

SPE Strategic Plan

Introduction

Five Long-Range Plans have been created for SPE in the past, covering proposed strategies, tactics, and activities to guide the Society forward. The plans have covered the periods 1975-1985, 1982-1992, 1991-2000 (adopted in 1994), 2000-2010, and 2005-2015. These plans have played a major role in making SPE the financially sound, technically robust, and internationally respected and valued organization it is today. A long-range plan guides and focuses individual decisions by placing them in the framework of long-term goals. A plan also channels the energy and resources of the Society's members and staff into addressing the highest-priority goals.

In 2008, SPE's board committees* undertook a progress-check of the 2005-2015 plan. The committees reviewed SPE's advancement in achieving the objectives of the plan, as well as whether the plan required adjustment on the basis of any changes in industry/member conditions or SPE programs undertaken since the plan was written. This review, plus the clear pattern that the rate of change and the need for responsiveness always outpaced the periods the Long Range Plans were intended to cover, caused the Board of Directors to sunset the tradition of decade-specific plans in favor of an enhanced strategic planning process.

This first SPE Strategic Plan is based on the SPE Board's 2008 review of the 2005-2015 Long Range Plan. Through an annual review and discussion of strategic needs, the board will continually refine the Strategic Plan. The board committees will develop the tactics and activities to implement the plan.

*The SPE Board of Directors has five board committees: Finance and Administration, Education and Professional Activities, Membership, Print and Electronic Media, and Technical Programs and Meetings.

Section 1 **Board Committee on Finance and Administration**

1.1 – SPE’s Technical Scope

The petroleum industry continues to evolve. To follow the progression of the industry, SPE must remain flexible in defining its member base and in meeting the ever-changing needs of its members. Environmental concerns, including global warming, are expected to have a significant impact on the future of the industry. Development of unconventional resources may blur the lines between the upstream and downstream sectors of the industry. Greater use of natural gas is requiring significant infrastructure expansion. The global SPE should be at the forefront of the discussion of technology developed by the industry to address these issues. While remaining flexible and addressing new areas related to the oil and gas industry, SPE will not lose its focus on upstream technology which has made it successful over many years.

Vision

- The industry will view SPE as the primary source for collection, dissemination, and exchange of technology, particularly new technology.
- SPE’s technical scope will expand to include selected upstream, midstream, and associated technologies in energy exploitation, development, and environmental-impact mitigation to encompass the technologies required to economically and responsibly produce all forms of hydrocarbon resources, including those in challenging environments, as well as energy sources that leverage petroleum engineering expertise

Actions

- SPE will develop programs, including meetings and publications to ensure that the Society plays an important role in the arena of carbon capture and sequestration (CCS). The SPE CCS Committee will have a leadership role on these activities.
- SPE will develop programs to assist the industry in addressing the “Big Crew Change.” The SPE Talent Council will have a leadership role on these activities, and initiatives will also be developed at the SPE Board level.
- SPE will take advantage of opportunities to address other reasonable expansions in scope, such as downstream technologies used for development of unconventional resources and developments in the global natural gas business.

1.2 -- Intersociety Collaboration

SPE is the largest professional society exclusively serving the global oil and gas industry. SPE's relationships with other societies are based on the understanding that SPE chooses to grow its membership and programs organically rather than by raiding, merger, or acquisition. Yet SPE desires to operate efficiently, capturing economies of scale that may not be accessible – or may not be accessible in a given geography – by leveraging SPE's membership alone. Furthermore, most SPE members work in multidisciplinary environments and look to SPE to provide knowledge and information that will enhance their capacity to perform in such settings.

Consequently, SPE will continue to actively seek collaborative opportunities that support SPE's mission and will pursue those having a clear mutual value to SPE members and partners. SPE will focus its cooperative efforts on specific programs, and will maintain its independence of administrative functions and back-office organization.

To complement Society-level initiatives, SPE encourages its sections to engage in mutually beneficial local activities with local societies and local branches of international organizations that enhance (not duplicate) the value the sections have to their members and communities.

Vision

- SPE will proactively seek opportunities that promote sharing of technology and knowledge for the benefit of members, industry, and the general public and effective use of the Society's organizational resources and technology; and that achieve more in an alliance than could be achieved by SPE alone.
- SPE will be considered a preferred partner by other organizations with which to collaborate to deliver synergistic member services, meetings, publications, and public outreach.

