as capitalized labor.						X
Fri. Nov. 16	Forecasting begins in Jovaco system. Reporting team to send notifications out to business owners with Forecast and Budget grid information, fringe rates for salary calculations, and revenue and expense templates prepopulated with historical financial results.						X
Mon. Dec. 10	Preliminary November actuals entered in Jovaco forecaster by Financial Reporting team.						X
Wed. Dec. 12	Business Units to provide Bridges and Revenue and Expense projection templates to Financial Reporting team to validate data in Jovaco Forecaster.						X
Thurs. Jan. 3	COO Business Units materials for COFI meeting (6 slide template and optional additional slides to address COFI questions) due to Karen Russo						X
Thurs. Jan. 3	Non-COO materials for COFI meeting (6 slide template and optional additional slides to address COFI questions) due to Amy Catalano						X
Wed. Jan. 9	Amy Catalano distributes materials to COFI for meeting following week			X			X
Tues. Jan. 15	COO business units to provide draft of Enterprise Planning Documents and FY20-FY23 budgets to Jeff Patterson				X		X
Tues. Jan. 15	Non-COO business units to provide draft of Enterprise Planning Documents and FY20-FY23 budgets to Karen Russo				X		X
Wed. Jan. 16 - Thurs. Jan 17	COFI meets with staff to review FY19 progress against plan and provide recommendations for course corrections in FY19 Forecast and guidance for FY20-FY23 budgets			X			X
Thurs. Jan 17 - Fri. Jan 18	COO business units meetings with COO and Finance to review Enterprise Planning Documents and draft FY20-23 budgets						X
Week of Jan 21	Non-COO business units meetings with ED and Finance to review Enterprise Planning Documents and draft FY20-23 budgets						X
Mon. Jan 28	All business units to have revisions for FY19 Forecast and FY20-FY23 Budget entered into Jovaco Forecaster and provide updated Bridges and Revenue and Expense projection templates to Financial Reporting (if applicable).						X
Fri. Feb. 1	ED updates BOG on FY19 results and forecast and potential course correction suggestions from COFI	X				X	
Fri. Feb. 1	Executive Office consolidates and distributes draft Enterprise Planning documents to EMT					X	X
Tues. Feb. 5	On or about this date - EMT meets to perform a high-level review of consolidated draft of Enterprise Planning documents					X	X
Tues. Feb. 5 - Mon. Feb. 11	Modifications to draft Enterprise Planning documents based upon EMT reviews					X	X
Fri. Feb. 8	Business Units to have revisions for FY19 Forecast and FY20-FY23 Budget entered into Jovaco Forecaster and provide updated Bridges and Revenue and Expense projection templates to Financial Reporting (if applicable).						X
Fri. Feb. 8	Financial Reporting to complete budgeted Balance Sheet						X
Tues. Feb. 12th	Consolidated revised package sent to EMT					X	X
Thurs. Feb. 14	SMC meet via teleconference to discuss draft Enterprise Planning Documents and process for review				X		X
Thurs. Feb. 21	Distribution of draft Enterprise Planning Documents to PEDT/SMC		X		X		X
Fri. March 1	In person meeting to review draft Enterprise Planning Documents with PEDT/SMC (San Antonio)		X		X		X
Thurs. March 14	ED distributes <i>draft</i> Enterprise Planning Documents to BOG, COFI, PEDT, SMC, and EMT	X	X	X	X	X	X
Thurs. March 28	COFI meeting to review draft Enterprise Planning Documents			X			X
Wed. Apr 3	ED distributes modifications to the Enterprise Planning Documents based on comments from the COFI meeting to BOG for April 8 meeting	X				X	
Mon. Apr 8	ED presents high level draft of Enterprise Planning Documents to BOG at in person meeting (DC)	X				X	X
Wed. April 10 - May 22	Modifications are made to draft Enterprise Planning Documents based on comments, suggestions and changes from the BOG				X		X
Wed. May 22	ED distributes draft Enterprise Planning Documents to BOG, SMC, COFI, EMT for June BOG meeting	X	X	X	X	X	X
June 5 BOG Meeting	ED presents high level draft of Enterprise Planning Documents to BOG for approval at in person meeting	X					X
Date TBD	Approved Enterprise Planning Documents are distributed to all key parties	X	X	X	X	X	X

Progress on FY2020-2023 Integrated Operating Plan (IOP) and Budget

Tom Costabile, Jeff Patterson & Bill Garofalo

1 February 2019

What to expect from this presentation

- **Brief Description** – Progress update on the FY20-23 IOP and Budget
- **Desired Outcome** – Awareness of on-time progress in IOP and budget planning
- **Questions** – Please hold questions until the presentation is complete
- **Duration** – 15 minutes (four slides: five minutes for presentation, 10 minutes for discussion)

Recent major milestones completed

- ✓ 3 January FY19 performance-to-date decks submitted to Executive Office
- ✓ 16-17 January COFI review of FY19 performance-to-date
- ✓ 17-18 January COO business units meet with COO and Finance to review draft FY20-23 plans and budgets

Upcoming major milestones

- ❑ 1 February ED sends consolidated draft FY20-23 IOP and budget to EMT
- ❑ 5 February EMT reviews consolidated draft FY20-23 IOP and budget
- ❑ 14 February SMC meets to discuss draft IOP and budget
- ❑ 21 February ED sends draft FY20-23 IOP and budget to PEDT/SMC
- ❑ 1 March PEDT/SMC/EMT/MDs meet to review draft FY20-23 IOP and budget
- ❑ 14 March ED sends draft FY20-23 IOP and budget to BoG/PEDT/COFI/SMC/EMT

**ASME Board of Governors
Agenda Item
Cover Memo**

Date Submitted: January 14th, 2019
BOG Meeting Date: February 1st, 2019

To: Board of Governors
From: Programs & Philanthropy
Presented by: Kathleen Lobb & Anand Sethupathy
Agenda Title: ASME Foundation – Path Forward

Agenda Item Executive Summary:

A high level review and discussion of the proposed changes to ASME Foundation and ASME's Fundraising Operations and the potential impact it will have on ASME's financials and ASME's Programs.

