



# **VISION 2010**

*Strategic Recommendations for the AIChE Upper Midwest Section*

October 2005

## *Vision 2010 Committee*

Mark Arlinghaus  
Matt Atkins  
Jim Easton  
Elizabeth Gonzales  
Eric Hockert  
Alon McCormick  
Ryan O'Connor  
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Zach Wilcock  
David Yust  
Steven Zhang

**MISSION STATEMENT**

**To provide opportunities for chemical engineers in traditional and non-traditional fields for enhanced professional and personal growth**

**VISION STATEMENT**

**By 2010 we will be known as:**

- **The Upper Midwest leader of the chemical-engineering profession**
- **A center for professional and personal growth of chemical engineers**
- **A catalyst in applying chemical-engineering expertise to meet societal needs**

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## Foreword

On July 16, 2005, eleven Vision 2010 committee members held an all-day retreat at the University of Minnesota Landscape Arboretum in Chaska, MN to discuss the strategic vision for our local section. This report represents the discussions that took place in July. It also incorporates information gathered leading up to the Vision 2010 project.

We engaged in solid, honest discussions about our strengths and weaknesses, industry trends impacting us, opportunities for leveraging partnerships, and ways we can increase the value that members—and society—realize from our existence. It is our hope that the nearly 50 recommendations contained in this work will help revitalize our section. This document has been prepared for the 2005–2006 AIChE Upper Midwest Board as well as all current local-section members. We invite responses from any interested parties.

Feedback on any aspect of this report is encouraged, by sending an e-mail to [Ryan\\_OConnor@NatureWorksLLC.com](mailto:Ryan_OConnor@NatureWorksLLC.com). The intention is to make our local section better, and we would like to hear from our members!

Sincerely,

Ryan P. O'Connor  
Vision 2010 Chair

## **Vision 2010 Committee Members**

### **Mark Arlinghaus**

General Mills

AICHe Upper Midwest Chair, 2005–2006

### **Matt Atkins**

Flint Hills Resources

AICHe Upper Midwest Secretary and Young Professionals Advisory Board Chair, 2005–2006

### **Jim Easton**

Spraying Systems Co.

AICHe Upper Midwest Past Chair, 2003–2004

### **Elizabeth Gonzales**

3M

AICHe Upper Midwest Treasurer, 2004–2006

### **Eric Hockert**

Boston Scientific

AICHe Upper Midwest Continuing Education Chair, 2005–2006

### **Alon McCormick**

University of Minnesota Dept. of Chemical Engineering & Materials Science (CEMS)

### **Ryan O'Connor**

NatureWorks LLC

AICHe Upper Midwest Past Chair, 2004–2005 and Vision 2010 Chair

### **Shri Ramaswamy**

University of Minnesota Dept. of Bio-based Products

### **Zach Wilcock**

University of Minnesota AICHe Student-Chapter President, 2005–2006

### **David Yust**

University of Minnesota AICHe Student-Chapter Secretary, 2005–2006

### **Steven Zhang**

3M

AICHe Upper Midwest Past Treasurer, 2003–2004

## **Executive Summary**

The American Institute of Chemical Engineers (AIChE), at the national level, has initiated an aggressive approach to reduce costs. Therefore, more of the value of AIChE membership needs to be realized on the local level. In order to meet this challenge and revitalize our section, we organized **Vision 2010** to help us maximize our success. Where do we want to be in 2010? How will we get there? We considered those primary questions by examining our purpose, external conditions, the resources available, and our aspirations as an organization. We identified nearly 50 specific recommendations to be considered by the 2005–2006 AIChE Upper Midwest officers. The key overall messages are summarized here.

### ***Communication & Promotion***

We need much better communication and promotion to our external environment—the public, other organizations, and local chemical engineers and related professionals. Specific ways to improve include creating a high-quality brochure for AIChE Upper Midwest, updating and improving our web site, contacting other local organizations, mentoring, recruiting more Company Chairs, and boosting personal communication. Also, we need to ensure that all our members receive our newsletters.

### ***Membership & Services***

We should make fundamental changes in the way we manage annual dues and meeting fees. It is recommended that we immediately begin charging different meeting fees for members and non-members. Generally, we should distinguish between “premium” (member-only) and free services. There needs to be a clear financial benefit to membership. Just one example of a premium service could be access to a database (maintained by our organization) of known job opportunities locally. Such as database could be a password-protected section of our web site, and could contain enhanced career-development support, perhaps in partnership with career consultants.

