

TO: LSAC Executive Committee and ACS Local Sections Staff

FROM: Jon Hockman

DATE: June 3, 2006

SUBJECT: Local Sections Summit Summary Report

More than 50 ACS members and staff from a wide variety of backgrounds gathered for two days of compelling conversation about the desired future for ACS local sections. The Summit was designed to be—and proved to be—the beginning of a larger and ongoing conversation throughout the Society in which the views and suggestions from all members are vitally important.

This initial Summit was also designed to be focused on the conceptual and philosophical level. This strategic conversation took place at the '50,000 foot level' in order to identify the big picture and broad concepts that constitute local sections. Summit participants were advised in advance that this would not be about 'in the trenches' issues, nor would it be a forum about what's wrong with the current models. Rather, participants were invited to bring their perspectives and experiences to a conversation about what local sections could and should be in the years ahead. Everyone involved is aware that much work remains at the '10,000 foot level' as well as 'in the trenches' to give more concrete and specific direction to local sections. This was just the beginning.

The Purpose

The most basic, but most complex work, involved clarifying and articulating a statement of purpose for local sections that truly represented a shared belief of the Summit participants. It was quickly agreed that local sections are a vital part of the ACS member experience and that the role they play is mission critical to meet the charter of the ACS. Nonetheless, subtle and significant differences of opinion were voiced over hours of conversation about just what role local sections fulfill now and into the future. Through a series of activities and probing questions, Summit participants worked to get on the same page about the fundamental reason that local sections exist—one that transcends the realities of the vast diversity between individual local sections (see Appendix B for complete, unedited notes from the Summit).

Operating with the following parameters for the American Chemical Society as a whole:

ACS: improving people's lives through the transforming power of chemistry.

- Providing state-of-the-art chemical information
- Serving as a premier professional organization for practitioners of chemistry
- Enhancing public appreciation of the chemical sciences and technologies

Summit participants developed the following working language for local sections:

ACS local sections connect chemistry and the community.

Local Section priority areas of focus are...

Members:

- Community building
- Mentoring and leadership
- Professional development
- Continuing education

The Public:

- Public Education
- Advocacy

Research Grounding The Summit

A variety of data sources were consulted or created in advance of the Summit to better inform the conversation (see Appendix A). The ACS 2004 Membership Survey was core as a valid piece of research. To expand that understanding, at the Atlanta National Meeting in March, 2006, six focus groups were conducted with 92 members of the Society representing a wide-variety of constituent groups. In addition, insights from a broad category of member associations were considered. It was acknowledged that the overall data available was from a variety of sources and methodologies used to compile it were varied. Nonetheless, it was a starting point for analysis and could help identify where additional research is required.

Statements drawn from the data by Summit participants include:

- Participation in local section meetings does not necessarily equate to local section involvement
- Diversity of local sections is a key strength
- 'Satisfied' with a local section experience is not necessarily positive
- Maybe we should do a membership excitement survey?
- Volunteer structures have to change to meet the needs of today's members and their lives. Time and motivation aren't there as they once were
- Technology must be leveraged to meet the expectations of the next generation of members, in particular
- While many are satisfied with their current local section experience, the world continues to evolve and work must be done now to lay the foundation for success in the years ahead. Staying the same is not an option.

The Organizational Culture of ACS and Local Sections

Organizations and their leaders create norms and expectations that form a particular culture. ACS and local sections must work to develop a culture that is more nimble and responsive to members of all locations, generations and interests. A critical reminder is that this does not mean that all current offerings are bad ('don't throw the baby out with the bath water.'). Nonetheless, Summit participants were clear that new and different perspectives offering wide varieties of solutions should be encouraged. See <http://www.lunkheadideas.org/> for an immediate example developed after the Summit.

There is significant opportunity to further analyze and assess the organization of ACS local sections, collectively and individually. This has huge implications for the likelihood of success that new initiatives will face.

Summit participants spent time addressing the potential barriers to change that both the Society, as a whole, and local sections, in particular, will face. Using the work of Ken Hultman's *Eight Barriers to Change*, suggestions were made for ways to facilitate change in the context of local sections. These included:

- Experimentation and innovation should be encouraged at the individual, local level. Those efforts that succeed can then be developed and communicated to wider audiences
- Communication, communication, communication. You can't inform members enough about new ideas.
- Training, refining, and compromising are all critical elements
- Invite members to develop change, don't just impose it on them

Technology and Local Sections

Local sections, by definition, have a geographic component to their focus. Implied in that is an assumption that if you are in the same area, you should get together in person. There has been and remains tremendous value in the face to face experiences of local sections. And, with new technologies that allow for the creation of community online, there are incredible new avenues for bringing together local section members virtually.