Proposed motion for BOG Action:

Information update only.

Attachments: ASME Foundation – Path Forward - PPT Deck

ASME Foundation – Path Forward

ASME Board of Governors

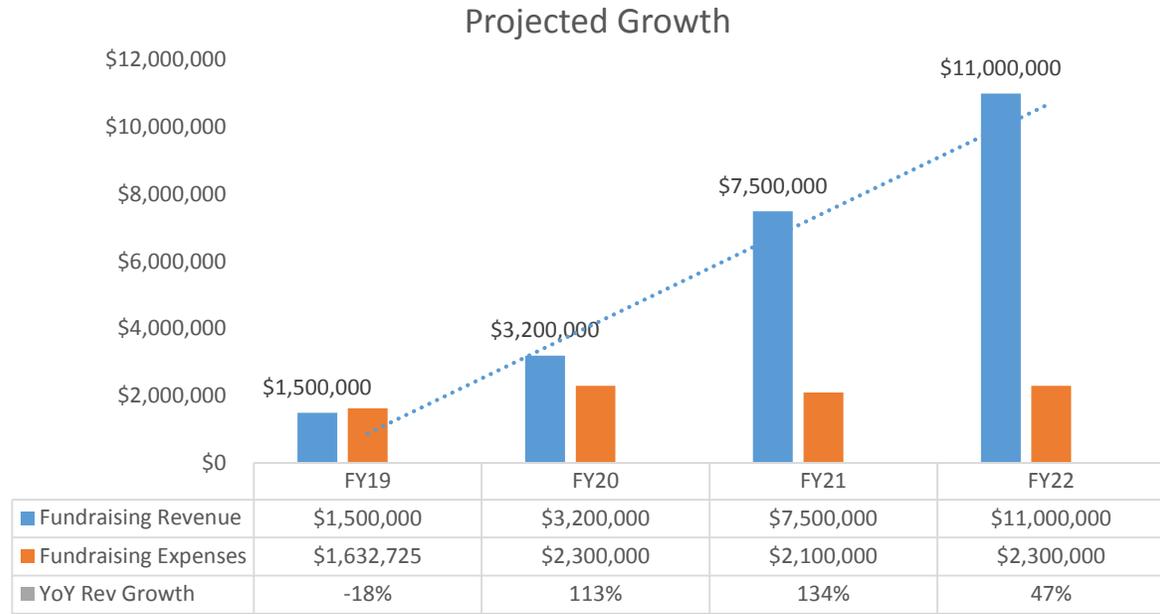
February 1st, 2019

- 18 Minutes of Presentation
- 12 Minutes of Q & A

Executive Summary

1. Fundraising Potential: Per the CCS Development Plan, ASME has considerable potential to raise money and a peer-aligned fundraising model could yield \$5MM+/year in steady-state fundraising and the ability to orchestrate a concurrent 3-year capital campaign netting \$15MM+.
2. Investment and Return: In order to achieve the fundraising potential, ASME needs to make considerable investments in fundraising staffing and operations (roughly \$2.6MM/year for next 10 years). Based on the work of our consultants and our understanding of ASME's fundraising potential, this investment is forecasted to yield over \$96MM in revenue generation over 10 years.
3. Restructuring: The department units within ASME will be restructured into an ASME Philanthropy team that will focus on fundraising and an ASME Programs team focused on program delivery. Operations will be consolidated and simplified to minimize financial transfers between legal entities.
4. Adaptive Expense Approach: We need to “test the waters” with the donor base to determine which programs are most appealing and have the best potential to be funded. While we can take an adaptive approach to scaling investments in programs until we can assess their fundraising potential, we have to be mindful of the need to invest in both program development and fundraising – so we have strong initiatives for donors to choose to support and the resources to secure their commitments.
5. Downstream Impacts: Continued investment in Programs will yield considerable downstream impacts for ASME. We currently lack the frameworks to quantify this downstream impact but are working to develop them.

