

Lehigh Valley Section Strategic Planning Retreat

February 25-26, 2012

“Reinvigorate our LVACS”

Facilitated by

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Why a Strategic Plan....now?

“When leadership falls asleep, it is like the boiled frog phenomenon where the frog becomes acclimated to the water temperature and slowly goes to sleep and eventually dies as the heat is gradually increased. Had the frog been dropped into boiling water at the onset, its survival instincts would have been triggered and he would have jumped out of the pot of water rather than die....” [Kotter 2007]



The “chemistry” climate around the Lehigh Valley is changing and it’s no time to be lulled to sleep by becoming too used to our familiar surroundings! We need to be planning for the future now.

Your LVACS leadership team has begun the strategic planning process through this retreat and invites all members to become involved!

Lehigh Valley ACS Vision and Mission



Vision

“Improving Our Community Through Chemistry”

Mission

“To promote the chemical sciences in the Lehigh Valley section for the benefit of our members and our community”

Compare with National ACS

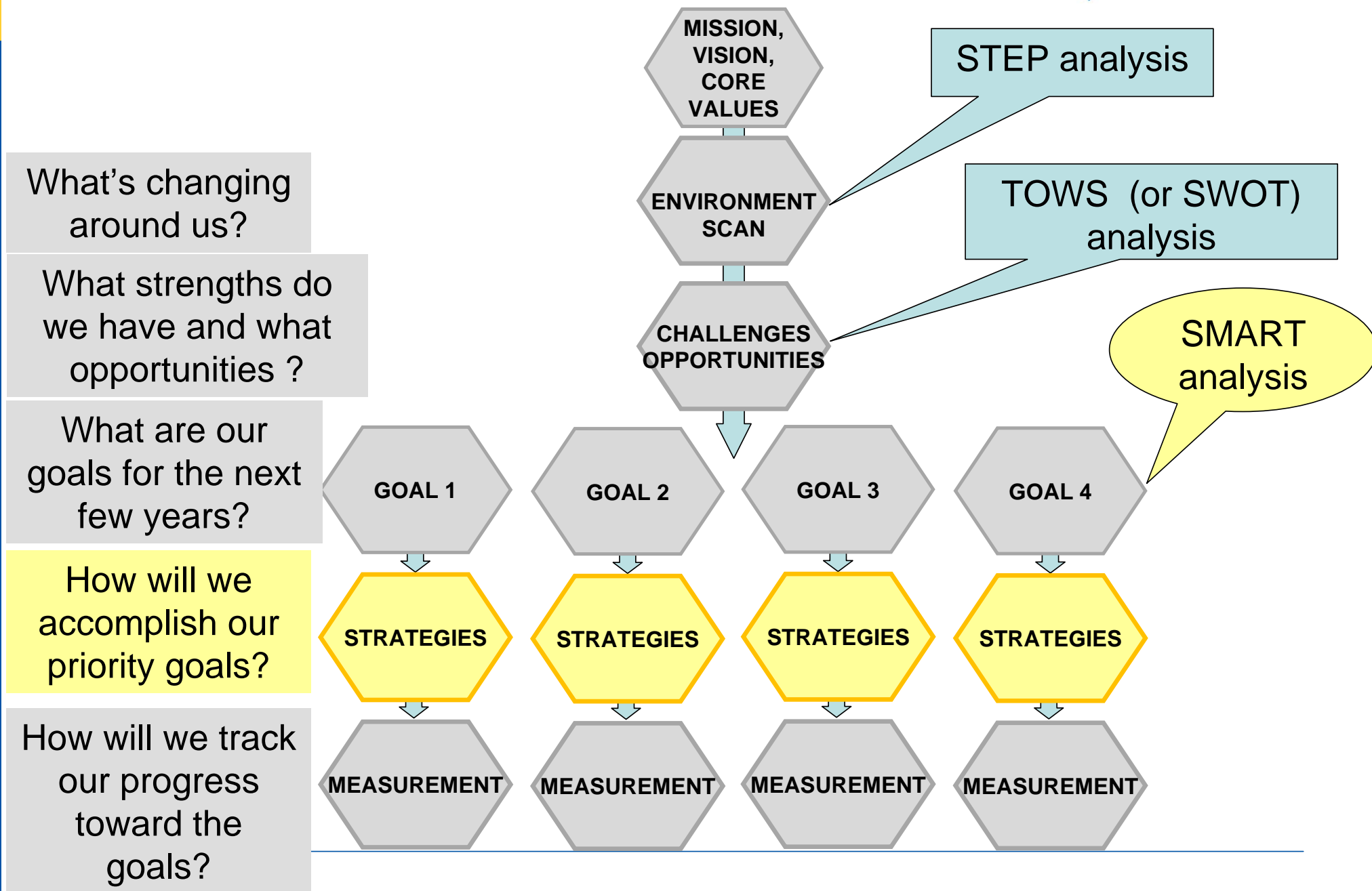
VISION

Improving people's lives through the transforming power of chemistry

MISSION

To advance the broader chemistry enterprise and its practitioners for the benefit of Earth and its people