### ***Money***

We need a financial strategy, including how best to invest our cash reserves, and how to develop existing and new income opportunities. Mapping out the different opportunities, relative to costs, will help us make better decisions. For example, a \$1,000 scholarship to a single student is regarded by the committee to be of lower overall value compared to paying for mentoring lunches that can positively impact many students. We should also attempt to value our time required to service our members, and consider alternate ways of meeting needs, such as outsourcing.

### ***Path Forward***

The Vision 2010 committee asks that the AIChE Upper Midwest Board consider each and every recommendation contained in this report. By setting priorities and assigning action items to officers, together with timelines and budgets, this strategic plan will become most useful. We also envision that these recommendations are revisited annually, with a major planning retreat scheduled about every third year.

## **1. Introduction and the State of AIChE Upper Midwest**

Where do we want to be in 2010? How will we get there? Those were the primary questions considered at the Vision 2010 retreat in July 2005. (See Appendix A, a discussion starter used.)

The American Institute of Chemical Engineers (AIChE), at the national level, has been undergoing some major changes over the past few years. In order to best understand these changes and how they impact us, let us consider some history of AIChE nationally and locally.

On June 22, 1908, 19 men working in what was then a new and emerging discipline—chemical engineering—met at the Engineers' Club in Philadelphia and founded the American Institute of Chemical Engineers. At the time, chemical engineering (which was thought to be a cross between chemistry and mechanical engineering) had just begun. Its literature was almost nonexistent, and the 500 or so people who could call themselves chemical engineers were widely scattered. In fact, the founding of AIChE helped to establish chemical engineering as a separate discipline. Currently, the national organization contains about 45,000 members.

Major financial challenges have arisen because total membership is declining, and retention rates among young professions are poor. Of every 100 chemical engineers out of school, AIChE loses 80 by their fifth year. Furthermore, there is no large, stable source of income beyond annual dues. National AIChE has now initiated an aggressive approach to cut costs, and one especially important outcome is that more of the value of AIChE membership needs to be realized on the local level.

Our local organization, AIChE Upper Midwest Section, was officially chartered in 1948 as the Twin Cities Section and was renamed in the late 1990s to reflect the actual geographical area we serve (although most of our members have always worked in the Twin Cities metropolitan area). According to the national office, we have a “very active” section as measured by our meetings and newsletters, as well as anecdotal evidence. Approximately 700 AIChE (national) members reside within our boundaries, with about 200 dues-paying members (\$12/year).

### **Why do we want to do strategic planning for our local section?**

> Determine where we want to go in the future and how to systematically get there.

> Carefully examine:

- The purpose of the organization.
- The environment in which we operate.
- What we hope to accomplish.
- The resources available to achieve these goals.

> Basically, strategic planning positions AIChE Upper Midwest to maximize success and value.

## 2. Our Mission & Vision

What is our mission as an organization? Our current Mission Statement, adopted about 5 years ago, is as follows:

### **MISSION STATEMENT**

**To provide opportunities for chemical engineers in traditional and non-traditional fields for enhanced professional and personal growth**

We did not feel strongly about changing the mission statement, since it does capture the essence of what we are about, at least implicitly. (For example, outreach to society could be construed to be part of “personal growth.”) Generally, we agreed that our section’s mission is consistent with the National Mission Statement of AIChE:

- Promote excellence in chemical-engineering education and global practice.
- Advance the development and exchange of relevant knowledge.
- Uphold and advance the profession’s standards, ethics and diversity.
- Enhance the lifelong career development and financial security of chemical engineers through products, services, networking, and advocacy.
- Stimulate collaborative efforts among industry, universities, government, and professional societies.
- Encourage other engineering and scientific professionals to participate in AIChE activities.
- Advocate public policy that embraces sound technical and economic information.
- Facilitate public understanding of technical issues.
- Achieve excellence in operations.

Our vision was developed throughout the meeting as we analyzed our strengths, weaknesses, opportunities (see next section), and vision for the future. We incorporated National’s vision in our own.

### **VISION STATEMENT**

**By 2010 we will be known as:**

- **The Upper Midwest leader of the chemical-engineering profession**
- **A center for professional and personal growth of chemical engineers**
- **A catalyst in applying chemical-engineering expertise to meet societal needs**

### 3. SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis

To serve as a framework for discussion, we carried out “SWOT” analysis, which is an examination of our strengths and weaknesses, and our opportunities and threats. We broke the overall discussion into four sections: Education, Profession, Career, and Outreach. While these can be interrelated, it was useful to help concentrate on key issues. For each section, we basically brainstormed to complete a SWOT matrix.