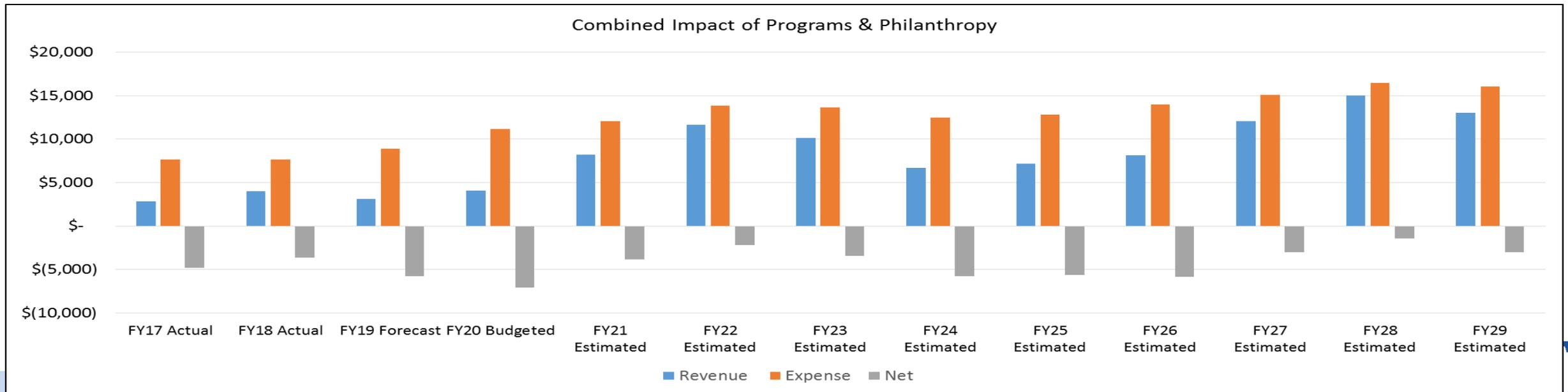
ASME Fundraising Potential



- **Opportunities:**
 - Fundraising focus will be on Major Gifts (High Net Worth Individuals and Corporations/Foundations) not our historic approach of pursuing all ASME members
 - A concerted effort will be made in Planned Giving (Estates, Wills, CRAT's, etc.) as the average age of members and their longstanding commitment to ASME represents tremendous potential
 - Strong existing portfolio of existing programs in Student and Early Career Development, Engineering Education (K-16) and Engineering for Global Development that can be positioned to be attractive to funders especially Grants and Sponsorships
- **Compared to Peers:**
 - IEEE is currently in the middle of a 3-year \$30MM capital campaign
 - ASCE executed \$15MM capital campaign for Dream Big
 - Average association fundraising raises \$1.5MM/year from grants alone
- **In Overall Economic Marketplace:**
 - Individual giving represents about 80% of charitable dollars
 - Charitable giving declined (13%) in the wake of the financial crisis in 2007-09 but has been increasing and recovering since
 - A Stanford study found that giving as a proportion of income remained steady even during the last financial crisis
 - Changes in US Tax laws are not expected to have a substantive impact (< 4%) on very small donations (member donations) or very large donations (major gifts)

Combined View of Programs & Philanthropy

ASME General Fund (000s Omitted)	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Operations													
Revenue	\$ 2,741	\$ 3,972	\$ 3,117	\$ 4,037	\$ 8,211	\$ 11,645	\$ 10,151	6,671	7,178	8,108	12,073	15,048	13,047
Steady State (External Dollars)	1,397	1,009	1,248	2,183	2,796	3,605	4,435	4,694	4,965	5,201	5,500	5,815	6,145
Capital Campaign Dollars	-	-	-	500	4,000	6,500	4,000	-	-	500	4,000	6,500	4,000
Other External Funding*	326	396	458	814	725	850	976	1,237	1,473	1,617	1,782	1,943	2,112
Intercompany	1,018	2,567	1,411	540	690	690	740	740	740	790	790	790	790
Expense	\$ 7,655	\$ 7,674	\$ 8,888	\$ 11,125	\$ 12,058	\$ 13,820	\$ 13,611	\$ 12,459	\$ 12,804	\$ 13,976	\$ 15,104	\$ 16,471	\$ 16,061
Net Operating Results	\$ (4,914)	\$ (3,702)	\$ (5,771)	\$ (7,088)	\$ (3,847)	\$ (2,175)	\$ (3,460)	\$ (5,788)	\$ (5,625)	\$ (5,869)	\$ (3,031)	\$ (1,423)	\$ (3,014)



Investment & Net Effect on ASME

The investment in fundraising is forecasted to yield back to ASME over \$96MM in funds and sponsorships raised over the next 10 years. 76% of all funds raised will go towards offsetting ASME Programs costs. Programs will need a few years to reach breakeven or an optimal revenue/expense profile. The balance 24% will primarily help grow the ASME Foundation Endowed accounts (Honors, Awards, and Scholarships) and also set aside funds for NEW Initiatives that ASME can pursue.

	Status Quo	w/ Investment in Fundraising
Revenues Generated	+\$28.5M	+\$96.2M
Fundraising Expenses	-\$7M	-\$26.5M
Program Cost Offsets*	+\$6M	+73.2M
NEW Initiative Funds**	\$0	+\$6.4M
Increases to ASME Foundation Endowment***	+\$2.4M	+13.6M
Net Effect on ASME****	-\$74M	-\$41M

Restructuring

- ASME Philanthropy: A new department has been setup under the ASME legal entity led by Kathleen Lobb. All fundraising staff and fundraising expenses will be carried under ASME Philanthropy.
- ASME Programs: The current set of Programs will fall under Anand Sethupathy and all Program expenses will be carried under the ASME legal entity.
- No Contributions to Foundation: Starting in FY20 there will no longer be any financial contributions by ASME to ASME Foundation. ASME Foundation will need to cover basic operating expenses through unrestricted donations from individual members.
- Contributions from Foundation to ASME: Any restricted contributions that are sent to ASME Foundation but are intended for ASME Programs will come over in a Foundation to ASME Contribution. Most Major Gifts are expected to come in directly to ASME.
- Donor Messaging: Messaging to donors will be that 100% of their contributions go towards directly supporting programs, enabling larger asks.
- E4C: While the legal entity will remain, the majority of the operations and programs of E4C and EGD will be consolidated. There will be a nominal operating cost to maintain the separate legal entity, however, ASME will no longer make the annual \$250K contribution to E4C starting in FY20.