The Planning Process



Environmental Scanning Tool (STEP) for LVACS:



Social

- ⌚ Negative view of chemicals and/or chemistry in the public
- ⌚ Positive view of “GREEN”
- ⌚ General lack of understanding of chemistries
- ⌚ Family responsibilities are important
- ⌚ Large immigrant populations; different access to education
- ⌚ High unemployment in younger chemists
- ⌚ Growing population (commuter)
- ⌚ Differences in interpretation of “organic” (vs. all natural, etc.)
- ⌚ Less correct/good science available; less exists in general in local media
- ⌚ Population less intellectual/educated/understanding

Technological

- ⌚ Increase use of social media
- ⌚ Increase in automation of industries
- ⌚ Growth of scientific knowledge and access to it
- ⌚ Increase in speed of communication
- ⌚ Increased diversity of media
- ⌚ Failure to censor communications – based on speed, access, etc.
- ⌚ Loss of nuance due to written communications being so quickly done
- ⌚ Changes in manufacturing – process, location
- ⌚ Our roads suck
- ⌚ Constant increase in computing power
- ⌚ Not everyone is engaged in newer uses of technology
- ⌚ 24/7 news cycle

Environmental Scanning Tool (STEP) for LVACS:



Economic

- 🕒 Federal and state funding cuts, inflation
- 🕒 Unemployment is high
- 🕒 Price of oil and gas and related is high
- 🕒 Businesses relocating
- 🕒 Loss of steel industry and heavy manufacturing
- 🕒 Small businesses, employers growing here
- 🕒 High number of academic institutions
- 🕒 Lots of science venues in local area

Political

- 🕒 Politics of environmental issues
- 🕒 Redistricting locally – diluted power of politicians
- 🕒 PA is most complicated state to make decisions about natural resources
- 🕒 Fragmented government in PA!
- 🕒 Disenfranchised population perhaps
- 🕒 Gigantic number of school districts
- 🕒 2012 place in election cycle

TOWS Matrix Model



Threats

Events and trends
unfavorable to us

Opportunities

Events and trends
favorable to us

Weaknesses

What we are not good at
and are not doing well

Strengths

What we are good at
and are doing well

TOWS Matrix for LVACS



External Threats

- Poor road conditions
- Increased diversity of media
- Changes in manufacturing
- Not engaged in new technology
- Federal/state money
- Increased unemployment
- High prices
- Businesses relocated
- Loss of steel, heavy industry
- Redistricting
- Increased school districts

External Opportunities

- Social media
- Scientific knowledge access
- Speed of communication
- Increased computing power
- Increased small businesses
- Natural resource advising

LVACS Weaknesses

- Low visibility
- Uneven skills (tech)
- Not tapped into business/industry
- Not tapped into school districts
- Not tapped into politics
- Communication amongst selves

LVACS Strengths

- Young people
- Technology from academia
- Use of social media
- Money from ACS
- Support of individuals
- Respect for one another
- History – for ads
- Meeting organization
- Persistence
- Individual contributions

TOWS Matrix for LVACS (page 2)



External Threats

- Negative view of chemistry by the public
- Family responsibilities
- Increased commuting population
- Anti-intelligence “pride”
- Less science in media

External Opportunities

- Positive view of Green chemistry
- Lack of understanding of chemistry
- Immigrant population – education paths