Actions

- SPE will develop policies and processes to facilitate collaboration with other organizations and will review them regularly to assess their effectiveness.
- SPE will maintain strong collaborative relationships with key sister associations, including AAPG, SEG, EAGE, IBP, IATMI and CPS, and will advance expansion of our joint programs with these organizations.

1.3 -- Management Support for SPE

SPE will identify any barriers to management support and develop programs that demonstrate value to managers. By creating value-driven appreciation of SPE by management at all levels, SPE can nurture management's enthusiasm for personal participation in SPE programs and support for participation by their staffs. SPE will show managers through its activities that the Society is a technical authority that is independent, diverse, and far-reaching and is thus a valuable apolitical forum for sharing their experiences and developing common interests. As a significant step in this effort, SPE has formed an Industry Advisory Council, comprising senior executives from a diverse group of industry organizations.

Vision

- SPE will engage industry managers in providing leadership, experience, balanced guidance, and support for SPE activities.
- SPE will offer opportunities for management involvement in SPE and address a broad range of timely issues of interest to management at all levels.
- SPE will be viewed by managers as a preferred way of developing technical competence, professionalism, and leadership in their staffs.
- SPE will be viewed by managers as a technical authority that is independent, diverse, and far-reaching and is thus a valuable apolitical forum for sharing their experiences and developing common interests.

Actions

- The Industry Advisory Council will assist in ensuring that SPE's programs are relevant and effective for the E&P industry and will keep a core group of senior executives engaged in ensuring the success of the Society.
- SPE will develop methods of recognizing and appreciating management support at all levels.

1.4 – Funding and Financial Robustness

Dues are committed to general revenue to support a number of programs. However, this is typically only about 12% of total revenues in any given year, with meetings, conferences, and exhibitions providing a large part of revenue.

Financial prudence is essential to ensure sustainable funding of SPE member services and benefits. Delivering these with quality and excellence is paramount, while ensuring value and relevance to member needs.

Vision

Actions

- Assess financial prudence of ongoing programs.

Section 2

Board Committee on Education and Professional Activities

2.1 -- Industry Image

The public's perception of the oil and gas industry impacts the commercial objectives of the industry and the professional objectives of SPE. SPE will contribute to improving the industry's image by using its strengths in collecting and disseminating credible information on oil and gas and other energy sources, and by engaging its global membership in delivering the information to the public. SPE will also encourage and support members to demonstrate a high ethical standard and a high level of competence in their professional work.

Vision

- SPE will be a highly credible source of educational resources about the petroleum industry.
- SPE will develop programs to help petroleum professionals be widely regarded as competent, ethical, and environmentally sensitive, and as providing a vital and sustainable service to society.
- SPE will develop programs to attract students to careers in the petroleum industry.
- SPE programs will help petroleum professionals to have a clear understanding of, and to articulate, the concepts of social responsibility, and, as industry ambassadors, participate in public discussion to understand community and government concerns and to share their knowledge of the industry.

Actions

- Provide energy-education opportunities for SPE members
- Create effective partnerships with communities through SPE web-based resources on energy education and social responsibility and by developing training, conferences, and other educational tools focused on understanding and analysis of government/community issues.
- Disseminate information on energy issues to the public through speakers, media relations, web-based energy education resources for teachers and the public, and information resources on careers in the oil and gas industry
- Coordinate SPE energy-education programs with other industry groups that have similar programs.
- Maintain a high visibility for the SPE Guide for Professional Conduct and the Statement of Values using current SPE publications and presentations from Society officers.
- Require all SPE members to accept and adhere to the SPE Guide for Professional Conduct.
- Encourage professional certification as appropriate, including SPE professional certification.
- Review ethics/discipline programs other societies have to determine whether a system of denying SPE membership to persons acting in conflict with the code of conduct is appropriate and feasible.

2.2 -- Resource/Reserves Definitions, Classifications, and Guidelines

Through its Oil and Gas Reserves Committee, SPE has for many years worked to improve the quality and consistency of reserve and resource estimates throughout the industry. SPE reserves definitions have been periodically updated and supplemented with interpretative and application guidelines.

The 2007 Petroleum Resources Management System culminated 2 years of intense collaboration by SPE, the World Petroleum Council (WPC), the American Association of Petroleum Geologists (AAPG), and the Society of Petroleum Evaluation Engineers (SPEE). The Petroleum Resources Management System consolidates, builds on, and replaces guidance contained in the 1997 SPE/WPC Petroleum Reserves Definitions, the 2000 SPE/WPC/AAPG Petroleum Resources Classification and Definitions publications, and the 2001 SPE/WPC/SPEE Guidelines for the Evaluation of Petroleum Reserves and Resources. New reserves auditing guidelines accompany the new Petroleum Resources Management System.