#### 3.1 Education

For Education, some strengths we identified are our credibility and our technical topic diversity. To illustrate the latter, listed are the meetings and tours we have had recently:

- Sept. '04: High-performance polymers (3M)
- Oct. '04: Tour of Boston Scientific (medical devices)
- Nov. '04: Tour of FSI International (semiconductors)
- Dec. '04: An entrepreneurial success story (FSD)
- Jan. '05: Joint meeting with student chapter (Hillmyer)
- Feb. '05: MN renewable energy (Sebesta Blomberg) (third annual, and always popular)
- Mar. '05: MinnTS'05 (Genzyme and Optobionics)
- April '05: Our Annual Symposium, “Practical Tools for Engineering Research”
- June '05: Tour of Summit Brewery

Some identified weaknesses include external communication and inadequate networking time, especially with student members. It was noted, for example, that at the annual University of Minnesota night every January, professionals and students are quickly segregated and not that much networking tends to happen.

The Annual Symposium was viewed as neither a strength nor a weakness, but certainly an opportunity—that is, to discuss government-related and other multi-disciplinary issues, to network, to attract potential members, and so on. Other identified opportunities include short courses and training classes, and PE refresher courses. Some specific topics discussed were OSHA regulations, life-cycle analysis, biotech, and intellectual property.

Threats listed include locations and times of meetings, encouragement by companies to participate in AIChE meetings, and sometimes overspecialization of themes.

#### Specific Recommendations for *Education*:

- Communicate directly to companies to educate them about who we are and what we do.
- Attempt to increase the number of tours to about half of our meetings.
- Hold a meeting in the St. Paul area, as we rarely have meetings on the East side.
- Double the average number of meeting attendees by 2007, and triple by 2010.
- Invite Carol Hockert to give a talk.
- Consider organizing industry forums for specific topics of interest (e.g., Minnesota state regulations impacting our industries).
- Use name tags at meetings.

- Encourage members to attend activities of other organizations and to learn from others.
- Hold one of our meetings using “Power Meeting” format, where members are forced to change partners every few minutes.
- Organize short courses for credit towards PE requirements.
- Increase overall efforts to promote meetings and especially the Annual Symposium.
- We should give continuing-education credits only to due-paying members.
- Survey chemical engineers within Upper Midwest to understand meeting topics and tours of most interest.
- Make meetings fun!

### 3.2 Profession

This category is meant to include membership and retention in the professional organization (AIChE) and partnership with other professional societies. The only identified strength is our alliance with the local ACS chapter.

Our weaknesses include primarily marketing the value of membership in our organization, and our inability to collect dues from the majority of our “members” (i.e., those who currently receive member benefits). Out of 676 national members in Upper Midwest, only 188 have paid local dues for 2005. Our lost revenue from unpaid members is about \$6,000/yr. We attempted a dues drive in Spring 2005, with little success. It is important to understand whether so many are not paying local dues because (1) they do not see the value of local membership; (2) they are *de facto* members already, receiving basically all benefits without paying dues; or (3) the hassle factor discourages them from paying once they forget to check the local-dues box at annual renewal for national AIChE.

Opportunities include job shadowing, more social events via the Young Professionals Advisory Board (YPAB), talking to first-year chemical-engineering students about what we *really* do, and better promoting ourselves to the right people (not just potential members but also their managers, for instance). Also, we identified the following organizations for closer collaboration: ACS, TAPPI, ASC, SPE, SFT, AACC, ASME, IEEE, SWE, EWB, and all student chapters of these organizations within our geography. In addition to collaborating, we would like to understand and deploy “best practices” generally used by various organizations.

Levels of interaction with other organizations can be classified as follows, in order of increasing interaction:

- > Recognition
- > Cross-promotion
- > Joint meetings
- > Official alliance
- > Merger

We are already holding joint meetings with ACS, our closest ally. We would probably only consider merging with another local organization if national merges with, for example, ACS.

Finally, threats in this area include lack of perceived value, and the gap between actual and “pitched” value to professionals.