Summit participants explored the realities of sites like MySpace.com, Friendster.com, LinkedIn.com, and others that could provide additional forums for local section members to connect with one another. The ongoing ACS Web Presence Project will also help advance the possibilities that technology bring to local sections.

Next Steps

Summit participants discussed a number of recommendations to LSAC, including:

- Continue this process to reinvigorate local sections through a variety of means including roundtables at regional and national meetings, future summits, blogs/online forums, print communication (local section newsletters, C&E News, etc.)
- The output of this Summit should be shared broadly throughout ACS, including local sections with an opportunity for feedback. These interactions then should refine the output of this Summit and feed into future Summits that will delve into identifying more tactical programs, resources, and initiatives that will deliver member value based on the local section purpose and areas of focus. In other words, future work will use the 'lofty' output generated to date in order to develop more concrete and practical solutions to implement.
- Encourage innovation and experimentation within and among local sections so that there is incentive, recognition, and reward for those who develop new initiatives and new solutions to local section issues.
- Develop stronger partnerships with groups such as YCC and SAACS to encourage the involvement of the next generation of chemists in local sections
- Address immediate term operational issues such as format for the Annual Report, online accessibility to resources supporting local section projects, more accessible rosters and email lists, and increased staff support
- Leverage technology to enhance both the face to face and virtual opportunities for local section members to connect with one another

Appendix A
Data and Research Review: Key Findings on ACS Local Sections

From the ACS Member Satisfaction Survey, 2004:

- 56.2% of members over 65 years old are satisfied with their local section. 47.2% of members between the ages of 40 and 64 are satisfied. 49.3% of members under 40 are satisfied with their local section.
- 46.5% of members under age 40 indicated local meetings were extremely or very important, compared to 40.9% of members age 40-64 and 40.1% of members over 65.
- 39.6% of members employed in government place a high importance on local sections; 41.3% of members employed in industry place a high importance on local sections; 52.5% of members employed in academia place a high importance on local sections
- 20% of members employed in academia report participating in local section activities; 31% of members employed in industry report participating in local section activities; 34.9% of members employed in government report participating in local section activities
- 60.5% of members from underrepresented minority groups are satisfied with their local section experience. 49.5% of Asians are satisfied; 48.9% of Caucasians are satisfied
- 39% of members who are Caucasian report that local meetings are extremely or very important; 55.5% of members from underrepresented minority groups report that local meetings are extremely or very important; 50.9% of Asians report that local meetings are extremely or very important
- Both Local Meetings/Interaction and Regional Meetings feel into the category of not particularly important to members and members were not particularly satisfied with them (also known as 'Less Important and ACS Not Doing This As Well')
- 15% of responders want more local section programs for chemist with BS/MS
- 13% of responders want opportunities for online meetings for local sections and/or technical divisions
- 10% of responders want continuing education for younger chemists

Statistical Review of Local Sections

	2000	2001	2002	2003	2004
<u>Number of Sections</u>					
Very Large	8	8	8	8	8
Large	15	15	15	14	14
Medium Large	31	31	29	25	26
Medium	34	34	34	40	38
Medium Small	43	43	39	36	37
Small	57	58	64	66	66
	188	189	189	189	189
<u>Membership</u>					
Very Large	41,554	41,719	41,173	40,443	39,637
Large	33,136	33,161	32,824	30,793	30,747
Medium Large	31,705	31,629	28,845	26,519	27,227
Medium	17,806	17,844	18,761	22,537	21,312
Medium Small	11,953	11,677	11,071	10,072	10,280
Small	7,291	7,432	8,313	8,567	8,447
Total	143,445	143,462	140,987	138,931	137,650
Net Gain/Loss	387	17	(2,485)	(2,056)	(1,281)
% Gain/Loss	0.27%	0.01%	-1.71%	-3.15%	-0.89%

Local Section Focus Group Key Themes
March 28, 2006 – 92 participants in 6 Sessions

Tell me about the best times that you have had with a local section. Looking at your whole experience, recall a time when you felt most involved, most proud, or most excited about your involvement at the local level.

Key Themes in responses:

- Planning and executing special events, including: National Chemistry Week, special speakers, symposia,
- Coordinating/being a part of a Regional Meeting
- Opportunity to be a leader and a scientific contributor at a relatively young age
- Early entry into ACS leadership pipeline
- Involvement in area schools (science fairs, career nights, Chemistry Olympiad, etc.)

What do you most value about ACS local sections?