The U.S. Securities and Exchange Commission's (SEC) definition for proved reserves remains the only allowable reporting standard for oil and gas reserves for companies listed on the U.S. stock exchanges. The International Accounting Standards Board's (IASB) Finance Reporting Standards (IFRS) are now mandatory for European Union countries and have been adopted by Australia and South Africa. The definitions adopted by the IASB are expected to become the primary standard for reserve reporting. With education and improved understanding, the reserve definitions could ultimately be adopted by the SEC through their participation in the IASB. A collaborative effort between the SPE and United Nations to fully align the definitions and framework could provide an attractive option for IASB to adopt. SPE OGRC representatives have met with both IASB and UN representatives to further these aims.

Vision

- The Petroleum Resources Management System (and associated estimating guidelines) are continually enhanced to incorporate new best practices, and are recognized as the premier oil and gas reserves classification standard.
- The Petroleum Resources Management System is widely understood and adopted by international financial organizations; governments; regulatory agencies; and reporting bodies.

Actions

- Continue to coordinate with other groups to harmonize worldwide classification systems and to encourage acceptance of the Petroleum Resources Management System as the standard for oil and gas definitions.
- Through Oil and Gas Reserves Committee, design and organize education to increase the level of understanding of the SPE/WPC/AAPG definitions and classification system among different audiences worldwide – experts, SPE membership, investors, regulators and members of the general public.
- Through the Oil and Gas Reserves Committee, continue to periodically review and update the Petroleum Resources Management System as required by the committee's governance model.

2.3 -- Life-Long Learning and Maintaining Competence

Petroleum professionals are responsible for enhancing their competence throughout their careers, and for exercising well-founded judgment in the practice of their craft for the public, employers, and clients with fundamental concern for the public health and safety. In line with its mission, SPE will proactively address members' needs to meet these responsibilities worldwide by offering life-long learning opportunities. The Society will act as a vehicle for the transfer of technology and know-how, and focus on reducing the transfer time for the dissemination of technical knowledge. In its life-long learning programs, SPE will also consider the evolving nature of the membership in terms of language, geographic location, and accessibility.

Vision

- SPE will be the preferred option of the industry for life-long learning to assist professionals in keeping pace with industry challenges imposed by the evolution of technology.
- SPE will be the option of choice because of the quality of its programs, its speed to disseminate emerging and early-application technologies, and the level of excellence of its instructors and Distinguished Lecturers.
- SPE will be the pacesetter in continuing education, with modern program scopes, timely offerings, and competitive fees for professionals.
- SPE will provide and facilitate a wide range of learning opportunities, including some in cooperation with other organizations.

Actions

- Focus SPE continuing education on emerging technologies, early applications of technology, and innovative applications of existing technologies.
- Investigate and test different delivery methods for continuing education programs to make them more accessible to all members, using market research and relationships with company training departments to guide decisions on new programs or modifications to existing programs.
- Develop and maintain a strategic plan for continuing education initiatives.
- Solicit input from SPE Technical Directors regarding technologies for which technology transfer should be expedited to reduce the cycle time for development and acceptance of these technologies by the industry.
- Develop a training plan and resources that sections can use to help members whose first language is other than English learn to read and speak English, focusing on the terminology of the E&P industry.

2.4 -- Academia

Universities train and educate future employees and leaders of the oil and gas industry, and by extension, future members of SPE. Universities also develop technologies that facilitate more efficient production of oil and gas reserves to provide the energy needed for industrial growth and social well-being. Academia also contributes much of the new technology that is disseminated by SPE.

Vision

- SPE will provide opportunities for communication among universities concerning common issues and educational standards.
- SPE events will provide opportunities for academia, industry, and governments to discuss issues related to petroleum industry education, funding for research and development, accelerated adoption of new technology, and other issues of common concern.

Actions

- Develop a plan for attracting, developing, and retaining university petroleum engineering faculty

Section 3 **Board Committee on Print and Electronic Media**

3.1 -- Publications

SPE publishes reliable information about the technical and professional areas embraced by its scope of coverage through a variety of print and electronic media. It is critical that SPE's publications continue to reflect the standards of quality and integrity for which the Society is known. The body of technical information SPE has amassed over the years is a benefit for the members of today, the members of tomorrow, and the industry. That body will be protected, nurtured, and expanded.

