

GEM and Mii Planning Meeting

June 5 and 6, 2009



Prepared For:

SME

GEM-MII Report, June 5-6, 2009-V1.1.docx

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Participants

Name	Company	Phone	e-mail
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John Hayden	National Stone, Sand & Gravel Assoc.	703-525-8788	jhayden@nssga.org
Bob Kilborn	ClimaxMolybdenum	520-806-8712	bob_kilborn@fmi.com
Marie Patterson	AngloGold Ashanti	303-889-0753	MPatterson@AngloGoldAshantiNA.com
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Nikky Manke	Drummond Co.	205-384-2343	nmanke@drummondco.com
Angie Harmon	Freeport-McMoRan Copper & Gold	602-366-8009	Angie_Harmon@fmi.com
Brian O’Dea			Bpodea2@gmail.com
Dick Beach	U.S. Bureau of Mines (ret.)	303-986-6535	dickbeach@comcast.net
Dave Kanagy	SME (Executive Director)	303-948-4210	Kanagy@smenet.org
Jackie Dorr	SME (Manager, Mii)	303-948-4236	dorr@smenet.org
Mona Vandervoort	SME (SME Education Coordinator)	303-948-4227	vandervoort@smenstoret.org
Trish Kanagy	SME (SMEF Development)	303-948-4224	kanagyt@smenet.org
Pat Oso	SME	303-948-4263	oso@smenet.org
Jerry Comer	Comer & Associates (Facilitator)	303-786-7986	Jerry@ComerAssociates.com

These notes cover the key discussion points and actions of the meeting at the Marriott Gateway Park in Denver on June 5 and 6, 2009.

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Executive Summary

The participants listed above (the committee) represent:

- GEM Executive Committee and local representatives
- Mii Steering Committee
- SME staff

The two day session built on the work in 2008 leading to the acquisition of Mii by the SME Foundation. Key to the success of that venture is the efficient and successful coordination of GEM and Mii activities.

Prior to the June 5 - 6 session, a survey looking for insights on external environmental and internal success factors was conducted with a cross-section of the SME community. The results provided a baseline for the committee discussions and are summarized in a separate report. The committee identified the economy as the major external factor impacting the fortunes of GEM and Mii at this time. The top three critical internal success factors include:

Factor	Votes
Leadership of Mii and GEM.	9
Clear vision, mission and goals.	9
Fundraising.	7

Draft vision and mission statements for the GEM and Mii efforts were crafted:

Joint Vision: An enlightened and supportive public that appreciates the importance of mining and minerals in their lives.

Mii Mission: To **develop and produce educational materials** that result in an understanding that mineral and energy resources are essential to society and can be produced in an environmentally and socially responsible manner.

GEM Mission: To **educate the public** regarding the impact and importance of mining and minerals to Society.

Long term (3 year) and short term (2009) goals were established that support the mission of informing and influencing all SME constituencies.

We identified three key strategy areas and individual champions to support goal achievement.

Strategy	Votes	Champion
School education campaign (Edu).	10	Jackie Dorr
Partner and leverage (P&L).	10	Mary Korpi
GEM Section outreach (GSO).	9	Steve Gardner

A list of action items (what-who-when) was developed in support of the key strategies.

The committee processes to set and monitor goal progress will include:

- 4 meetings each year; two in conjunction with SME meetings (SME Annual and Mid-Year Meeting), two by teleconference.
- Leadership of the overall process provided on alternating years by the GEM Executive Committee and the Mii Leadership Council Chairpersons.

Steve Gardner 2009

Angie Harmon

2011

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Mary Korpi 2010

Mike Sheehan

2012

- Interim leadership provided by the strategy champions.

Objectives for Meeting

Start

- Clearly define purpose (mission) and activities for both GEM and Mii.
- Establish key strategic (3+ years) and tactical (2009) goals for both GEM and Mii.
- Clearly define roles and responsibilities for both GEM and Mii. Outline how GEM and Mii will work cooperatively.
- Develop strategic and tactical plan(s) to support goal achievement.
- Develop recommendations to SME Foundation Board for any needed changes to GEM or Mii.