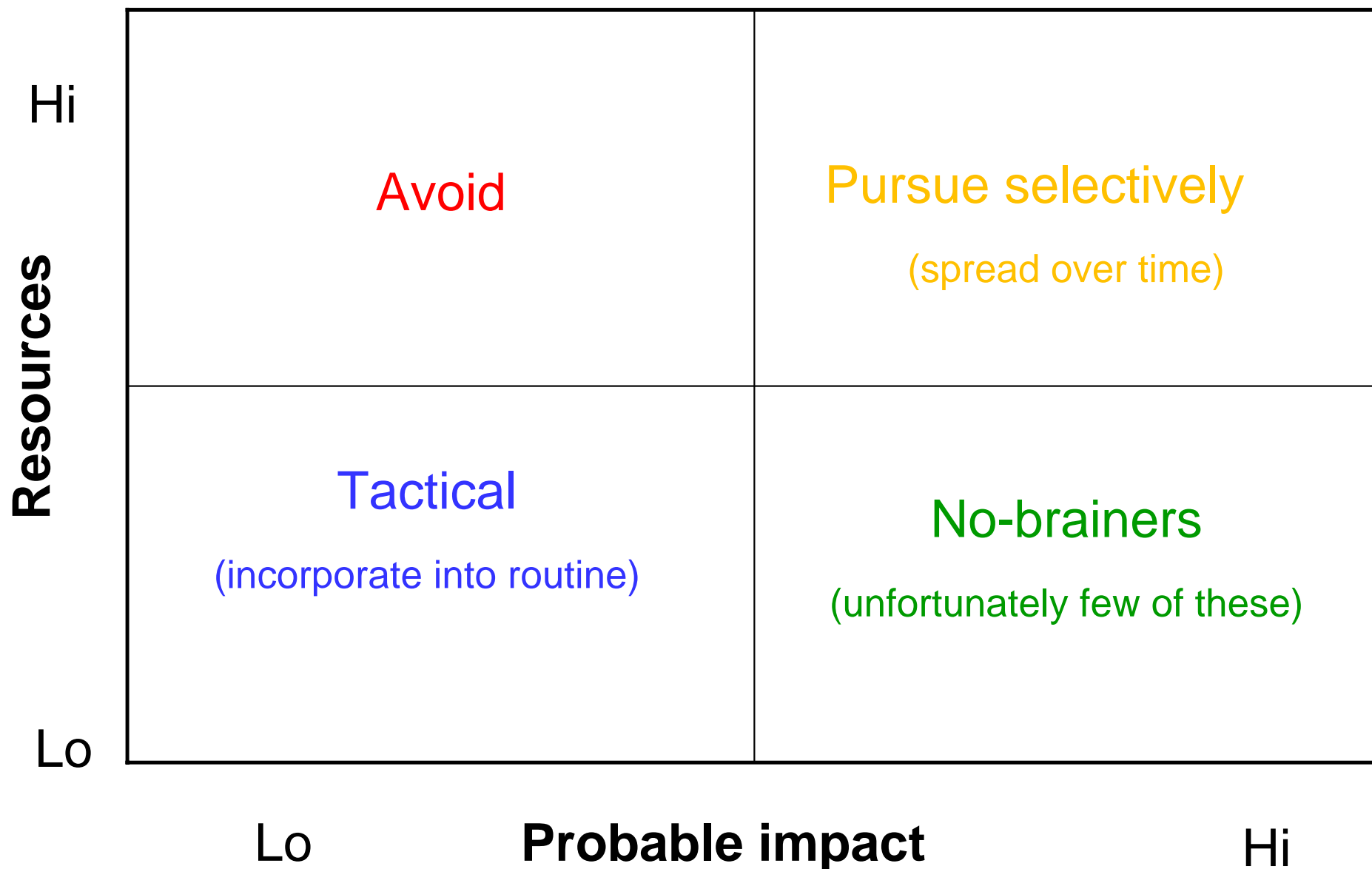
LVACS Weaknesses

- Member participation down
- Members at meetings low
- Word out to local media
- Communication to members
 - And potential members
- Lack of individual involvement






LVACS Strengths

- Good venues
- Colleges/universities involved
- Lots of “local” speakers
- Industry exists here
- Leadership team (strategic planning)

Opportunity Mapping Model



Evaluating Goals & Strategies: SMART

-  **Specific:** The goal should identify a specific action or event that will take place.
-  **Measurable:** The goal and its benefits should be quantifiable.
-  **Achievable:** The goal should be attainable given available resources.
-  **Realistic:** The goal should require you to stretch some, but allow the likelihood of success.
-  **Timely:** The goal should state the time period in which it will be accomplished.

Goals for LVACS:

1. Increase active members to 100 within 5 years with 3 activities per person per year considered active.
2. Improve and expand communications to our members over the next 3-5 years.
3. Improve outreach to the community through Section coordinated public events.

Comparison to ACS

- Goal 1: Provide Information
- Goal 2: Advance Member Careers
- Goal 3: Improve Education
- Goal 4: Communicate Chemistry's Value

Goal 1: Increase membership to 100 active members in 5 years

- ☹️ Active = 3 activities per person per year
- ☹️ Includes attending multiple meetings per year and/or helping with our projects but not specific leadership of anything.
- ☹️ Can include being a committee member but not recruiting

Goal 2: Improve and expand communications to our members over the next 3-5 years.