Adaptive Approach Based on Outcomes

- Fundraising Investment: Enough to catalyze fundraising outcomes so we can maintain a diverse portfolio of established and attractive programs and develop new ones as appropriate.
- Maintain Select Programs: Quality programs take time to build, starting completely over would erode credibility and shift our timeline out by years.
- Increased Expenses Driven by Outcomes & Research:
 - Decisions made after market research and testing: e.g. Capital Campaign investment made only if potential fundraising would clearly exceed expenses
 - Staff growth driven by fundraising potential
- Continuous Review & Assessment: After the fundraising team is operational, we will begin the process of continually reviewing the pipeline, revenue raised and accordingly adapt programmatic spending and fundraising spend to match our opportunity set
- Dangers of underinvestment:
 - In Philanthropy: Poor fundraising performance does not capitalize on potential
 - In Programs: Loss of thriving programs that may be attractive to funders; inability to attract funding for unproven programs

Downstream Impacts

Program goals include objectives such as “attracting 100,000 student and early career engineers (under 35)”. These program objectives will have downstream value to ASME that are not captured in our current financial model.

Downstream Economic Value

- Membership Lifetime Value (dues)
- L&D Revenue
- Conferences Revenue
- Publications Revenue
- Donations to ASME Philanthropy

Social Return on Investment

- Nonfinancial impacts may be attractive to funders and “tell the story”
- Impact metrics
- Reinforced ASME’s brand and position as thought leader
- Delivering on our Mission and Vision

Other Value to ASME

- Volunteer leadership pipeline
- Connection & engagement of young people
- Increase in number of mechanical engineers/membership
- Engagement opportunities for student sections and professional sections

APPENDIX: Select Slides from CCS Strategic Development Plan

Recommendations

Primary recommendations from the CCS strategic development plan

1. **Strategic Development Plan:** Finalize proposed plan and secure approval from ASME Staff and Volunteer Leadership.
2. **Build a Fundraising Team:** Assemble a team of experienced professionals with a proven track record of raising significant funds and provide them with management tools and organizational assistance to achieve giving targets.
3. **Align Governance Structures:** There should be a “Unified ASME” from a fundraising perspective. Competing fundraising arms cause confusion, erosion of trust and fatigue among prospective donors. ASME should align complex governance structures and competing fundraising entities into a simpler and more aligned model.
4. **Case for Support:** Develop a clear, compelling, unique, and timely ask that resonates with a diverse range of donors from small gifts to major institutional and individual donors. Once established, reinforce the Case for Support with a thoughtful communications plan to reach intended audiences.
5. **Prospective Donors (High-Capacity Donors):** Focus strategy on converting high-capacity individual and institutional donors and developing a robust giving pipeline, while also continuing current member fundraising efforts.

Backfill Hire in FY19

New Role in FY19

New Role in FY20

Kathleen Lobb
MD, Philanthropy
ED, ASME Foundation

Staff Coordinator

Major Gifts
Officer

Gretchen Crutchfield
Manager, Annual
Giving

Manager, Donor
Relations

Manager,
Corporate &
Foundation

Campaign Manager
(Hire at Launch of CC)

Align Governance Structures

Requires discussion with volunteer leadership, staff leadership and legal counsel.

1. **Unified ASME:** There should be a “Unified ASME” from a fundraising perspective. Competing fundraising arms can cause confusion, erosion of trust and/or fatigue among prospective donors. ASME should consider aligning complex governance structures and competing fundraising entities into a simpler and more aligned model. *NOTE: Any proposed legal structure changes would need to be done in accordance with legal requirements and with the advice of ASME’s legal team and outside legal counsel.*
2. **ASME Philanthropy:** Consider re-branding the ASME Foundation to a new name such as “ASME Philanthropy” to signal to external and internal constituencies that there is a change in direction and intensity.
3. **Philanthropy Committee:** Some current ASME Foundation Board members will have the opportunity to become part of the newly formed ASME Philanthropy Committee that will report into the ASME Board of Governors. This committee’s primary role will be in the strategy, planning and support of fundraising.
4. **Sub-Committees:** The newly formed Philanthropy Committee will have the opportunity to form sub-committees under them to focus on specific objectives.