### **Specific Recommendations for *Profession*:**

- Promote option of membership in the local section only, without belonging to National.
- Establish a current e-mail list for members only (retaining the larger list for our newsletter and other e-mailings to go out to everyone).
- Make sure all our members receive our newsletters. This requires mailing hard copies to those without e-mail addresses.
- Differentiate between members and non-members for meeting fees, potentially charging non-members \$12 more than members, thus giving them an annual membership.
- Review member database and consider a new way to manage our database to keep it current (consider outsourcing this function).
- Consider free attendance for one meeting for newcomers.
- Contact young chemical engineers through their managers.
- Recognize that adding members can add value simply due to wider knowledge diversity and increased networking webs.
- Make specific decisions regarding desired level of partnership for each of the appropriate local technical societies, and contact board members of those organizations.
- Continue strong alliance with ACS Minnesota Chapter.
- Keep our web site current—it is better to keep it current, even if it is short. If necessary, consider outsourcing the work.
- Build a professional-quality AIChE Upper Midwest brochure that can be handed out in a variety of circumstances.
- Provide brochures to managers and vice presidents at local chemical companies.
- Develop student-mentoring opportunities, including job shadowing, e-mentoring, sponsored lunches with students (see section 3.5), etc.
- Issue a “call for mentors” in our own membership.
- Ask all officers to bring one new person to a meeting.
- To make it easier for members to pay dues, make it possible to pay annual dues at any monthly meeting.
- Recruit more Company Chairs.
- Make explicit decisions on what are our free services vs. our “premium” (member-only) services. There needs to be a clear financial benefit to membership.
- Suggest to national to have the local dues box automatically checked at renewal.
- Check with national to see how our dues-paying statistics compare to other sections.

### **3.3 Career**

With respect to the Career category, we agreed that networking is a strength, while partnering with other organizations is probably a weakness. Opportunities include training and education directed towards career development, and being an “information warehouse” for members looking for career-related advice. We should explicitly consider non-traditional careers. The threats we discussed are really trends impacting us. Such trends include less chemical engineers

going into “traditional” fields such as manufacturing, the lack of job stability regardless of career choice, and thus the need for constant career development.

#### **Specific Recommendations for *Career*:**

- Add more career-related information to our web site.
- Consider career-development panel discussions as a monthly meeting.
- Look into the possibility of a trade show with a recruiting angle, sponsored by AIChE Upper Midwest (vendors would pay a fee for booths). While we agreed this is probably a big undertaking, it is something to consider for a future offering, or possibly in conjunction with the Annual Symposium.
- Plan a meeting focused on alternate-career choices (such as medicine, venture capital, intellectual-property law, etc.).
- Contact the State Department to identify new chemical companies that might want to employ chemical engineers.
- Start a support group for job-seekers. Include a list of known job opportunities.
- Expand our reach into emerging areas such as industrial biotech and medical devices.
- Look around for a company willing to share their experiences with HR systems related to career development.
- Ask national for resources related to minority career-related resources.
- Analyze career choices of chemical engineers in the Upper Midwest by characterizing the employers of our members according to industry, size, etc.

#### **3.4 Outreach**

In the category of Outreach, we did not identify any current strengths. Weaknesses include anything outside the Twin Cities, and generally communicating with the public. Several opportunities were considered, ranging from K-12 activities in schools or the Science Museum to participating in Engineering Week annually. The main threat is that if we do not attempt to reach out to society, we could help perpetuate misguided stereotypes about chemicals or chemical engineering (an example being the association of the recent London bombings to a U.S.-educated chemical-engineering student).

Our section is reaching out to the Hurricane Katrina relief efforts with a \$500 cash donation. It is recognized that a great deal of the rebuilding efforts will rely on chemical-engineering principles, such as separation of toxic chemicals from contaminated water. The chemical industry itself has been greatly impacted in the Gulf Coast region, and AIChE promises to play a leadership role in the coming months and years.

#### **Specific Recommendations for *Outreach*:**

- Put together materials that we can give to K-12 schools, particularly those in about grades 7 or 8 since they could be at a critical point in making decisions. High-school students could certainly benefit as well.
- Look for cooperative opportunities with Universities and Museums in the Upper Midwest.

- Develop a mentoring program, which can include leveraging existing mentoring programs at Universities. Collect information on existing mentoring programs at the various schools.