- Networking, particularly to bring industry and academia together
- Opportunity to introduce new generations to chemistry and encourage involvement in the field as a profession
- A grass roots entry into the ACS community
- Outreach and education in the community about science and chemistry
- Mentoring between multiple generations of chemists

What is the purpose of local sections—why should they exist? (note: this question was also asked at the Leadership Retreat in January, 2006 and the responses of those in attendance are included in these themes as well)

- Support and promote chemists and chemistry in the local area
- Provide an accessible ACS experience for all members of the Society
- Connect the disparate areas of chemistry and those who practice in those niches in one larger, local community of chemists
- Avenue to disseminate knowledge about chemistry
- A governance structure for ACS
- Development of a leadership pipeline for the Society
- Offer education to students K-12, university, and for members
- Networking
- Professional development
- Public outreach, including policy

What is the single, most compelling factor that would engage you in the work of an ACS local section?

- Ability to know that you can make a difference
- Effective and ongoing communication about the Section and its work
- Opportunity to grow personally and professionally
- Recognition and support from employer
- Asked by someone

Now, imagine yourself in the year 2015. From your perspective, visualize ACS local sections the way that you would most want it to be. What is happening that is new, better, different?

- Demographically represent Society at large (age, gender, race, academia/industry)
- Ample resources (money, people, time)
- Experience is valued both by members and their employers and members want to be engaged
- Local section is a convener and collaborator with other scientific organizations in the community
- Geographic proximity is realistic for all members to participate

[This question was asked somewhat differently to local section chairs-elect in January, 2006: What do local sections need to be doing to be successful in 10 years?]

- Highly functional technology/website/electronic communication
- Support and improve education related to chemistry
- Engage more members in the local section's events and work
- Effective and broad networking opportunities
- Maintain a high profile public focus
- Innovate and develop new practices at the local section level

Drawing on your experience with ACS as well as your professional and other community involvement, what one change would you suggest ACS make that would have the greatest positive impact on local sections?

- Communication more effectively at all levels
- Stronger and more clear connection between priorities of national organization to the experience as it actually happens at the local level
- Stronger (and more) staff support for the local sections
- Development of a stronger value proposition for membership in Society
- More effective web tools and supports

Any final thoughts?

- Each local section is different and individual needs must be met
- Connections between generations need to be maintained
- Politics and governance must be addressed

Association Trends

According to Mary Merrill of Merrill Associates, there are five key types of volunteerism at play in the US today: Employee Volunteering, Episodic Volunteerism, Virtual Volunteerism, Cross National Volunteering, and VolunTourism. Both Episodic and Virtual Volunteerism have particular relevance for ACS.

According to Merrill, many organizations have seen a significant decline in long term volunteering, and this is in alignment with anecdotal evidence from ACS. Defined as, 'service of short duration' findings by Independent Sector and the US Department of Labor suggest that one-third to one-half of all volunteers in the US (64.5 million people) define themselves as episodic volunteers.

Hustinx & Lammertyn state the following additional insight into how current volunteer structures for organizations might not be effective:

Nowadays, willingness to participate in volunteering seems to be more dependent on personal interests and needs than on service ethic and a sense of obligation to community. Motivated by a search for self-realization, volunteers demand great freedom of choice and clearly limited assignments with tangible outcomes. Volunteer activities have to be spectacular and entertaining to keep volunteers involved...The archetypal reflexive volunteer does not participate for the sake of belonging to group-bound organizations, but is more pragmatically focused on the services offered or activities undertaken.

(Hustinx & Lammertyn, 2003, pg, 168 & 176)

This finding has significant impact for ACS and how volunteer opportunities are structured. In the future, self-fulfilling and episodic volunteer opportunities must become the norm, rather than the exception.

One interesting new forum for meeting this flexible and independent volunteer role is virtual volunteering. This is defined as service from a distance and offered through the Internet. It blends with the point outlined above about personal interests because it can be done anytime, anywhere. According to Merrill, this is a growing area of volunteer service and worthy of further consideration.

EIGHT SUPER-TRENDS FOR ASSOCIATIONS
Published by ASAE and The Center for Association Leadership, 2005

1. **Super-Trend:** **DEMASSIFICATION**
Features:
The mass market is breaking into smaller pieces, as differences in lifestyles, preferences, and priorities further segment the US population. Customers—members and prospective members alike—in these smaller, more specialized, groups are interested in focused efforts to meet their needs, not in a one-size-fits-all package of association products and services.

Environmental Sector: **Customer**
Challenge to Associations:
Craft increasingly focused and targeted appeals.
2. **Super-Trend:** **UNBUNDLING**
Features:
Increased competition is pressuring associations to offer their products and services a la carte rather than as an organized package. Traditional association value propositions—such as fellowship, personal and professional growth, and mutual assistance—must be delivered via specialized, targeted vehicles (the Web, for example).

Environmental Sector: **Competitor**
Challenge to Associations:
Determine what member needs can be met through new, imaginative value packages.
3. **Super-Trend:** **SCRIMPING**
Features:
Economically, members—and their employers—are looking for a greater return on their investment in association membership. As unbundling occurs, the risk grows that the association value package will lose its overall appeal.