Case for Support

Developing a Clear, Compelling, Unique and Timely Case

1. **Why Give?** ASME has current programs in play such as INSPIRE (K-12), E-Fests (College), ISHOW (Global Development) and Federal Fellows. We need a clear, compelling case for support with a unifying theme that brings it all together
2. **Why Now?** ASME has been around for a long time, why is “now” the right time to give? The case needs to be timely
3. **Why ASME?** The philanthropic landscape is maturing and highly competitive. Institutional donors and high-net worth prospects can be extremely sophisticated in their evaluation of philanthropic opportunities and are often bombarded with many options. ASME needs to create a case that is DIFFERENTIATED and that builds on the core competencies of ASME
4. **Case Task Force:** Case Statements should be developed by a small task force comprised of communications and fundraising experts plus a few ASME staff and volunteers -- not by a large committee. The task force should develop the Case for Support and bring it back to the Philanthropy Committee for approval. ASME will incorporate experienced case development professionals, as needed
5. **Leveraging Current Programs:** ASME has some well developed programs in the K-12, College Student and Engineering for Global Development spaces. When developing the Case for Support, the existing set of programs should be taken into consideration
6. **Alignment:** The Case for Support should align to the ASME Strategy and the Vision with a 10-year time horizon

Focus on High-Capacity Donors

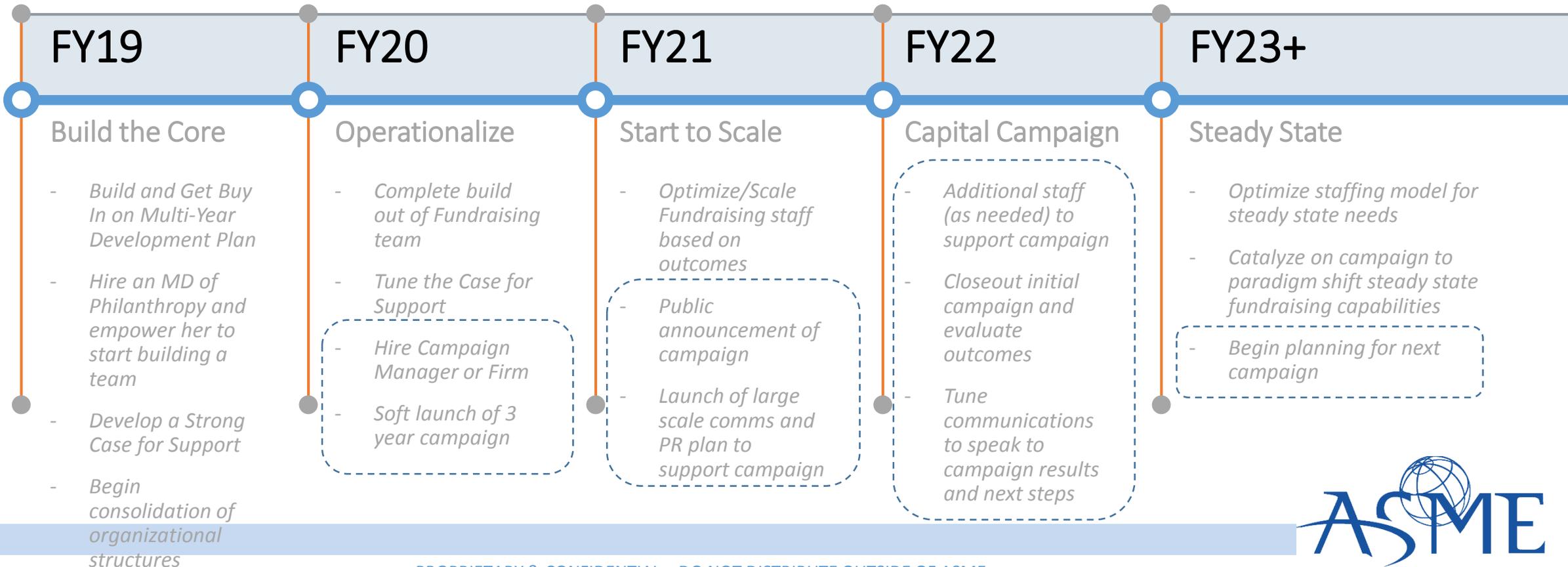
Majority of investment and focus should be on high-capacity donors (individual and institutional)

- 1. Focus on Major Gifts:** Eighty-one percent (81%) of all giving in the United States (in dollars) is by individuals, with 73% coming through personal gifts and an additional 8% coming through bequest and estate gifts. ASME's future-state fundraising team will be comprised of a team of major gift(s) officers who will focus on a more personalized outreach process to attract large scale (\$50K+) gifts.
- 2. More Support for Corporate and Foundation Giving:** Engineering and scientific societies received (on average) \$1,584,030 from corporations and an additional \$238,038 from foundations. Dedicated staffing to focus on this segment should enable ASME to achieve comparable results.
- 3. Amplify & Enable Planned Giving:** Studies predict that \$41 trillion of wealth will be transferred by 2052, with \$6 trillion directed to charitable organizations. It is important to note that 89% of all planned gifts come through simple estate gifts or wills. Given the average age of ASME's membership, ASME is well positioned to run a highly effective planned giving program.
- 4. Initiate a Capital Campaign:** ASME Foundation's last capital campaign took place almost 20 years ago and raised \$5.7MM. A capital campaign allows the organization to raise its sights and offer broad awareness of its mission. Campaigns tend to have set time periods (typically between three to five years) to raise funds in efforts to build capital for the organization, strengthen an endowment, or build out programmatic support. CCS estimates that ASME should be able to raise a minimum of \$15MM over 3 years with a well-orchestrated capital campaign.

Timeline

Multi-Year Timeline to grow ASME Fundraising

Campaign Related Activities



**ASME Board of Governors
Agenda Item
Cover Memo**

Date Submitted: January 18, 2019
BOG Meeting Date: February 1, 2019

To: Board of Governors
From: Tom Costabile
Presented by: Tom Costabile
Agenda Title: Executive Director Update on Organizational Structure

Agenda Item Executive Summary:

Tom Costabile will discuss the new directions on organizational structure.

