



SPE Strategic Plan

Approved January 21, 2023

SPE Strategic Plan Preparation

SPE's Board of Directors undertakes a strategic planning process about every five years. In 2022 Strategic Plan they contacted with Tecker International to guide them through the process. The Board thanks Tecker for their guidance and assistance throughout the process. Most of the work on the plan was completed in the second half of 2022, and the plan was approved by the Board at its meeting on January 21, 2023

Member Feedback

Throughout the process, SPE sought input from members using a variety of channels:

- One-on-one virtual interviews with SPE Foundation Board of Trustees, members and chairs of SPE committees, industry members/key sponsors, academia, and SPE section leaders.
- Focus groups with members including past presidents, advisory councils, young professionals, and academicians.
- SPE Connect General Discussion community where questions were posted for member feedback.
- Online survey with mostly open-ended questions that was advertised to all members through JPT, monthly and publication newsletters, and on SPE.org.
- Session at ATCE where attendees could ask questions.

While this feedback showed a wide range of opinions and views of SPE's future, there were some widely held opinions that helped guide this strategic plan:

- Concern for attracting and preparing a next generation workforce
- Energy transition and our place in it
- Industry reputation and public perception
- Technology development in oil and gas (including sustainable technologies)
- Challenges in maximizing oil and gas production and recovery.

On the topic of remaining focused solely on petroleum or broadening our focus to related areas, members are split. The board carefully considered both viewpoints in crafting this strategic plan which focuses on preparing SPE for the future.

Components of the Strategic Plan

The Appendix includes a description of the terms used to develop and set forth the strategic plan.

Core Purpose

SPE provides shared expertise, resources, and life-long learning opportunities to fuel the success of our members and the future of the industry.

Mission

To connect a global community of engineers, scientists, and related energy professionals to exchange knowledge, innovate, and advance their technical and professional competence regarding the exploration, development, and production of oil and gas and related energy resources to achieve a safe, secure, and sustainable energy future.

Core Values

SPE is committed to:

- Technical Excellence and Professionalism – committed to innovation, life-long learning, and the highest standards of professional conduct and expertise.
- Member Focus – consistently provide accessible, relevant resources to help members thrive in the ever-evolving energy industry.
- Global Scale & Local Relevance – leverage insights and resources to better serve member needs both globally and locally.
- Collaboration – dedicated to knowledge dissemination and exchange to solve complex problems through internal and external networking and volunteer opportunities.
- Diversity & Inclusion – a community that embraces diversity and inclusion as essential to the success of our industry and society.
- Environmental and Social Stewardship – leadership to achieve a safe, secure, and sustainable energy future.

Vision

SPE advances the oil and gas producing and related energy communities' ability to meet the world's energy needs in a safe, secure, and sustainable manner.

Vivid Description of a Desired Future

Professional Members

- Professional members rely on SPE as a resource to share technical knowledge and develop their capabilities to meet evolving energy industry needs.
- Professional members actively contribute to SPE initiatives, recognizing the professional and personal value in volunteering and contributing to the greater good.
- Professional members contribute and encourage writing technical papers for SPE conferences and to enrich OnePetro in all relevant energy related activities.
- SPE Professional members mentor early career professionals and advise student members to help ensure the world's energy needs are met for future generations.

Oil and Gas Producing and Related Companies

- Oil and gas producing, and related companies look to the SPE for the dissemination of knowledge, insights, shared expertise, life-long learning and support.
- Oil and gas producing, and related companies achieve the educational needs of their professional staff through SPE programs and services.
- SPE provides a platform to help oil and gas producing and related companies enhance productivity, inspire innovative thinking, and improve the recovery of oil and gas resources in a safe, secure, and sustainable manner.

Sponsors, Exhibitors, and Advertisers

- Sponsors, exhibitors, and advertisers have a strong relationship with SPE and its members, providing an excellent return on their investment with SPE.
- They engage with members at multiple levels via platforms to demonstrate their services and provide knowledge and professional development opportunities.
- SPE's dynamic relationship with sponsors, exhibitors and advertisers enables them to connect to customers, forge relationships and sell products and services.

Educational Institutions and Educators

- Educational institutions and educators consider SPE the definitive resource to publish and disseminate their research to the industry.
- Educational institutions collaborate through SPE to adapt their curricula to meet the needs of students entering the oil and gas and other related energy sectors.