Environmental Sector: **Economic**
Challenge to Associations:
Help members rediscover the personal and social payoffs of belonging.
4. **Super-Trend:** **WAVE 3.1**
Features:
Alvin Toffler's "Third Wave" concept—the shift from industrial societies to information-based societies—is well underway in Western countries. Information is becoming a profitless commodity. The competitive advantage lies in enriching professional development, learning, connectivity, and life itself through knowledge.

Environmental Sector: **Technology**
Challenge to Associations:
Move beyond information products to offer enrichment and learning through the application of knowledge.
5. **Super-Trend:** **VIRTUALIZATION**
Features:
A highly mobile society has led to the disintegration of traditional neighborhoods and communities, straining personal relationships, and enhancing the appeal of Web-based "virtual" experiences as a form of fellowship. To maintain their traditional strength as community builders, associations must serve a growing appetite for virtual connections while continuing to offer personal experiences.

Environmental Sector: **Social**
Challenge to Associations:
Continue to offer "the personal touch" while building and strengthening virtual communities.
6. **Super-Trend:** **CYBER-MOBING**
Features:
The channels of political influence are broadening to include digital broadcast media that offer specialized forums for political discussion and Web-based communities that practice "swarm advocacy" and "smart mobbing." To attract support for their positions in this crowded public arena—and to gain the attention of elected officials, regulators, and agencies—associations must develop a creative, multi-pronged, and Web-savvy approach to advocacy.

Environmental Sector: **Political**
Challenge to Associations:
Harness the power of the Web and integrate it with more traditional advocacy methods.
7. **Super-Trend:** **SCRUTINY**
Features:
Both special-interest legislation and litigation are on the rise, and local, state, and federal laws are introducing more aggressive oversight of association activities. As a result, associations must operate transparently, most notably in the areas of governance, advocacy, and political activity.

Environmental Sector: **Legal**
Challenges to Associations:
Closely track developments in legal and regulatory areas.
Develop a policy framework for ensuring compliance.
8. **Super-Trend:** **COUNTER-AMERICANISM**
Features:
The long-standing dominance of American styles, values, products, and business practices is diminishing with the rise of nationalistic and regionalistic politics (especially in Asia and Europe) and of disagreement with US foreign policy. To operate globally, associations must develop localized models of association culture, governance, politics, and operations.

Environmental Sector: **Geophysical**
Challenges to Associations:
Partner with others to develop localized models for association culture, governance, and operations.
Develop diverse value packages for non-U.S. members.

Appendix B:
Verbatim Notes from May 6-7, 2006
ACS Local Sections Summit

ACS Ideal in my local community

- the local section could give us the opportunity to serve as the cultural nexus of chemical diversity.
- Local section allows us to bring the culture of chemistry together.
- Make LS the buzz. Something you look forward to, but not alienated from if you miss.
- Whatever people can contribute is good
- serve as guide for mentorship, role models
- Visible, media, legislative, speak up about talking to others
- Diverse set of activities for LS members—lectures, inter-organizational activities, engage youth very early, HS teachers and be a resource, resource for community to improve public image of chemistry
- Networking both individually and with community—local gov, school board, etc.
- improve the community image—LS as a clearinghouse of scientific ideas—local contact (long timer)
- Somehow increase attractiveness so that LS is something that people want to do—visible and want to do it
- Shift of active member definition to be someone who participates periodically, maybe only NCW, not necessarily every meeting
- Member get a member program – focus on events
- blur line between local, division, etc==focus on being a member of ACS
- Be the contact for other non scientific orgs in the community (ex. Green Peace)
- Help companies know that we are here
- celebrate what we are doing in the LS—highlight positive contribution of chemists to society
- Those that learn to serve will discover the meaning of life. ACS means active in community service.
- Our professional based outreach in to community...since LS is the lowest rung on the ACS ladder, its most connected to our members
- use new technology—web based communities to reach out—do HS outreach
- What can we do as chemists to be present in the local community and make lives better.
- Ask a chemist section on website
- something that builds a sense of community and should provide a bouquet of opportunities that people can jump in and out of as they feel called/able to do so.
- Community. Right now seems chemists aren't overly social.
- Bridge between local and national...what's the connection. Need to see greater impact so that we know local section is making a difference
- how do you deal with geographic spread and get people to feel and act like a community.
- Really like the opportunity ACS provides (and perhaps enrich) for networking—see the fun side of chemistry
- Put programs/efforts in place to make our LS representative of the community in which they operate. Whether by academic focus, industry focus, etc.
- public presence in community
- Branding chemistry as equaling ACS
- Aggressive recruitment of the future of ACS—undergrads, post docs, grad students, HS kids
- Drawing people in with lots of interest to contribute/be involved in many different ways (NCW, Olympiad, science fairs.
- where does/should technical programming show up in this?
- Breadth of activities should be base of LS experience
- What does the word 'section' (vs. chapter) mean for the group?
- Whatever we do, it has to be easy for members to access
- LS should be the facilitator – keeping our members employed, aware,

- TV, radio – all media advertising
- Flexibility at the LS is key
- Don't compete with other orgs, find collaborate/bridges to build
- Job seeking-career services at LS

What Data Says?