Proposed motion for BOG Action:
None

Attachments: Presentation

Welcome

Top Three Things That Keep Me Awake at Night

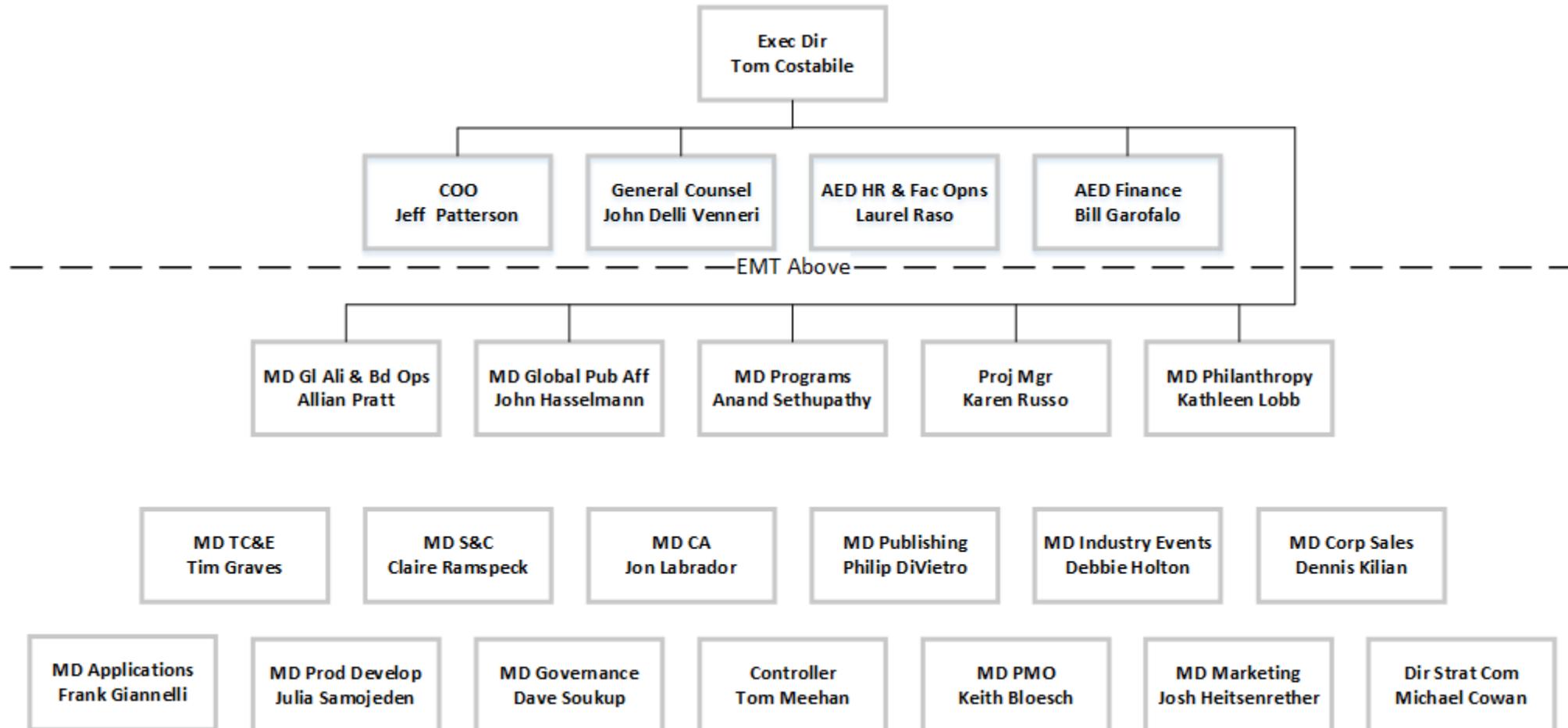


Executive Director Update

Organizational Changes – Multi Phase Plan

- Realign staff functions to improve support for and working relationships with our volunteers, specifically:
 - Refocus ED/BOG relationship & reporting
 - Improve External & Internal communications
 - Balance functions reporting to COO
 - Improve IT functionality & reporting
- Achieve a better balance of management responsibilities across all business units.
- Improve the functionality of the ASME Foundation.
- Effect positive change in ASME's culture.

ASME – Staff Leadership Team



Executive Director Update

Organizational Changes

- The following functions report to the ED
 - Global Alliances & Board Ops
 - Programs
 - HR & Facilities Operations
 - General Counsel
 - Global Public Affairs
 - Philanthropy
 - Chief Operating Officer
 - Finance & Accounting
- Technical Services Reports to Finance & Accounting
- The following functions report to the COO:
 - Codes & Standards
 - Conformity Assessment
 - Publishing
 - Product Development
 - Technical Conferences & Events
 - Marketing & Media
 - Corporate Sales and Learning & Development
 - Industry Events & Tech Advancement & Business Development

Executive Director Update

Organizational Changes – Phase I (Continued)

- Consolidated education programs and activities within the group.
- Consolidated E4C and Engineering for Global Development.
- Functions reporting to Programs include:
 - Engineering Education
 - SECD
 - eFests & eFx
 - Combined E4C and EGD
- Philanthropy is being restructured with a focus on fund raising

Executive Director Update

Organizational Changes

- Global Development reports to Government Relations broadening international activities for ASME.
- The two international representative offices also report to Government Relations enabling & enhancing integration of the activities of these offices. European office was downsized and focused on sales of L&D opportunities/products
- Manager of VOLT and Diversity & Inclusion is part of the Global Public Affairs team.
- Group Pathways Support reports to Technical Events & Content.
- Further alignment of several areas as new managers focus on their teams.
- Alignment of titles and responsibilities consistent with redefined business functions.