External Stakeholders

- SPE provides resources to demonstrate the benefits of oil and gas in daily life in order to enable members to communicate the positive value to stakeholders and the public.
- SPE is a technical resource for and engages with external stakeholders including governments and regulators to educate them about the industry.
- SPE educates teachers and students about the value of the oil and gas industry.
- SPE is viewed as an apolitical resource for industry information and expertise.

Goals, Objectives, and Strategies

Goal A: Professional Members

Members will engage in a life-time commitment to share knowledge, technologies, and best practices, while developing their technical and professional skills to meet current and evolving energy needs.

Objectives

- Increase awareness of SPE's membership value proposition for current and potential members.
- More members engaged in sharing their knowledge and best practices.
- Increase the relevance of SPE's member benefits and educational offerings for each career stage.
- Increase volunteerism within the membership.
- Increase SPE's responsiveness to the life-long and evolving needs of members.

Strategies

- Review and assess SPE member benefits and educational offerings to ensure relevance to members' life-long learning needs in a continuously evolving business and social environment. – Critical
- Create opportunities to further encourage and increase volunteerism within the membership (e.g., micro-volunteering, knowledge sharing, etc.). – Immediate
- Develop a variety of communication strategies to promote the benefits and value of SPE programs and services for all career stages, focusing first on new and early career professionals. – Intermediate
- Review and assess SPE's student membership strategy (including membership qualifications and student offerings). – Later
- Examine strategies to better customize the professional membership experience for each career stage. – Later

Goal B: Oil and Gas Producing and Related Companies

Oil and gas producing, and related companies will rely on SPE programs and services for the technical and professional development of their staff.

Objectives

- Increase oil and gas and related companies' involvement and participation in SPE services and programs including smaller and newer companies.
- Increase ongoing outreach and communication between SPE and industry companies.
- Increase industry companies' participation in networking, collaboration, volunteering, and knowledge exchange.
- Increase industry companies' visibility and participation at major SPE events.
- Increase SPE's understanding of employer needs to better understand how SPE can improve the professional development of their staff.

Strategies

- Collect baseline data on current company involvement and solicit their feedback to identify current needs (especially need to gather more data on members paid through bulk dues). – Critical
- Develop a strategy for engagement with companies and other industry representatives to help them better understand the value and benefits of SPE membership to both the member and the company. – Critical
- Based on feedback from companies and our needs gap analysis, evaluate and enhance SPE programs and events to ensure relevance and growth. – Intermediate
- Expand internal SPE feedback loops via Technical Directors, Regional Advisory Councils and Regional Technical Advisory Committees to monitor trends and identify future development programming opportunities. – Intermediate
- Enhance SPE's ability to connect and collaborate with operating companies, R&D organizations, and Service providers. – Later
- Create opportunities at SPE events, programs and/or other means of networking to enable companies to connect with potential innovative solution providers and/or other skilled professionals. – Later

Goal C: Sponsors, Exhibitors, and Advertisers

SPE will deliver value and recognition through access to markets and people who can contribute to the business needs of the sponsors, exhibitors, and advertisers.

Objectives

- Increase SPE's ability to continuously monitor, understand, and respond to the needs of current and potential sponsors, exhibitors, and/or advertisers.
- Increase SPE's capacity to better deal with the challenges and the needs of today's market.
- Increase the variety and number of companies sponsoring, exhibiting, and/or advertising at both new and existing events.

Strategies

- Connect with and better understand the needs of new and potential customers in oil and gas and related industries (primarily focused on high value customers in NA and MENA) - Critical
- Redesign the outreach program conducted by the Presidents, Board members, and senior staff to include outreach to IOCs, NOCs, as well as the service industry. - Immediate
- Increase regional resources to improve SPE's relevance to customers in different regions of the world and adapt to local requirements. - Immediate
- Build internal capacity to identify the requirements, needs and expectations of smaller and/or newer companies and encourage them to be involved with SPE. – Immediate
- Based on our findings, create more opportunities to attract and better engage smaller and/or newer companies within SPE's membership. – Intermediate
- Develop a communications strategy and resources that demonstrate SPE's value proposition to companies, clients, industry, and beyond (re: the products that we sell and SPE as an entity). – Intermediate

Goal D: Educational Institutions and Educators

Educational institutions will collaborate with SPE to evolve their curricula to meet the needs of students entering the oil, gas, and related energy sectors and the needs of industry to meet the world's energy needs.