Added

- How to get GEM and Mii to function collaboratively.
- When operating independently, how to get the most out of each organization.
- One coherent view of the vision and mission for GEM and Mii.
- Clear direction on how to direct inquiries that come in to SME: GEM? Mii?
- Good direction for Jackie and Mona.
- Share ideas, concerns.
- Identify opportunities.
- Develop tactical (near-term) goals and action plans.
- Identify tools and resources to support goal achievement.
- Develop plan for maintaining momentum from this meeting: how to continue progress by members of this committee and how to engage all the stakeholders outside of this meeting.

Background

Key Environmental Factors - External

We identified the following environmental factors that will impact the missions of GEM and Mii. All are negative at this time.

- Economy:
 - Corporate and school budgets are squeezed.
 - Greater corporate scrutiny of all requests for support.
 - Volunteers have less time available due to staff reductions.
- Government regulation: federal and state.
- Environmental activism counter to the interests of mining.
- Media bias against mining.
- Public ignorance of the role of minerals in their lives.
- General challenge getting SME word out to various publics in an age of information overload.
- The educational environment which has become focused on “teach to the test”
- Rapid and constant change in industry and society.

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Critical Success Factors - Internal

Factor	Votes
Leadership of Mii and GEM.	9
Clear vision, mission and goals.	9
Fundraising.	7
Internal communications: SME, GEM, Mii.	6
Volunteer recruitment and staffing; participation by membership.	5
Assessment/evaluation of progress against plan.	3
Effective planning.	3
Identifying potential projects.	2
External communications: cooperating agencies, other constituencies.	1
Operations manual for GEM and Mii.	0
Idea follow up.	0
GEM and Mii structure.	0
Don't "reinvent wheel".	0

Other Themes

- Get more activity at the SME local sections.
- Define ROI/value of GEM/Mii activities for conversations with top management.
- Communicate!
 - Directly to SME community.
 - Related/interested organizations.
 - Volunteers.
 - Individuals we want to influence.
- Develop/refine feedback mechanism.
- Set clear goals for volunteers with timelines and explicit expectations.
- Recognize volunteers.
- Increase recruitment of volunteers for GEM and Mii activities.
- Work with related/interested organizations.

Strengths and Weaknesses

GEM

Strengths	Weaknesses
<ul style="list-style-type: none"> • Only program on mining and minerals that reaches teachers face-to-face through National Science Teachers Association (NSTA) program. • Established network of 12 active GEM chapters in SME sections. (Out of a total of 65.) • Everybody inside SME knows and loves GEM. 	<ul style="list-style-type: none"> • Disconnect between national GEM committee and SME local sections. • Disconnect between national GEM committee and local student chapters. • Limited outreach beyond K-12 students, e.g. government and non-mining communities. • Lack of financial resources. • Lack of volunteers. • Communication, in general.

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Mii

Strengths	Weaknesses
<ul style="list-style-type: none"> • Quality of educational materials. • Diversity of educational materials. • Good leverage with other mining organizations. • Mii is getting aligned with GEM. • Mii “brand”. 	<ul style="list-style-type: none"> • Need better understanding of other organizations that provide mineral education. How does Mii “fit”? • Need better understanding within SME what Mii <u>does</u>. • Need broader audience on leadership council. • Funding. • Material needs to be updated. Lack of proactive, new material. What is relevant <u>today</u>? • Age gaps for materials: high school and K and pre-school. • Measurement of value to end-user. • Effective communication of how to use materials. • Need more corporate partners. • Lack of long-term strategy.

Joint Vision

An enlightened and supportive public that appreciates the importance of mining and minerals to their lives and their lifestyles.

SME Mii Mission Statement

To **develop and produce educational materials** that result in an understanding that mineral and energy resources are essential to society and can be produced in an environmentally and socially responsible manner.

Note: materials are produced for K-12 schools but can be used in discussions with business, media, political and general public audiences.