**ASME Board of Governors
Agenda Item
Cover Memo**

Date Submitted: January 14, 2019
BOG Meeting Date: February 1, 2019

To: Board of Governors
From: Global Public Affairs
Presented by: Heidi Hijikata
Agenda Title: Developing a Plan for the Global Execution of the ASME Strategy

Agenda Item Executive Summary:

The International Relations Department within Global Public Affairs has been tasked with developing a plan for the global execution of the ASME strategy. This presentation will provide information on what has been done to date and plans for the future.

Proposed motion for BOG Action:
None

Attachments: PowerPoint Presentation

A Plan for the Global Execution of the ASME Strategy

Global Public Affairs
International Relations

What to Expect from Presentation

- **Brief Description** – Update the Board of Governors on efforts to develop a plan for global execution of the ASME strategy
- **Desired Outcome** – Information
- **Questions** – Please hold questions until after the presentation
- **Duration** – 15 minutes

Strategy - Definition

Multinational entities choose from among three basic international strategies:

- Multidomestic

- Global

- Transnational

These strategies vary in their emphasis on achieving efficiency in global markets responding to local needs.

Multidomestic Strategy sacrifices efficiency in favor of emphasizing responsiveness to local requirements within each of its markets. Sony Music/MTV/Heinz

Global Strategy sacrifices responsiveness to local requirements within each of its markets in favor of emphasizing efficiency, i.e. the complete opposite of multidomestic strategy.

Microsoft/P&G

Transnational Strategy seeks a middle ground between multidomestic and global strategy, i.e. balance the desire for efficiency with the need to adjust to local preferences within various countries/markets. MacDonald's/KFC

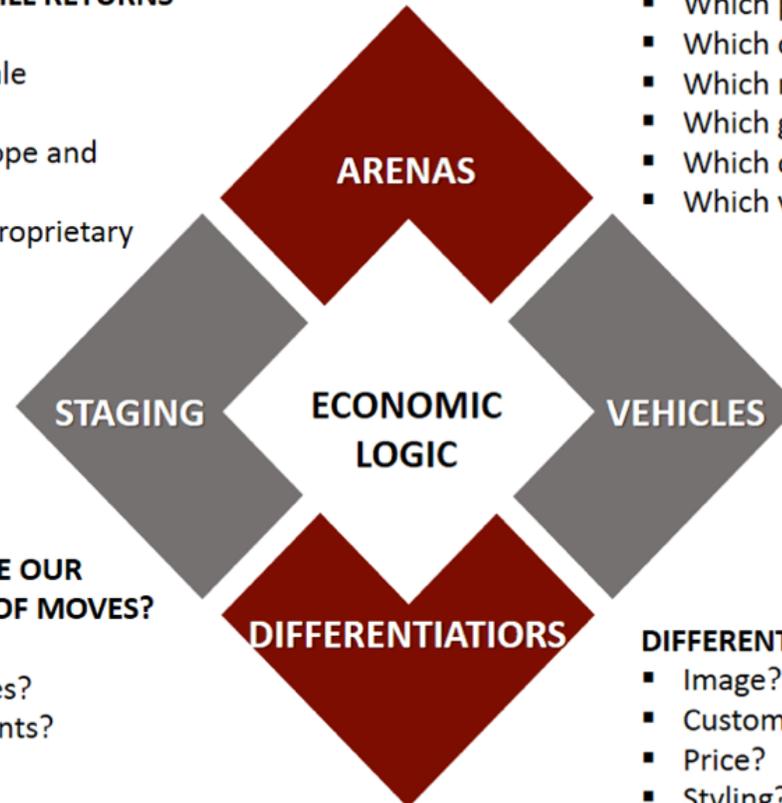
Strategy – Definition (con't)

ECONOMIC LOGIC: HOW WILL RETURNS BE OBTAINED?

- Lowest costs through scale advantages?
- Lowest costs through scope and replication advantages?
- Premium prices due to proprietary product features?
- Premium prices due to unmatched services?

STAGING: WHAT WILL BE OUR SPEED AND SEQUENCE OF MOVES?

- Speed of expansion?
- Sequence of initiatives?
- Interval between events?



ARENAS: WHERE WILL WE BE ACTIVE?

- Which product categories?
- Which channels?
- Which market segments?
- Which geographic areas?
- Which core technologies?
- Which value creation stages?

VEHICLES: HOW WILL WE GET THERE?

- Internal development?
- Joint ventures?
- Strategic alliances?
- Licensing?
- Franchising?
- Mergers & acquisitions?

DIFFERENTIATORS: HOW WILL WE WIN?

- Image?
- Customization?
- Price?
- Styling?
- Reliability?
- Speed to market?