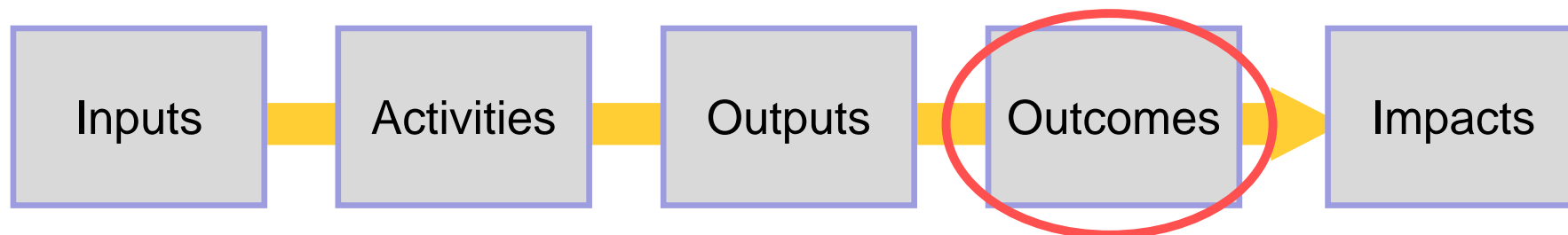
- ☹️ Once per year entire section meeting schedule is mailed to each member and a monthly electronic Octagon.
- ☹️ Whatever frequency we choose, we need to be consistent with publication times.

Goal 3: Improve outreach to the community through Section coordinated public events.



- 🕒 Community = general public
- 🕒 Activities include National Chemistry Week, Earth Day, Science Cafes
- 🕒 Coordinate these specific activities through publically held events.
- 🕒 Measurable = Dates, activities, events
- 🕒 Could partner with others; for example AiChe or CAT
- 🕒 Need to explore what motivates people to participate in these activities.
- 🕒 Target 2 science cafes per year – Fall and Spring; 1 National Chemistry Week event; and 1 Earth Day event

Performance Measurement Model



**What resources
did we apply?**

- Money
- Staff
- Facilities
- Equipment

**What did
we do?**

- Presentations
- Conferences
- Training
- Meetings
- Publications

**What did we
produce?**

- # of presentations
- # of conferences
- # of participants

**What effects
did we have?**

- New members
- New skills
- Different attitudes
- Modified behavior

**What difference
did it make?**

- Direct/indirect
- Negative
- Positive
- Procedural
- Intended
- Unintended

Adapted from: Hatry, H.P. *Performance measurement: Getting results* (2006)

Process Used for Developing Strategies



- 🕒 Used a brainstorming process where we took 5 minutes to individually brainstorm strategies on separate sticky notes, had one half of the team organize them into appropriate groupings, had other half of the team review groupings which helped clarify the intent of the strategy ideas.
- 🕒 Removed redundant ideas, compiled others under each goal.
- 🕒 Reviewed lists for each goal for clarity and intent.
- 🕒 Voted individually on top 4-5 strategies under each goal. Weighted answers based on priority listing of these top 4-5 by each team member. The focus was on items to accomplish in the 6-12 months after the May Kick-off meeting.
- 🕒 Took 5-7 highest weighted strategies (depending on range of votes) to further develop into SMART strategies.

Process Used for Developing Strategies



Opportunity Mapping of LVACS Strategies



Resources Hi	Avoid 3A-15	Pursue selectively 2A-1 3-2 2-1	3A-14 2A-15
	Tactical 3-18 (incorporate into routine) 1-8 2-7	No-brainers 1-1 1-3 1-6 2A-8 (unfortunately few of these)	
Lo	Lo	Probable impact	Hi









Strategic Map Legend – Team Leaders



- 1-1 Communication of volunteer opportunities – Kelley Caflin
- 1-3 Member population density map – Tara Baney, Chester Crane
- 1-6 Steel Stacks kick-off – Nigel Sanders, Tara Baney
- 1-8 Recognition (“Volunteer of the month”) – Bill Miles
- 1-18 Fill out all LVACS committees – Danielle Ringhoff, Sara Hayik
- 2-1 Full year meeting schedule by August – Tara Baney
- 2-7 Appoint Points Of Contact for all major institutes – Lorena Tribe
- 2A-1 Regular Octagon – Michelle Jones-Wilson, website team TBA
- 2A-8 Accurate email address list – Carol Libby
- 2A-15 Keep website up to date – Pamela Kistler, Phil Weiser
- 3-2 Coordinate NCW events – postpone
- 3-18 Public speakers list – Roger Egolf
- 3A-14 Develop segment for TEMPO – postpone
- 3A-15 Table at Job Fair – postpone

Next Steps for LVACS Strategic Plan



-  Get feedback from all members on this draft plan
 -  THIS MEETING IS THE OFFICIAL “KICK-OFF” EVENT
-  Publicize the final plan
 -  POST AND TRACK PROGRESS ON LVACS.NET
-  Get started on our strategies
 -  FIRST LEADERSHIP TEAM UPDATE APRIL 17
-  Get more members involved in reaching the goals
 -  JOIN ONE OF THE STRATEGY TEAMS TODAY!