SME GEM Mission Statement

To **educate the public** regarding the impact and importance of mining and minerals to Society.

Activities

GEM	Mii
<ul style="list-style-type: none"> • Fundraising. • Informational presentations. • Dissemination of information. • Influencing constituents. • Organizing local sections (key driver). • Public outreach. • Providing scholarships. • NSTA event participation. 	<ul style="list-style-type: none"> • Fundraising. • Developing and producing educational material for K-12 schools. • Distributing Mii material to K-12 schools • Teacher satisfaction measurement.

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Goals for GEM and Mii - 2012

- Electronic availability of all Mii products.
- Develop more products.
- Improve all communication processes.
- Two documented positive impacts for mining that resulted from GEM/Mii activities.
- Broadcast a TV series on mining and minerals.
- Increase fundraising (SMEF) by 30%. Bring in \$2.6 million.
- Update all educational materials. Institute maximum 3 year cycle for review and update.
- Develop at least 20 engaged GEM local sections. Engaged = meeting regularly, aware of GEM and Mii activities at SME, conduct/facilitate at least 2 activities per year in local market and report back to SME.
- All local sections (65) have at least 1 annual public outreach event each year and report back to SME.

Strategies

We identified three strategy areas and individual champions to support goal achievement. The strategy champion will provide oversight of the GEM and Mii action items in between quarterly committee meetings.

Strategy	Status	Votes	Champion
School education campaign (Edu).	Doing	10	Jackie Dorr
Partner and leverage (P&L).	Doing	10	Mary Korpi
GEM Section outreach (GSO).	Doing	9	Steve Gardner
Leverage 12,000 members for outreach.	New	3	N/A
Potent marketing communication campaign.	New	0	N/A

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Action Items for GEM and Mii - Short Term

Strategy	What	Who	When
Infra*	Plan/organize GEM/Mii meeting as part of September SME meeting to continue this work.	Mona Vandervoort	6/12
P&L	Develop a road show presentation with specific “ask” for each audience. “Ask” elements include donations and collaboration commitments.	Trish Kanagy	6/26
GSO	Develop plan for GEM/Mii road show at local sections: where and when.	Trish Kanagy	6/26
GSO	Develop GEM/Mii road show with “ask”.	Trish Kanagy	6/26
GSO	Develop a draft structured GSO strategy plan.	Brian O’Dea	6/26
P&L	Conduct road show with “ask” for NSSGA, NMA and IMA-NA.	Steve Gardner Mary Korpi John Hayden	7/17
Edu	Review all Mii material and website. Develop report recommending type and schedule of updates to both as well as needs and measurement opportunities.	Pat Oso	7/31
GSO	Develop contact list to use in soliciting and developing GEM leaders in 53 local sections that don’t have a GEM section.	Mona Vandervoort	7/31
Edu	Develop draft of a structured educational strategy plan.	Jackie Dorr	7/31
Edu	Revise pricing policy on SME and Mii website.	Jackie Dorr	8/5
GSO	Establish functional GEM listserv for outreach.	Nikky Manke	8/31
P&L	Draft a list of industry organizations that are involved in similar or related activities. Review at September meeting.	Pat Oso	9/24
P&L	Develop a plan to bring other industry organizations and GEM sections to NSTA presentations for 2010.	Angie Harmon	9/24
Infra*	Revise GEM operating manual.	Steve Gardner	9/30
Edu	Conduct NSTA events-Minnesota and Ft. Lauderdale and Phoenix.	Mona Vandervoort	10/31 11/14 12/3
Edu	Conduct focus group with teachers at the Phoenix NSTA.	Jackie Dorr	12/5
P&L	Plan and conduct industry focus group at February SME annual meeting.	Angie Harmon	Feb’ 10
GSO	Present GEM/Mii outreach plan to all local sections at annual meeting.	Steve Gardner Mary Korpi	Mar’ 10
P&L	Draft a structured plan for effective collaboration with other industry organizations.	TBD	TBD
	Finalize/approve draft mission statements for Mii and GEM	TBD	TBD

*Infra = Infrastructure

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Measurements

Now

- Numbers of packets mailed, distributed and purchased.
- Teacher surveys:
 - Satisfaction.
 - Anecdotal.
- Dollars taken in:
 - Donations.
 - Sales.
- Web usage.