Hambrick and Fredrickson's Strategy Diamond

Initial Research

In early FY19, the majority of internationally-focused functions were moved under GPA:

- S&C's Global Development renamed International Relations
 - Dedicated manager for LAC
- Beijing Representative Office (BRO)
- India Office

In addition,

- Brussels Office refocused to support only L&D efforts; Accordingly, scope of services provided by the current vendor MCI was reduced; current agreement sunsets June, 2019

International Relations first assignment was to assess current ASME situation & develop the framework of a plan for the global execution of the ASME's strategy

To Date

Information gathering on international activity/plans through internal meetings:

- Certification/CA
- Standards
- Publishing
- E-Fests
- Membership
- L&D
- Technical Conferences
- Industry Events/TABD
- Product Development
- Surveys
- Sales
- GPS
- Engineering Education

ASME Global Offerings

- Public Safety
 - Standards
 - CA/Certification
- Technical Advancement
 - Publishing
 - Divisions
- Professional Development
 - Membership
 - L&D
- Commercial Engagement
 - Sales

Opportunities for global offering categories differ by & within regions
– e.g., public safety viewed in Japan vs. China

Next Steps

- Complete information gathering
- Establish template for regional strategy in international territories
 - Determine which offerings should be emphasized in which market(s)
 - Determine opportunities by region, focusing on factors at a minimum including cultural perspectives, legal and policy backdrops, business climates
- Conduct an external environmental scan
 - Select & retain an international consulting company to analyze factors and demand for ASME Global Offerings by market
- Develop/Update IOP SWOT analyses by region

Next Steps (con't)

- Convene ad hoc advisory group (anything not called a task force) of volunteers and staff to complete previously mentioned next steps and assess markets in:
 - Asia Pacific -- Greater China, East Asia (including Japan and Korea), South Asia (including India), SE Asia
 - EMEA -- Western Europe, Eastern Europe/FSU, Middle East, Africa
 - Americas – Mexico, Central and South America, Canada
- Develop a recommendation for presentation & approval by the Board on Implementation:
 - Expansion
 - New opportunities
 - What needs to go away

Feedback Requested

- Questions
- Interested Volunteers to serve on an ad hoc advisory committee

ASME Board of Governors Agenda Item Cover Memo

Date Submitted: January 11, 2019
BOG Meeting Date: February 1, 2019

To: Board of Governors
From: Membership Task Force
Presented by: Andy Bicos, Chair
Agenda Title: Presidential Task Force on Membership Update

Agenda Item Executive Summary:

Progress since last update (November):

1. F2F meeting during IMECE 2018. Task Force gave input to staff New Membership Model Project to help prioritize:
 - Short-list of organizations and additional questions for benchmarking interviews (part of research phase of project)
 - Agreed on strategic areas of focus for TF input in Jan-March, once full research report from consultant is available.
 - International membership
 - Additional membership types for exploration – based on shortlist of 3 targets from volunteer leadership questionnaire: technician, HS student, corporate
2. Voting members of the Membership Task Force have unanimously agreed to wrap up with a recommendation to the Board of Governor in April 2019 instead of June 2019. This aligns with the timetable for the staff-led initiative and is based on the progress achieved to date.
3. Focus of upcoming meetings:
 - Late January/early February: Review of research highlights from Situation Report.
 - March: Review of preliminary membership model recommendations from consultant. Draft recommendations to BOG.
 - April: Preview and feedback on initial market test of new model. Final recommendation to BOG.

Proposed motion for BOG Action:

Attachments:

ASME Board of Governors Agenda Item Cover Memo

Date Submitted: January 11, 2019
BOG Meeting Date: February 1, 2018

To: Board of Governors
From: Nomination Process Task Force
Presented by: Howard Berkof
Agenda Title: Presidential Task Force on Nomination Process Update

Agenda Item Executive Summary:

The Task Force met in Pittsburgh on November 9, 2018.

Identified Items- Update

- Candidate Vetting
 - Continued discussion on how to recruit ASME members to run for a Society Office position.
- Uncertain path for Volunteers – Need to fix the Volunteer Pipeline
 - Discussions continue with the Task Force and VOLT
- Educate Volunteers and Staff
 - Discussions continue with the Task Force and VOLT
- Job Descriptions and Time Commitment for Presidential and Board Candidates
 - Final Drafts to be completed by February 15, 2019
- Evaluate the Board structure and process for selection
 - Discussions continue with the Task Force

Proposed motion for BOG Action:

None

Attachments: N/A

ASME Board of Governors Agenda Item Cover Memo

Date Submitted: January 11, 2019
BOG Meeting Date: February 1, 2019

To: Board of Governors
From: Presidential Task Force on Organizational Structure
Presented by: Amos Holt
Agenda Title: Presidential Task Force on Organizational Structure

Agenda Item Executive Summary:

This Presidential Commission (Task Force) continues to work on fulfilling the charge, "To assess and recommend a new organizational structure to allow the Society to fulfill its long term mission and vision." working with the SMC, Senior Vice Presidents, as requested by the BOG and so directed by the Chairman of the BOG.

The proposed structure recommended by this Task Force at the June 2018 BOG meeting fell short of the changes the Board of Governors believe are needed and thus the recommendation to include SMC Senior Vice Presidents in the Task Force deliberations. (The need for changes to the existing organizational structure of the ASME have been identified in past BOG and SMC minutes.)

The process of arriving at future structural changes requires the review and deliberation of the following:

- Review both volunteer and staff organizational structures.
- Review current committee structure (both board committees and committees of the corporation) to determine structure and reporting procedures.

Proposed motion for BOG Action:

N/A

Attachments:

N/A