



FUTURE LEADER HANDBOOK

ARMA Future Leaders is a group within the ARMA community intended to provide an opportunity to young professionals in the rock mechanics community to practice leadership and get actively involved in ARMA's organization and leadership.

The Future Leader (FL) class includes approximately thirty members from all ARMA disciplines. The tenure of a Future Leader is three years. Every year a new class is selected by a committee of current Future Leaders from a pool of young professionals.

Future Leaders meet during the Future Leaders luncheon at the annual ARMA symposium. The class is self-organized, and Future Leaders are expected to reach out to each other and members of the ARMA Board, ARMA Fellows, and ARMA Foundation with ideas for new initiatives and willingness to assist with ARMA operations.

This handbook aims to summarize functions that are necessary for the continuation of the Future Leader program (e.g., selection of the next class) and to provide examples of activities that have been successful in the past.

A. NECESSARY ACTIVITIES / FUNCTIONS

A1. Select the next class of Future Leaders (FL)

Volunteers: One FL to lead the effort and 2-4 additional FLs to help with evaluation of applications.

Guidelines: See Section C for applications.
See Section D for the selection committee.

Note: Future Leaders can change these guidelines, but they have to get approval from the Board before applying any changes.

Timeline: The proposed class should be submitted to the Board before the first ARMA Board meeting of the year for ratification by the Board. The deadline for application submission should be no later than December 15.

A2. Select the Early Career Keynote speaker for the Symposium

Volunteers: One FL to lead the effort and 2-3 additional FLs to help with evaluation of applications.

Guidelines: See Section E for applications.
See Section F for the selection committee.

Timeline: The deadline for applications is December 15. The committee should choose the speaker in early January and work with ARMA's Executive Director to invite the speaker to the symposium.

B. RECOMMENDED ACTIVITIES / FUNCTIONS

B1. Participate in ARMA Board meetings

The Board requests a FL representative to participate in every Board meeting to maintain communication between the young members of ARMA and the Board.

B2. Activities during the Symposium

Future Leaders are encouraged to organize activities during the Symposium. Over the years, great Future Leader ideas have led to very successful events.

Below is a list of highly ranked Symposium activities:

- a) Student career reception and networking
- b) Workshop on giving effective presentations
- c) Workshop on technical writing
- d) No-judge Q&A about everything students would want to ask
- e) Student trivia / jeopardy

B3. Future Leader profiles on ARMA website

A volunteer is needed to work with ARMA's Executive Director to add photographs and profiles of new Future Leaders to the website and help maintain current FL profiles.

B4. Online activities

Future Leaders are encouraged to organize online activities to discuss and exchange ideas to advance the technical development of rock mechanics and their own career development.

B5. Help with ARMA Monthly News

Future Leaders should take turns to help with the ARMA Monthly News.

C. APPLICATION PROCEDURE FOR ARMA FUTURE LEADERS

C1. Application

- The application package should include:

From the candidate:

- a) A short curriculum vitae (up to two pages)
- b) A personal statement (up to one page) describing:
 - i) Highlights of the candidate's technical achievements;
 - ii) Past volunteering experiences, including, but not limited to, involvement in ARMA, as well as his/her motivation to become a Future Leader;
 - iii) The amount of time the candidate is willing to commit to conducting service for ARMA as a Future Leader of ARMA;
 - iv) Any Technical Committees that the candidate is interested in being involved.
- The winner of the Best Ph.D.Thesis Award (Cook Award) from the previous year and the winners and runner-ups of the Rocha Medal, who are ARMA members or are willing to join ARMA, are automatically invited to join the group of the Future Leaders.
- Application packages should be submitted by email to ARMA's Executive Director Eric Gustafson at info@armarocks.org.

C2. Eligibility

The candidate is required to be an ARMA member regardless of country of origin.

C3. Deadline for applications

December 15

C5. Final ratification

- The slate of candidates will be ratified by the Board of ARMA.
- The candidates must attend the Future Leaders Luncheon at the ARMA Symposium that year.