- don't equate LS meetings with LS involvement
- "pride by association"
- Diversity of LS is a key strength
- 'satisfied' is not necessarily positive
- Is it about our members being satisfied, or are we (as leaders) satisfied?
- maybe we should do a membership excitement survey?

ACS: improving people's lives through the transforming power of chemistry.

- Providing state-of-the-art chemical information
- Serving as a premier professional organization for practitioners of chemistry
- Enhancing public appreciation of the chemical sciences and technologies

What is a local section?

- equipped to deliver ACS value to entire ACS membership and home communities
- Personalize ACS experience in LS
- Promote benefits of chemistry to society
- Feeling at home in chemistry community
- build bonds and camaraderie in local community
- Tool or vehicle to implement national objectives at local level
- Societal home for life
- Recognizing that every community has a different face...LS is to modify national policies to suit, adjust, attract the local community
- LS adjust and modify the national policies...come bottom up
- Glue for local users of chemistry (prof and citizens) by improving awareness and advocacy throughout community
- We like glue
- Extension of national vision mission
- LS should be taking care of technical needs of members as the needs emerge
- provide personal interaction with focused purpose of educating public that chemistry is central science
- Functioning like a 2 way glass—mirror the national, but it filters down to local too.
- LS is smallest and closest org unit of Society
- career development
- Networking
- Learning
- Connections
- Professional volunteerism
- Professional develop
- educate
- vision statement is more for public
- Networking and growth
- ACS is as much a product of LS as LS are of ACS
- LS is about meeting needs of members. If we don't meet them, people will walk.

- Your connection to chemistry and the community
- LS has interaction vs. Div – local aspect
- Choice---everyone is automatically in a LS. Div is totally voluntary
- In a LS I can interact with others who are in totally different parts of chemistry. Don't get that in a Div. In increasingly multidisciplinary nature, this matters
- LS is smaller and more intimate. Greater opportunity to participate and have a voice
- Challenge concept that Div and LS are fundamentally different. Not so much that they are different than how they address it
- Div are focused on a narrow area. LS can do it all. Much broader in scope
- Inward/outward = divisions/LS
- Don't see sections as outward==they are both. Depends on your geographic location
- Ability to make a difference in the local community
- Some see Div as their chemical home, but their home might move over the country
- With technology today, electronic communication can be very intimate and powerful
- Come to LS less for technical side...come more for generalist side...education, communication, teachers, media.
- LS is more like a mini version of ACS in that it has many interests. Divs are more like boutique societies because focused on one area
- Chicken/egg...LS came before Div
- LS is where local activities happen

What is the single, best reason you believe local sections should exist within ACS? Why?

- As a human, I have a fundamental need to connect to others
- Professional development for our members
- Public relations aspect of LS
- An easy way for those who want to get involved to do it
- Networking-connections aspect
- To be able to connect to those who share a different background than you (organic chemist talk to others)
- Bringing out the beauty of local flavor of organization
- Conduit for ACS to mentor the younger generation of chemists
- Place where you can make immediate and worthwhile changes in society
- Means for ACS vision to be enacted on the local level
- Resources and services for the local community. Training ground for future national leaders
- Significant portion of Societies past and future success is tied to LS. Society is sum of its parts
- Only small % of members can go to national meeting, so LS is a way people can continue to interact with ACS

LS Purpose, Round 2

- To provide a technical community to facilitate connections among the members and the public.
- To serve the technical and professional needs of section members and to facilitate their interactions.
- To promote chemistry in a focused geographic region through community, education, and advocacy.
- Advancing yourself, your community, and your profession through *chemistry*.
- To provide the chemical education and networking of all locals.
- Personal access to the resources of the ACS for the realization of the unlimited potential of our members.
- A place where chemists can connect with one another and the community.
- Feeling at home in your chemistry community. *Awww*
- Provide opportunities for human interactions between ACS members.

- People is what we do...connections, interactions
- Personal side of ACS
- It's the members, stupid!
- You. Community. Chemistry. Connect.

ACS Local Sections connect chemistry and the community.

We serve ACS members and the community at large.