Need

- Targeted NSTA measurements.
- Refine surveys by audience.
- Teacher focus group(s).
- Donor focus group(s).
- Local, state, federal organization focus group(s).

GEM - Mii Leadership Process

- The committee that met in this session will meet 4 times each year to:
 - Review progress against previously set goals,
 - Develop goals for the coming period,
 - Review, as needed, any other elements that contribute to effective and efficient goal achievement:
 - Planning status and process
 - Organization of resources
 - Communication process and effectiveness
- The committee will meet in person in conjunction with the annual (February) and mid-year (September) SME meetings.
- The committee will meet in teleconference June and early December.
- Leadership of the committee will alternate between the GEM and Mii chairpersons:
 - 2009 - Steve Gardner
 - 2010 - Mary Korpi
 - 2011 - Angie Harmon
 - 2012 - Mike Sheahan
- Organizing, conducting and documenting effective committee meetings will be the responsibility of the committee leader.

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Mii Pricing Policy

- Downloads from the Mii web site are free.
- Free materials will be provided **only** to teachers under restricted circumstances.
 - Teachers must agree to the Mii bulk mail program timing and guidelines.
 - Teachers can obtain free material only from the list of designated free materials. (Some Mii materials can only be obtained through purchase.)
- Mii materials provided to teachers by third parties, including GEM and other SME representatives, must be purchased.
- All other distributions (including to teachers) must be purchased.

Communication Plan

What	Who	When
Provide meeting notes to Dave Kanagy.	Jerry	6/10
Review and return with comments.	Dave K.	6/11
Issue notes to all participants.	Jerry	6/12
Review notes with Marc.	Mary K.	6/16
Group teleconference on notes. Provide comments and revisions.	All	6/18 2:30 PM
Issue final notes to all.	Jerry	6/19
Provide meeting notes to SME Trustees, GEM and Mii leadership groups and 12 local GEM section leaders.	Dave K.	6/22+
Conference call with Mii Steering Committee and Leadership Council to discuss output of meeting.	Mary/Dave K.	TBD
Summarize and publish meeting highlights; include announcement of listserv.	Steve Kral	Aug Mining Engineering