Vision

- SPE's suite of publications will be the most authoritative conduit for disseminating technology within the industry.
- The scope of publications will continually adapt to reflect the evolving technical scope of the Society.
- SPE will retain English as the primary language for its publications but will develop publications in other languages as demanded by members' needs.

Actions

- Retain peer review and continually strive to make the process more efficient
- Encourage the inclusion of very innovative, emerging-technology papers in SPE publications
- Perform periodic surveys on SPE members' satisfaction with SPE journals and magazines to guide future development
- Conduct formal research to determine translation needs for SPE publications
- Seek ways to speed up the publication of information about new technologies.
- Develop and maintain a strategic plan for SPE publications
- Develop a pricing strategy that reflects the value of SPE publications
- Evaluate the need (and purpose) for regional publications
- Use available electronic technologies to enhance the value, content, and accessibility of SPE publications

3.2 -- SPE.org

SPE.org is fundamental to the fulfillment of SPE's mission to collect and disseminate information and to provide opportunities for E&P professionals to enhance their professional and technical competence.. SPE.org also serves as a source of information for the general public and is a primary vehicle for providing services to members and facilitating members' ability to conduct business with SPE.

SPE's membership is increasingly global, thus emphasizing SPE.org's importance as a platform for joining a diverse and scattered membership into a common community. The need for fast and easy access to technical information that can be provided through the

Internet will increase with the challenges of exploring for and producing resources in areas of increasing technical difficulty.

Vision

- SPE will endeavor to provide every SPE member anywhere in the world efficient access to all E&P and related technical knowledge and information.
- SPE.org will be closely interwoven into the operations of the Society and instrumental in efficient delivery of all services to SPE members anywhere in the world.
- SPE.org will be the platform of choice for online collaboration and networking among SPE members.

Actions

- Strive to be part of the “early majority” in the adoption of new information technologies to transfer technology, to enhance members’ ability to interact, and to improve and reduce the cost of SPE member services
- Improve the ease with which visitors to SPE.org can find what they are seeking
- Expand the technical information available to SPE members by aggregating access to the knowledge assets of other societies with SPE’s knowledge assets
- Establish guidelines, policy, and procedures for including other types of presentations and media in the eLibrary.
- Enhance and develop systems for online collaboration, mentoring, and networking.
- Develop and maintain a strategic plan for SPE.org, including specific projects that may be implemented.
- Perform periodic surveys on SPE members’ satisfaction with the SPE website to guide future development and features.

Section 4

Board Committee on Technical Programs and Meetings

SPE is holding an increasing number of major meetings in international venues, and the trend will continue. Meetings are a key element of SPE's success in achieving its objectives of serving the technical needs of members and in maintaining a sound financial position. Continued success of SPE meetings in the face of challenges from for-profit competitors is critical.

Vision

- SPE will maintain a rich portfolio of events to meet growing needs for both global and cross-disciplinary meetings.
- While maintaining high quality in events' technical programs, SPE will enhance exhibitions to showcase new and cross-disciplinary technologies and to attract additional business.
- SPE will offer meetings of interest to all levels of management.
- SPE will enhance exhibitions to showcase new and cross-disciplinary technologies and to attract additional business.
- The ATCE will continue as an SPE-only meeting and will be SPE's flagship meeting.

Actions

- Create a strategic plan to develop high-quality cross-disciplinary meetings and, where appropriate, exhibitions in response to the changes in SPE's technical scope.
- Create a strategy to develop and evaluate content that addresses managerial issues.
- Create a strategy for developing functions for students and young members at all relevant conference meetings.
- Continuously evaluate new conference/meeting technologies and formats.
- Ensure that the technologies included in SPE's Technical Disciplines are adequately represented in its events
- Spend more time gaining management support of SPE programs.
- Identify strategic opportunities to collaborate with other societies, non-governmental organizations, and regional associations.
- Determine which technologies are not covered.
- Determine which regions are underserved.
- Evaluate the meetings portfolio and prune if appropriate.
- Use other media to deliver meeting content.

Section 5 **Board Committee on Membership**

5.1 -- Dues and Member Benefits

In June 2005, the SPE Board approved a dues structure based on a three-tiered system to make SPE dues affordable across a diverse membership. Looking forward, SPE demographic trends suggest greatest membership growth will be outside of North America, primarily in newly developing economies. Our aging industry profile will also require that students are attracted to SPE and our younger membership is supported. Thus, the current dues structure also has a student membership and age-based tier for members under age 30. At the same time, efforts are being made to attract and retain members of all ages with reasonable and competitive dues.