Our priority areas of focus are:

- Education
- Community Building
- Advocacy

Priorities

- Members
 - Community building
 - Mentoring
 - Professional development
- Education
 - Continuing education
 - Outreach (both students, teachers, other professions/societies)
- Advocacy
 - Both public education and legislation
 - Interlocking circles: education, member enrichment, community
 - Inclusive of new members at the local level...communities we can take advantage of (teachers)
 - These people (that we've taken advantage of) can provide the next generation of ACS members
 - Address dysfunction of locals and student affiliates

ACS local sections connect chemistry and the community

Building knowledge

Building communities

Building ourselves

- Community building is on building within the LS itself
- Advocacy is good because has a philosophical component to it. There is an agenda behind it.
- Education covers a lot of things—short course, regional meeting, monthly meeting, tutoring students, poster session,
- Public outreach needs to be there
- Professional networking
- People instead of community
- ACS connects chemists with each other and their communities
- LS builds community and community builds LS...LS needs to reflect how the community changes and morphs over time
- Advocacy—LS can raise concerns of the local community through ACS structure
- Education—duty to enlighten ACS overall about programming
- Community building is both internal and external...so to clarify add community outreach or public outreach
- Should technology be added as an area of priority or does it flow through all the areas already identified? (using tech for communications)

Priorities, Round 2

- A new circle diagram...
- Flexible program that is both community and member driven
- Enthusiastic, dedicated, quality volunteer base (breathing)
- Larger leadership pool
- Enjoyable programs
- Emphasis on external and internal outreach
- Building community within organization and partnerships
- Education –professional development of members, science education, public outreach
- Advocacy – recognition for the professionals or members. To the audience/public – politicians and also to members
- Education
- Community development
- Public outreach
- Advocacy
- Networking
- Professional development
- Networking: internal, external, across Societies
- Technical resources/content
- Public relations to improve knowledge and image
- Public outreach and education
- Member enrichment (professional development)
- Education (building knowledge)
- Technical and personal networking (building community)
- Building knowledge
- Building communities
- Enriching members
- Utilizing technology
- Encouraging advocacy

Stuff Yet To Address

- Community
- Membership pipeline
- Outreach/public education
- Education
- Advocacy
- Local sections should advocate for local section stuff
- Strong focus on my local section vs sharing info across local sections...emphasis on modern tech to help do this...live Internet, webcams, webinars, etc
- Membership pipeline—recruitment and getting members
- Elements of a strategic plan of what we want to address in the future
- Who the next generation are...they are not us, even the young ones here.
- What are some different ways of making these areas of focus happen. LS are different so we could brainstorm ideas on how different ones could put it to use.
- Who is going to implement this? LS leaders (now and future)
- What is the role of LSAC?
- So what about all the others who haven't been here this weekend? How do you educate and share with them about what's happened here.
- Recognition piece is key...its not the same as advocacy
- How different is what we're talking about from what we are doing today?
- We may not need to educate, but rather some infection

- We've said we're doing the right thing, but now we need to look at how we are doing it for those coming along in the next 10 years.
- In the future will a LS get defined differently than it is today
- Today's middle schoolers will be the wave of newest members in 2015
- Learn how to build better bridges with other societies of scientists
- We're still talking about now and not enough about the future. What can we do better and how should we do that?
- We're not making a quantum leap

Sunday, May 7

ACS Local Sections connect chemistry and the community.

Our priority areas of focus are...

Members:

- Community building
- Mentoring
- Professional development
- Continuing education

The Public:

- Public Education
- Advocacy

Organization Culture

- Organization Culture: What Is It?
- Observed Behavior: Language, Customs, Traditions
- Groups Norms: Standards And Values
- Espoused Values: Published, Publicly Announced Values
- Formal Philosophy: Mission
- Rules Of The Game: Rules To All In Organization
- Climate: Climate Of Group In Interaction
- Embedded Skills
- Habits Of Thinking, Acting, Paradigms: Shared Knowledge For Socialization.
- Shared Meanings Of The Group
- Metaphors Or Symbols

How Leaders Embed Culture

- What leaders pay attention to, measure, and control on a regular basis
- How leaders react to critical incidents and organizational crises
- Observed criteria by which leaders allocate scarce resources
- Deliberate role modeling, teaching, and coaching
- Observed criteria by which leaders allocate rewards and status
- Observed criteria by which leaders recruit, select, promote, retire, and excommunicate organizational members

Organization Culture in Local Sections

- Access via Internet to list of all activities of other LS. Searchable (including who did it)
- Blog