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Appendix

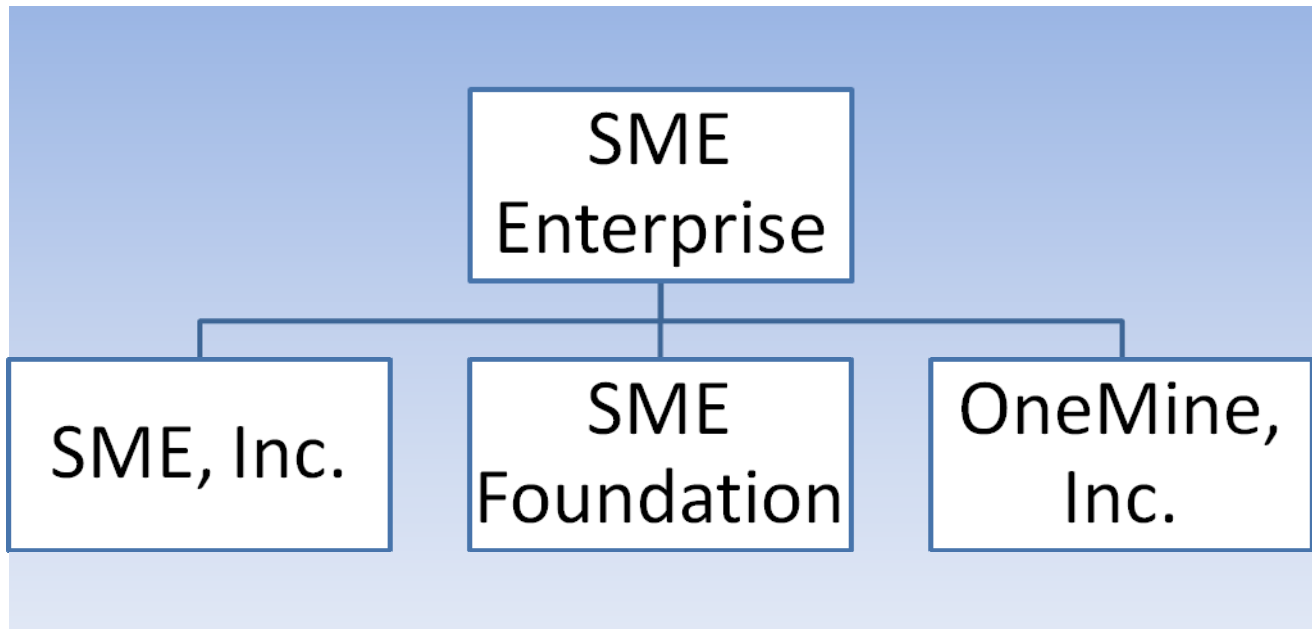
Agenda – June 5...Setting the Stage

- I. Introductions – All
- II. Welcome and opening comments – Dave Kanagy
- III. Clarify objectives for meeting – JC/All
- IV. Ground rules – JC/All
- V. Presentation of background for GEM; facts, status, statistics – Steve Gardner
- VI. Presentation of background for Mii; facts, status, statistics - Mary Korpi
- VII. Discussion of future business environment for GEM and Mii activities – All
- VIII. Outline of key factors critical to GEM and Mii success in future – All
- IX. Current mission for GEM – All
 - A. Future mission for GEM
 - B. Needed changes for GEM
- X. Current mission for Mii – All
 - A. Future mission for Mii
 - B. Needed changes for Mii
- XI. Establish key strategic (3 year) and tactical (2009/2010) goals for GEM and Mii – All
- XII. Dinner

Agenda – June 6...Planning for the Future

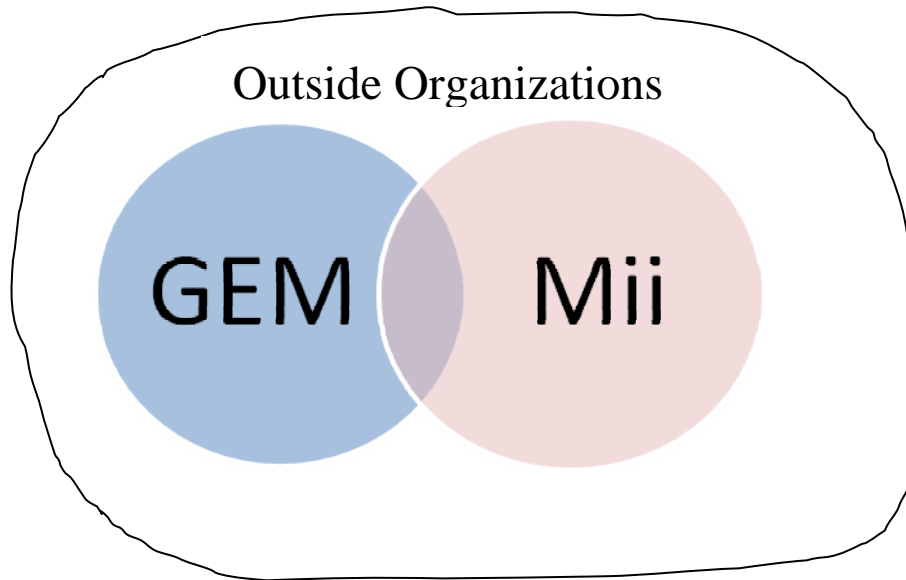
- I. Review of key points from June 5; new thoughts/discussion? – JC/All
- II. Review ground rules – JC/All
- III. Agree on objectives for today's discussion – JC/All
- IV. Recap strategic and tactical goals for GEM and Mii – JC
- V. GEM-Mii Collaborative Effort-History - Jackie Dorr/Mona Vandervoort
- VI. Introduction to GEM-Mii Collaborative Effort – Trish Kanagy
- VII. Define organization structure, roles and responsibilities for both GEM and Mii – All
- VIII. Outline strategies to achieve goals. Develop 3-year view of strategic initiatives – All
- IX. Detail tactical plan (What-Who-When) to support 2009 goals – All
- X. Draft recommendations for the Board of Trustees – All
- XI. Communication plan – All
- XII. Wrap-up – All
 - A. Next steps
 - B. Individual assignments
- XIII. Closing comments – Dave Kanagy