Vision

- SPE will provide benefits and services with quality and excellence to meet the needs of its members and for the E&P industry at large.
- SPE dues policy will be inclusive of its global membership so that all E&P professionals are able to afford SPE membership.
- SPE will ensure that dues provide value for membership while mindful of financial prudence for the long-term health of the Society.

Actions

- Continually evaluate the quality and excellence of existing and proposed member benefits and services.
- Periodically review dues structure to ensure affordability for all members.

5.2 – Sections, Communities, and Other Member Groups

Sections are often a member's introduction to SPE, from which he/she grows to activity at the global level. SPE sections provide the link between individual petroleum professionals, both geographically and technically, and between individual members and the professional community as a whole. Sections provide opportunities for networking and social interaction, continuing education, volunteering, technical and professional development, community service and education (including industry image), student support through scholarships and other means, and collaboration with the local sections of related professional societies.

Web technologies offer the opportunity to provide new dimensions of connectivity for members. Online communities also may have value for collaboration among sections in a region, united by a technical, rather than geographic, commonality, such as Technical Interest Groups and Technical Sections. Significant growth of interest in online communities built around a shared technical interest is anticipated. Such communities transfer technical knowledge across geographic boundaries to those who need it most, and are a tool for developing a community of practice.

Vision

- Geographic sections will provide the peer-interaction platform for delivering SPE's services at a local level and will provide the link between SPE members and programs at a regional and international level.
- Online knowledge communities will provide a mechanism for global collaboration within technical specialties.

Actions

- Develop:
 - A plan to sustain its drive for more members
 - A strong retention program for student members post-graduation
 - Guidelines for actively involving young members in activities.
- Focusing on groups of members who may be feeling that their technical needs are not served within SPE, identify appropriate topics for new knowledge communities like TIGs and Technical Sections and guide their establishment.
- Develop a process to assist section leadership with formation of study groups that will meet regularly to help local members improve their understanding and application of specific areas of the discipline.
- Develop guidelines to encourage more collaborative activities with other professional groups at the section level.
- Develop a plan to extend, on a financially sustainable basis, the Distinguished Lecturer program to provide more programs to sections.

5.3 -- Young Professionals and Students

Young professionals are SPE members under 35 years old. SPE demographics show that a significant number of members will retire during 2005-15. This underscores the importance of renewing the membership through the recruitment and development of young professionals. Also, new and old skills will need to be passed on to the young professionals to sustain the industry.

Young professionals, however, sometimes have barriers to overcome in becoming active SPE members. They are under pressure to show what they can produce for their companies and may be discouraged from active professional involvement outside the company. Also, some companies do not pay membership dues, and the salaries of young professionals in some areas may make membership unaffordable. To survive, SPE must develop methods and programs to involve young professionals at all levels of the organization.

While the U.S. was the leader in petroleum engineering education, today most petroleum engineering graduates are educated in Latin America, the Middle East, Russia, China, India, and elsewhere. This has increased the number of students who are not fluent in English.

Vision

- SPE will support and facilitate young professionals to become excellent industry and SPE leaders.
- SPE will provide opportunities for young professionals to participate in SPE governance at all levels.
- SPE will offer programs of interest to young professionals to attract and retain members from the engineering and geoscience fields encompassed by the industry.
- SPE will facilitate mentoring of young professionals by older members.
- SPE will understand, appreciate, and support the role young members play in providing a bridge between industry and students.
- SPE will have a student chapter at every university that offers a degree program in petroleum engineering.
- SPE will provide the means by which students of all ages learn about technical and professional opportunities in the oil and gas industry.
- SPE will continue to make SPE involvement affordable for students worldwide

Actions

- Develop a plan to attract young people to careers in the industry and in petroleum engineering education
- Develop a recommendation on additional methods to recognize student achievements
- Encourage sections to initiate local young professional programs.
- Include young professionals on governance bodies and committees at the section, region, and international levels.
- Develop strategies for attracting members from all fields that are part of the E&P industry.
- Provide the means for young professionals to serve as the bridge between industry and students through programs like the Ambassador program.
- Promote development of young members through continuing education and e-mentoring programs and by encouraging certification, registration, or chartering.
- Assign an SPE staff person in each of the SPE offices to support young professional activities in the region.
- Include programming at regional conferences and ATCE of special interest to young professionals.
- Establish additional awards honoring the special contributions of young professionals.
- Develop methods to access and exploit the substantial mentoring resources of retired SPE members and the SPE Foundation's Board of Trustees.
- Continue to seek corporate sponsorships for student memberships and services to make SPE involvement affordable to students worldwide