### 3.5 Finances

We are a non-profit organization. As such, our income should balance our expenses. If our income regularly exceeds our expenses, and our cash reserves grow, we could be classified as earning a profit which would be taxable and could invalidate our legal non-profit status. On the other hand, if our expenses exceed our income, our cash on hand will decrease and jeopardize our ability to exist at all. Clearly, finances are important and must be considered with any recommendations for future operations. Money plays a role in the SWOT analysis of all sections 3.1–3.4. While our committee did not dwell on financial strategies, we did observe the following:

- We have a current cash reserve of approximately \$40,000.
- Our cash reserve is not actively invested, and it collects a low interest rate. We recently transferred one CD into a savings account, leaving just one CD tied up until April 2006.
- We began 2005 with a balanced budget and appear to be running close to plan.
- We have a large income opportunity in unpaid dues.
- Just like a for-profit business, we can offer more services with more income. One consideration is the ability to outsource some basic services, spending some money rather than officers' time (while ensuring critical initiatives are completed).
- Besides member dues, other sources of income include grants from companies and AIChE, short courses, trade shows, and newsletter ads, among others.
- In the short term, spending may exceed income as we deploy some strategic actions, but they have the potential to lead to new members (income).

We entertained a good discussion on what should be done with our cash reserves. Previously, we balanced our profit equation by giving relatively large scholarships. With some creativity the committee felt we can add much more value. The basic idea put forward is the *opportunity cost* of the \$1,000—what is the best way to spend that money? Giving scholarships means we cannot do something else.

Specifically, most attendees felt that it would be better to distribute this money to a larger number of students, rather than just a scholarship winner, for maximum benefit. For example, rather than a single \$1,000 scholarship, we could provide fifty opportunities for member–student mentoring lunches (\$20 each).

## 4. Recommendations

In this section we compile all of our recommendations and classify them by their time horizon. The short-term recommendations are basically what the Vision 2010 committee believes can be accomplished within a year. The longer-term recommendations, in conjunction with the immediate recommendations, comprise a roadmap for the vision of the Upper Midwest Section.

### 4.1 Short-Term (2005–2006) Strategic Recommendations

1. Communicate directly to companies to educate them about who we are and what we do.
2. Attempt to increase the number of tours to about half of our meetings.
3. Hold a meeting in the St. Paul area, as we rarely have meetings on the East side.
4. Invite Carol Hockert to give a talk.
5. Use name tags at meetings.
6. Encourage members to attend activities of other organizations and to learn from others.
7. Hold one of our meetings using “Power Meeting” format, where members are forced to change partners every few minutes.
8. Organize short courses for PE credit.
9. Increase overall efforts to promote meetings and especially the Annual Symposium.
10. We should give CE credits only to due-paying members.
11. Survey chemical engineers within Upper Midwest to understand meeting topics and tours of most interest.
12. Make meetings fun!
13. Promote option of membership in the local section only, without belonging to national.
14. Establish a current e-mail list for members only (retaining the larger list for our newsletter and other e-mailings to go out to everyone).
15. Make sure all our members receive our newsletters. This requires mailing hard copies to those without e-mail addresses.
16. Differentiate between members and non-members for meeting fees, potentially charging non-members \$12 more than members, thus giving them an annual membership.
17. Consider free attendance for one meeting for newcomers.
18. Contact young chemical engineers through their managers.
19. Recognize that adding members can add value simply due to wider knowledge diversity and increased networking webs.
20. Make specific decisions regarding desired level of partnership for each of the appropriate local technical societies, and contact board members of those organizations.
21. Continue strong alliance with ACS Minnesota Chapter.

22. Keep our web site current—it is better to keep it current, even if it is short. If necessary, consider outsourcing the work.
23. Build a professional-quality AIChE Upper Midwest brochure that can be handed out in a variety of circumstances.
24. Provide brochures to managers and vice presidents at local chemical companies.
25. Develop student-mentoring opportunities, including job shadowing, e-mentoring, sponsored lunches with students (see section 3.5), etc.
26. Issue a “call for mentors” in our own membership.
27. Ask all officers to bring one new person to a meeting.
28. To make it easier for members to pay dues, make it possible to pay annual dues at any monthly meeting.
29. Make explicit decisions on what are our free services vs. our “premium” (member-only) services. There needs to be a clear financial benefit to membership.
30. Suggest to national to have the local dues box automatically checked at renewal.
31. Check with national to see how our dues-paying statistics compare to other sections.
32. Add more career-related information to our web site.
33. Consider career-development panel discussions as a monthly meeting.
34. Plan a meeting focused on alternate-career choices (such as medicine, venture capital, intellectual-property law, etc.).
35. Contact the State Department to identify new chemical companies that might want to employ chemical engineers.
36. Look around for a company willing to share their experiences with HR systems related to career development.
37. Ask national for resources related to minority career-related resources.
38. Analyze career choices of chemical engineers in the Upper Midwest by characterizing the employers of our members according to industry, size, etc.
39. Put together materials that we can give to K-12 schools, particularly those in about grades 7 or 8 since they could be at a critical point in making decisions. High-school students could certainly benefit as well.
40. Develop a mentoring program, which can include leveraging existing mentoring programs at Universities. Collect information on existing mentoring programs at the various schools.