SME Enterprise Organization



- Divisions
 - Division scholarships
- Local Sections
- Technical Committees
- Program Committees
- Award Committees
- Meetings
- Books
- Publications
- Etc.
- ABET
- Presidential scholarship
- Peng Award
- Mii – Public Outreach
- GEM – Public Outreach
- McIntosh Scholarship Fund
- PE Exam
- On-line digital library

Key External Relationships



Suggested Meeting Ground Rules

- All participate.
- Get input from all on key questions, balanced participation.
- Silence = consensus.
- Confidentiality.
- No ideas are stupid.
- Stay open to ideas and inputs.
- Positive, constructive comments only.
- Open and honest dialogue.
- Respect others.
- Be solution oriented (not problem oriented).
- One conversation at a time.
- Stay focused on topic.
- Stay on time and on schedule.
- Stay engaged. (Turn cell phones and Blackberries off?)
- Sacred cows make the best burgers! All options are on the table.
- Use “parking lot” for good ideas that are not immediately relevant.

Six Key Functions of Management

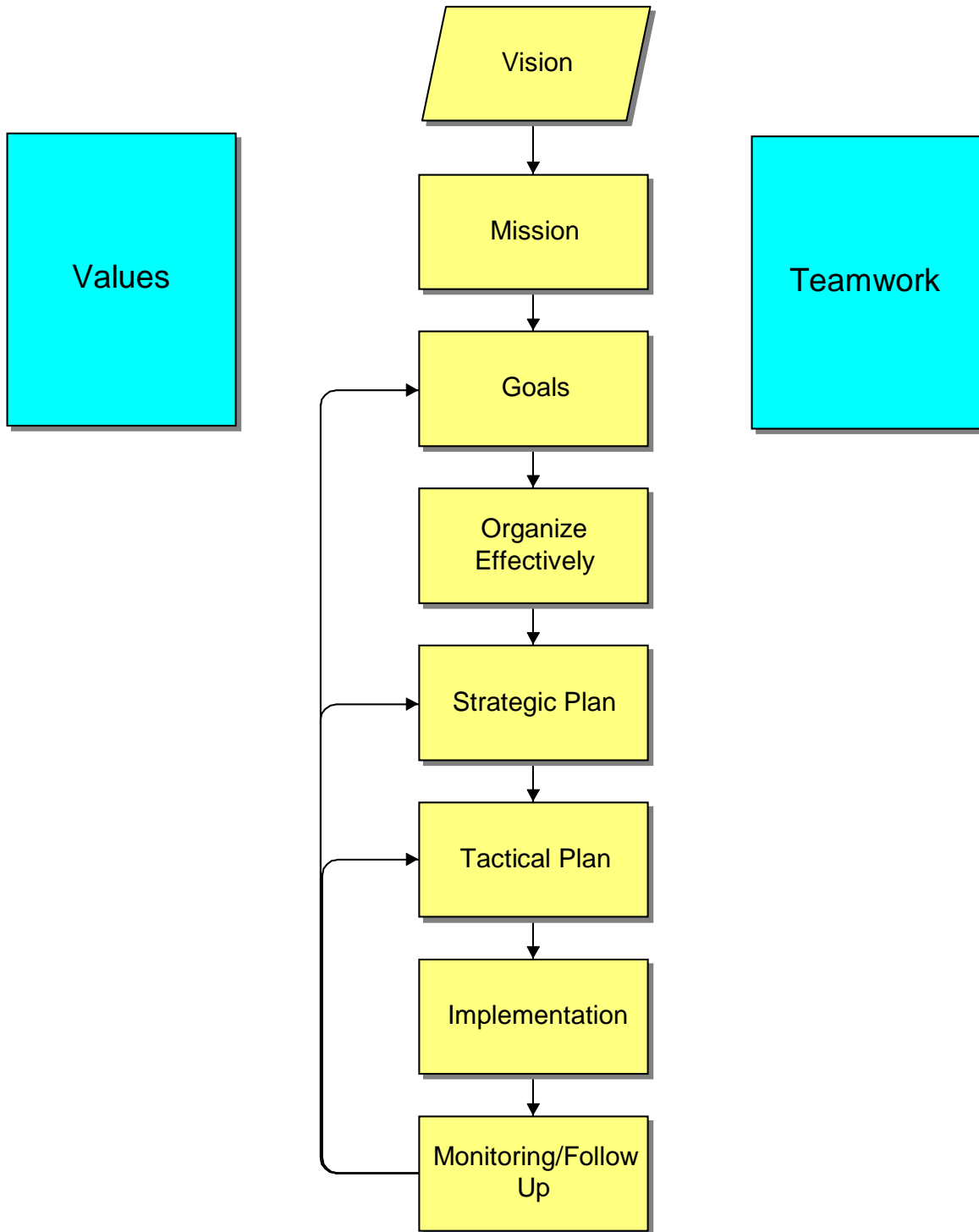
- Planning.
- Leading.
- Organizing.
- Controlling.