D. GUIDELINES FOR SELECTION OF THE NEXT FUTURE LEADER CLASS

1. A selection committee consisting primarily of current Future Leaders will evaluate the packages from the candidates. Past Future Leaders can also participate in the selection committee at the discretion of the Board representative to the Future Leaders.
2. The selection committee selects about 5-8 candidates every year. The total number of active FLs should typically be 15-25.
3. Evaluation criteria and suggested evaluation processes:
 - a) Technical qualification
 - b) Past participation in ARMA symposia
 - c) Past volunteer activities for ARMA (session organizer; reviewer; student volunteer; help with ARMA workshops, booths, technical tours, etc.)
 - d) Leadership or participation in ARMA student chapters
 - e) Non-ARMA volunteering
 - f) Motivation to actively participate in ARMA activities as expressed in the personal statement.

Suggested two approaches for Future Leader selection:

(1) Two-round selection: An initial selection will be conducted that focuses on establishing which candidates meet minimal technical qualifications, followed by a final selection with all evaluation criteria considered.

(2) Apply 50% weight to the technical qualifications and 50% weight to the other criteria altogether (items D3 b-f) during the selection process.

4. The new (incoming) class should be balanced in representation from all ARMA disciplines, including civil, mining, petroleum, and interdisciplinary related fields. The selection committee should seek assistance from the Board if such a balance is not achieved with the available applications.
5. The new (incoming) class should be balanced in gender representation. The selection committee should seek assistance from the Board if such a balance is not achieved with the available applications.
6. Timeline:
 - a) Future Leaders should form the selection committee no later than October 15.
 - b) The head of the committee will work with the Executive Director to send out a call for applications to the ARMA community before October 30.
 - c) The deadline for applications is December 15.
 - d) The committee will evaluate the applications during the month of December and reach out to the Board if they need assistance satisfying (4) and (5) above.
 - e) The committee will finalize their selection by January 10.
 - f) Then the head of the committee will invite the entire group of Future Leaders to vote to either approve or disapprove the slate of candidates selected by the selection committee according to a majority rule. Vote deadline: January 20.
 - g) The head of the committee should then prepare a brief report for the Board that includes:
 - i. List of all candidates, with affiliation, discipline, contact information
 - ii. List of selected new class of Future Leaders
 - iii. Committee members
 - iv. Any additional reviewers
 - v. Evaluation criteria
 - vi. Selection process
 - vii. Cut-off threshold
 - viii. Future Leader body vote
 - h) The Board then reviews the selected class for ratification during the first Board meeting of the year (usually in late January or early February).

E. APPLICATION PROCEDURE FOR THE ARMA EARLY CAREER KEYNOTE

1. The Early Career Keynote is an annual ARMA award to acknowledge excellence in the field of Rock Mechanics / Geomechanics for ARMA members in early stages of their career, who have demonstrated contributions in topics of importance to the state-of-practice or state-of-science.
2. The award consists of an invitation to deliver the Early Career Keynote during the annual symposium and a waiver of the conference registration fees.
3. Applicants must be active ARMA members at the time of nomination.
4. Application packages should include:
 - a) Self-introduction letter from the applicant.
 - b) A statement of contributions prepared by the applicant (maximum 1000 words), summarizing three contributions that the applicant has made to the field of rock mechanics / geomechanics.
 - c) An abstract of the proposed keynote presentation (maximum 500 words), including a statement of the importance of the topic to the rock mechanics / geomechanics community.
 - d) The applicant's cv / resume, including practical industry experience and academic contributions relevant to the topic.
 - e) Publication record.
 - f) Letter(s) of support from up to three colleagues who know the applicant and the applicant's accomplishments.
5. Application packages are due December 15.
6. Application packages should be submitted by email to ARMA's Executive Director Eric Gustafson at info@armarocks.org.

F. GUIDELINES FOR THE SELECTION OF THE EARLY CAREER KEYNOTE

1. A selection committee consisting of the current Future Leaders will evaluate the application packages from the candidates.

2. Evaluation criteria:

- a) Originality of the applicant's contribution in the proposed Keynote topic
- b) Value of the Keynote topic to the field of rock mechanics / geomechanics
- c) Strength of the application package
- d) Contributions of the applicants to the field of rock mechanics / geomechanics

3. Timeline:

- a) Future Leaders should form the selection committee no later than October 15.
- b) The head of the committee can work with the Executive Director to send out a call for nominations to the ARMA community before October 30.
- c) The deadline for applications is December 15.
- d) The committee should evaluate the nominations during the month of December.
- e) The committee should finalize their selection by January 10.
- f) The head of the committee should then work with the Executive Director to invite the selected candidate and ensure he/she is able to attend and deliver the keynote.
- g) The committee is encouraged to keep the Symposium Chairs informed of the selection progress.