- Chat room
- Go online and see the new series of seminars from Delaware section
- Linked in technology. Find out what's going on with other societies
- More staff for LSAC
- Tech expert available to LS
- Chem Luminaries don't even know who won them—supposedly you can search, but not obvious
- Searchability, searchability, searchability
- communications
- Look at student affiliates at national meetings as role model. More LS should be like this.
- Have a place at SciMix for anyone...
- New Directions Committee— institutionalized point person responsible for coming up with new ideas
- "Chemster"---web community with a profile and you can join a group. Friends as a rolodex. Based on Friendster type site
- Innovative activities program grants are in place, but still beginning to see the impact of them on LS
- Innovation committee...maybe we should be talking about experimentation....these could fail and you are still ok.
- Much of new tech (iPods, etc) allows people to integrate asynchronously—you do it when you want to. How could LS be the same?
- F2F summit to get people together.
- Make sure you have a great leader or vol coordinator at helm.
- LS exchange similar to chem demo
- "Molodex"
- Jan leadership meeting is a great place to have concepts perpetuated.
- Segregate responsibilities---ask them to do specific job and tell them what you want
- As leaders we should take blame for problems, don't point fingers. Also, give credit to others for success.
- Emphasize soft skills for students/new grads
- Incorporate multidisciplinary nature of chem today so get different areas of practice together.
- Turning roadblocks into jump ramps
- What if student affiliates were part of LS...would they lose their identity from their campus?
- Want to encourage experimentation and not so much failure—but find a way to have fun with it when it doesn't go well
- Bylaws...how to make flexible and adaptable without the big process we have now....less is more!
- Current practice is 3-4 year commitment to leadership, but that might not work for many...how to be more flexible here?
- LS more like welcome wagon...whether or not they join the ACS, but letting them know we are here and what they could do.
- Rather than make a 'failure' award Make it 'Chem Illuminary' Award
- One size does not fit all. Some LS where there is much turnover and some with very little.
- Most of these ideas are nice, but it comes down to how to ID people with energy and ideas? Doesn't only mean younger people.
- Elected offices maybe should be required that they are all contested.
- Committee to solicit and encourage new ideas
- Bylaw changes...maybe we need them, but often times we don't.
- How to get people involved—what will bring them to the table---they'll come up with new ideas. Need to be careful to not have culture of lots of new ideas and nobody there to implement or experience them.
- LSAC of staff could ask if LS membership reflects the local community where its operating (on all levels of representative). Need to be satisfying the needs of the given local population.
- Relatively easier to take risks at LS level than ACS nationally.
- Eliminate Chem Luminary Awards because criteria tend to encourage the status quo. Unless its looked at from a new perspective, you get more of the same.

- Annual Report question: what did you eliminate this year? You can't do everything, so have to jettison some stuff.
- Difference between culture at your place of employment vs. where you volunteer. If changes at work and you don't adapt, you have big repercussions. If where you vol changes and you don't, then what?
- History should not be a limiting step
- Create new habits to meet needs of everyone
- As people age, they tend to get more conservative... how to resist this trend?
- What do students need (soft skills) vs what they want (beers). Combine needs and wants.

Technology Meets Local Sections

- Searchable database of alumni—same for ACS. Privacy can be addressed. Short profile for each member.
- Could use it in advance of National Meeting
- Ditto....add on ACS web presence
- Career services: podcast of mock interviews
- Make it easy to find.
- ACS is in midst of massive review/redesign of how we use tech. more than just web appearance
- Trend toward recording more sessions at Natl meeting and making them available afterward. Maybe most important of these should be only available through LS sites
- Needs to be easier for LS to hear ideas---web redesign and LSAC site should help this.
- Online community to share most up to date education materials.
- Professional development webinars—critique CVs
- Online town hall meetings—chats, bulletin boards
- Online should supplement, not replace f2f
- Asynchronous downloads...teleconferencing...
- Webinars...decouple presentation from discussion
- LS event blog
- PayPal type accounts to sign up for local meetings
- Podcasts, RSS feeds, member only communities, classes online, distance community meetings
- Searchability/discoverability
- Meetup.com to schedule local gatherings
- Staffing (paid) for websites vs. volunteers
- Older technology like phone you can use auto-dialers
- Email file of everyone in your group
- Tech to get to Blackberry, etc. on reminders
- Text messaging on phones has a 95% delivery rate
- Chemical Info div in ACS that you could take advantage of.