#### **4.2 Longer-Term (2006–2010) Strategic Recommendations**

Note, again, that all ideas from section 4.1 above are included in our ultimate set of recommendations. Items in this section (4.2) are so categorized either because they have explicit goals pertaining to 2006 and beyond, or because we regard them as requiring a significant

amount of effort and would need to be given adequate priority by future boards to become reality.

41. Double the average number of meeting attendees by 2007, and triple by 2010.
42. Consider organizing industry forums for specific topics of interest (e.g., Minnesota state regulations impacting our industries).
43. Review member database and consider a new way to manage our database to keep it current (consider outsourcing this function).
44. Recruit more Company Chairs.
45. Look into the possibility of a trade show with a recruiting angle, sponsored by AIChE Upper Midwest (vendors would pay a fee for booths). While we agreed this is probably a big undertaking, it is something to consider for a future offering, or possibly in conjunction with the Annual Symposium.
46. Start a support group for job-seekers. Include a list of known job opportunities.
47. Expand our reach into emerging areas such as industrial biotech and medical devices.
48. Look for cooperative opportunities with Universities and Museums in the Upper Midwest.

#### **4.3 Path Forward**

Any strategy needs good implementation to be relevant. The Vision 2010 committee asks that the AIChE Upper Midwest Board consider each and every recommendation contained in this report. By voting on the recommendations, setting priorities, and assigning action items to officers, this strategic plan will become most useful. In other words, this report is not a final product; it is intended to catalyze well-defined plans, activities, timelines, and budgets that will lead to success.

We also envision that these recommendations are revisited, and perhaps modified relative to progress and changing conditions, annually. Major planning retreats are generally held by organizations such as ours about every three years.

## Appendix A

### AIChE Upper Midwest *Vision 2010* Starter

Something you would like to discuss today:

Please answer the following with respect to your own opinion:

- |   |   |   |
|---|---|---|
| T | F | We have a clear mission statement that members know and understand.   |
| T | F | Our section is not as relevant to professional chemical engineers as it could be.   |
| T | F | We should consider national's strategic plans in drafting our own.  |
| T | F | There is adequate incentive for officers to work hard on behalf of our section.   |
| T | F | We generally have sufficient financial resources, but <u>not</u> officers' time, to strengthen the section.   |
| T | F | We should consider outsourcing as a way to add value to our organization (i.e., for certain tasks pay someone else instead of spending the time ourselves). |
| T | F | Our section needs more professional members and/or affiliates.  |
| T | F | We manage our money (currently about \$35,000) reasonably well.   |
| T | F | There is little incentive for members to pay their <u>local</u> dues, as they receive nearly all section benefits regardless of dues payment.               |
| T | F | We generally offer meetings and tours that are valuable to our members.   |
| T | F | We do a good job collaborating with other professional organizations.   |
| T | F | We should improve the ways that we communicate with members and society.  |
| T | F | We should work closer with the student chapters within Upper Midwest.   |
| T | F | We need to find ways to reach out to members outside the Twin Cities area.  |
| T | F | A membership directory that is mailed out would be a great benefit for members.   |
| T | F | Our section should play a leadership role in industrial biotechnology and other emerging, non-traditional industries within the Upper Midwest.              |
| T | F | We have a duty for public outreach, including educating society on the role of the chemical industry and chemical engineers.                                |

**1. Write down one thing we have done well recently.**

**2. Write down something that our organization could improve.**

**3. Give a grade to our section, in the following areas:**

- Career development \_\_\_\_\_
- Professional education \_\_\_\_\_
- Outreach to society \_\_\_\_\_

**4. If our section was suddenly given a \$50,000 unrestricted donation, what could be some potential uses of that money?**

**General Comments:**