Objectives

- Increase opportunities for academic institutions to collaborate with industry regarding curriculum evolution and adoption.
- Increase SPE's recognition as the definitive publishing source for institutions with petroleum and/or related energy programs.
- Increase the number of students enrolled in programs related to oil and gas and related energy sectors.
- Increase the number of traditional petroleum engineering and geoscience programs that include engagements, programs, and outcomes with peripheral disciplines related to energy transition.
- Increase SPE board-level outreach to educational institutions and educators.

Strategies

- Demonstrate value and create compelling reasons for academic institutions and educators to collaborate with each other and with SPE. - Critical
- Provide resources, share information, and facilitate opportunities for collaboration among academia, industry, and SPE to evolve the curricula and better meet the needs of students and the industry. - Immediate
- Support and encourage the expansion of traditional petroleum engineering and geoscience programs to include linkages with peripheral disciplines related to energy transition, and to include more optional courses (such as nanotechnology applications, CCUS, geothermal, etc.). – Intermediate
- Create and deploy a bespoke curricula within SPE that is integrated with current disciplines (including geoscience) and that will be reviewed and updated on a regular basis. - Later

Goal E: External Stakeholders

SPE will engage with external stakeholders as a leading resource for industry information and technical expertise to create a safe, secure, and sustainable energy future.

Objectives

- Increase SPE's recognition as a leading source of information and technical expertise.
- Increase SPE's ability to serve as a resource for external stakeholders.
- Increase SPE's capacity to effectively coordinate knowledge sharing across various external stakeholder groups.
- Increase understanding by external stakeholders of the value of the oil and gas industry to society.

Strategies

- Create a member-led communication strategy directed towards external stakeholders and the public about the importance of the industry and the contributions members are making to a sustainable energy future. – Intermediate
- Develop opportunities to engage with governmental and regulatory representatives as a resource for factual, unbiased technical expertise. - Intermediate
- Encourage participation by regulators in SPE programing and networking events. – Intermediate
- Educate K-12 students and teachers about the value of STEM studies and the oil and gas industry. - Intermediate
- Use SPE communication channels to showcase industry innovative solutions to addressing climate change concerns and ensuring a safe, secure, and sustainable energy future. - Intermediate

Appendix

Components of Strategic Plan

Core Ideology

Core ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of three elements: the Core Purpose, Mission, and Core Values. The **Core Purpose** is the organization's reason for being. The **Mission** describes who we are, what we do, and at a high level, how we do it. Our **Core Values** are the essential and enduring principles that guide the behavior of the organization.

Envisioned Future

The Envisioned Future conveys a concrete yet unrealized future for the organization. It consists of two elements: a **Vision** – a clear and compelling catalyst that serves as a focal point for effort, and a **Vivid Description** - a vibrant and engaging description of what it will be like to achieve the Vision. The Vivid Description articulates how the world could be different for the organization's key stakeholders based on the work that it carries out. Together the two Envisioned Future elements describe the intersection of what a group is passionate about, what they do best, and what they can collectively marshal the resources to accomplish on behalf of their mission and members.

Goals, Objectives, and Strategies

Goals serve the organization for the next three to five years. They are outcome-oriented statements that represent what will constitute the organization's future success. The achievement of each goal will move SPE towards the realization of its vision.

Objectives describe what we want to have happen with an issue. What would constitute success in observable or measurable terms? They indicate a direction – increase, expand, decrease, reduce, consolidate, abandon, all, distribute, none. Objectives have a three to five-year timeframe and are reviewed every year by the Board. Strategies describe how SPE will commit its' resources to accomplishing the goal. They bring focus to operational allocation of resources and indicates an activity – redesign, refine, create, identify, revise, develop, improve, enhance, implement, establish.

Strategies have a one to three-year timeframe reviewed every year by the Board. Strategies set strategic priorities for committees, staff, and all other work groups.

Priority Levels for Strategies

- Critical: Work on this strategy must be completed in the coming year
- Immediate: Work on this strategy must occur in the coming year
- Intermediate: Work on this strategy should occur in the coming year if possible
- Later: Work on this strategy can wait until subsequent year if necessary

Implementation Plans

Following approval of the Strategic Plan, staff and the Board will work together on implementation plans for how SPE will undertake to achieve the strategies outlined within the timelines specified and within budgetary constraints.