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- Communicating.
- Staffing.

Vision and Planning Process

Successful companies create a powerful vision for all stakeholders and proactively plan their future in a context of shared values and effective teamwork.



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- ❖ Corporate **vision**: provides the point of reference for the organization and a beacon to go towards. A vision statement pushes the association toward some future goal or achievement. It should have three components (AIP):
 - Aspiration: a unique long-term achievement the company is striving for.
 - Inspiration: provides a compelling “magnet” which will pull the organization onward and upward through change.
 - Perspiration: invites and suggests the hard work that will be necessary to achieve the vision.
- ❖ Corporate **mission**: a statement of organizational purpose. A mission statement guides current, critical, strategic decision making. Corporate mission statements are the operational, ethical and financial guides for companies. A mission statement is an enduring statement of purpose for an organization that identifies the scope of its operations in product and market terms and reflects its values and priorities.
- ❖ Corporate **goals**: define the specific, measurable achievements the company will invest resources in. Key elements of good business goals include¹:
 - The goal covers vital elements for the business; revenue, profit, new accounts, product/service launches, etc.
 - Specified target date; the explicit time period for goal achievement is defined.
 - Measurable and verifiable; the goal must be objective, not subjective.
 - Realistic and attainable, yet challenging; the goal should strike a balance between “easy” and “impossible”.
 - Contributes to values and priorities of company.
 - Specifies single key result; should not mix desired outcomes. This allows a conscious decision on the relative priority of goals that have an inherent tension, e.g. “profit” and “customer service”.
 - Controllable by the individual or team that “owns” the goal; resources and authorities required for goal achievement are under the control of the goal “owner”.
 - Written; goals that are written are durable and not subject to “revisionism” as events unfold or people in the company change.
- ❖ **Organize** effectively: how the company organizes its resources should be in relation to how it intends to achieve its goals.
- ❖ **Strategic plan**: high level statements of how company will achieve goals; 1 – 5+ years.
- ❖ **Tactical plan**: specific action plans to support goal achievement; What – Who – When – Budget.
- ❖ **Monitoring/Follow up**: A process for monitoring progress, evaluating new realities (opportunities and threats).
 - Strategic – quarterly
 - Tactical – monthly

¹ From the IMPACT Management Program Business Goals and Accountability System; II-3

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