From Barriers to Change to Solutions for Change*

- 1 & 2: 'they' are the people in charge
- 1: communication and have to be able to communicate why change is necessary
- Compromise...what are you willing to give in
- Clarify benefits of change
- 2: garner support of small or large group
- Seek data for reasons for change
- Make small changes first
- Communication and transparency
- Incorporation vs. exclusion
- Listen honestly, critically and validate opinions...they may or may not be real, accurate

- 2: rewards for trying
- Worst case scenario discussion.
- Get buy in from more experienced/trusted members
- 2: leadership doesn't see need to change
- Stage a coup
- Prior to that encourage discussion and pose question why do you think everything is working well now. Find others who see need for change
- Present reasons for change in a way that others will accept. Can't demand, but get buy in
- Standard member questionnaire developed by LSAC...would id issues and also tool for LSAC
- 3: provide a proven concept
- Start small
- Demo ease of use
- Demo cost of inaction
- Try to minimize fear by being transparent
- Look at other's success
- See if perception is reality
- 3: pilot
- Fully understand and address concerns
- Commit upfront about feedback so you can eval at end
- 4: analysis
- Current cost vs. new action
- How to min. cost
- Utility of cost
- Hidden benefits?
- Explore idea of cost sharing
- Can you use pre-existing infrastructure or outsource
- 4: the costs are more than just money.
- 5: useful to get buy in of more experienced or better known members of section and have them help.
- 5: demo that resources are available
- Provide examples of success
- ID skills that are needed
- Share responsibility
- 5: provide training via Internet or some accessible means (in person even)
- Provide support (money, etc)
- Sponsor or mentor for any change
- Champion/advocate that is empowered to promote whatever change is
- 6: plan for success, be proactive and progressive. Reward them for trying.
- Understand reservations through active listening.
- Use open, constructive type of discussion that weighs consequences of risk
- Have way to document failure if it does happen
- 6: invite them to advise
- Assure them that failure is ok
- Ask for reasons
- Respect their opinion
- 7: present reasons for change in ways that shows no conflict in values...or different strokes for different folks. Meet needs of different areas of interest
- 7: compromise. Society is full of long stalemated decisions because of value. Create forum for non threatening way to hear perspectives. Focus on decisions in best interest of all members, not self interest.
- 8: communication....help non trusting people be a part of making decisions
- Comm to make change totally transparent to all involved.
- 8: very challenging issue because if no underlying trust will be hard to go forward.

- Find ways to get to know leaders on a human level—picnics, receptions, etc to bring together those not trusting with those in charge.
- Maybe meet on different turf
- Have the right people in leadership roles (contested elections, etc)

*8 Barriers to Change

By Ken Hultman

1. They believe the change process is being handled improperly
2. They believe there isn't any need for change
3. They believe the change will make it harder for them to meet their needs
4. They believe the cost outweighs the benefits
5. They lack the ability to make the change
6. They believe the change will fail
7. They believe the change is inconsistent with their values
8. They believe those responsible for the change can't be trusted

Advice for LSAC: What's Next?

- Reinvigorate LS roundtables at reg and natl meeting
- Partner w YCC to try out online communities using things like Friendster
- Take PPT and comments here into a blog...gets this experience out and also demonstrates what a blog is
- Summary of the summit that could be cut and pasted into LS newsletter
- Couple F2F and combine with electronic means of communication
- Develop small task force of doers to continue this process...get the word out and see the contribution of others.
- Things LSAC is already working on but others not yet aware
- Ask LSAC to revisit format for annual report and Chem Lum
- Its ok to fail
- More info on what's available from LSAC...grants, toolkits, survey we could send to members
- Share NCW kits for experiments, handouts...make more accessible
- Materials list, teaching aids, etc.
- Accurate rosters and email lists. Too hard to get it now.
- More suggestions on how to active ACS members
- Roughly edited summary of notes from here.
- Exec summary from Mr. Lynch
- Online discussion of this group.
- LSAC encourage LS to facilitate SAC transition
- Develop template for activity portfolio
- LS poster session at SciMix in SF
- LSAC comment in CE news
- Do LS posters in regional meeting in South
- Process to give feedback to leadership of LS
- LSAC doc that is behavioral job description of local offices
- Databases more available
- Encourage LS do sunset review of programs...are they working for us
- Ann Report ?s do LS vols represent demographics of local area
- Communication to share experience...sliced in diff ways

- Whether Myspace or 'Chemster' kind of format...by section size, regional, district could more easily find each other
- Listservs, etc
- Communication and info sharing
- PPT info needs to go back to participants here before being distributed
- People here would like to become champions for this effort moving forward
- LSAC provide questionnaire
- Easy access between sections
- Contact various industrial firms and why not more supportive
- Next summit should pick up where left off, not starting over...keep the momentum
- Staff for database mgmt
- Web assistance
- LSAC incorporate this into fall series of regional meetings??
- LSAC reconvene this group down the line (same people)...maybe do electronic sharing and then again f2f

8 Barriers to Change

By Ken Hultman

9. They believe the change process is being handled improperly
10. They believe there isn't any need for change
11. They believe the change will make it harder for them to meet their needs
12. They believe the cost outweigh the benefits
13. They lack the ability to make the change
14. They believe the change will fail
15. They believe the change is inconsistent with their values
16. They believe those responsible for the change can't be trusted