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Executive Summary

A survey was conducted of all local sections and the results of that survey were compiled into leading and lagging metrics to measure the health of the sections. Sections were analyzed overall as well as grouped by member sizes: small (<100), medium (101-200), large (201-300), and extra-large (>300).

For definition purposes, leading metrics are performance indicators that peak before a local section declines and bottom before a local section improves. Lagging metrics are performance indicators that peak after a local section declines and bottom after a local section improves. **Having a high lagging metric indicates there is room to improve within the local section and a low lagging metric indicates a healthy local section.** The percentage of a section's board of directors over the age of 35 is an example of a lagging indicator question. Section activities such as the holding of elections and the filing of annual reports are examples of things local sections do that improve leading metrics. Downward drift in section membership is an example of something that contributes to lagging metrics.

The 2017 year generally showed a decrease in leading metrics for all current AIChE local section categories. Across the board, sections of each size saw increasing lagging metrics with the exception on the medium sized sections indicating that historic concerns have been addressed and mitigated, reducing difficulties faced by local sections. This continued the trend from 2015 which suggests that LS efforts have been improving the health of sections. All four categories of sections saw reduced leading metrics in 2017 showing that there are challenges that have arisen that have reversed a three year trend from 2014 – 2016. The ratio of leading to lagging metrics decreased for all except the medium category indicating a decline in overall health of the small, large and X-large categories.

The lagging metrics were found to be independent of the size of the section, and the leading metrics were dependent on the size of the section. This shows that leading metrics vary from section to section, but the lagging metrics are similar issues that weigh sections down equally. Based on these findings, the Local Sections Committee (LSC) has decided to focus its support on improving the lagging metrics across all sizes of local sections while local section leadership should focus on continued growth of their leading metrics. Additionally, focus should be toward supporting small and medium sized sections due to having weaker leading metrics. Our belief is that this can best be done by reinforcing the need to involve Young Professionals (YP).

With 61% of the Local Sections reporting themselves as being Healthy or Improving, an effort to more proactively share best practices of these Local Sections with others needs to be undertaken. This can include specific feedback to sections based upon their responses, consideration of incentive programs, and more frequent engagement via calls and newsletters to better Local Sections networking among themselves.

Moving forward the LSC will continually evaluate the Annual Report with regard to feedback from these groups in order to improve the report as needed. The LSC will also provide individualized feedback for each section based on their breakdown of leading and lagging metrics scores. Consistent survey design and response rate will allow the LSC to determine effectiveness of the annual report and local section assistance programs.

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1 Introduction

Local sections are instrumental for the success of AIChE as an organization because of their potential to exhibit the numerous benefits that come with being part of the Institute in a more frequent and personal way. Furthermore, the members of these sections can serve as a talent pool for developing a new generation of leaders for our Institute.

In 2014, a systematic and sustainable methodology was developed to measure of the health of the local sections. The survey and analysis helped to identify areas for supporting the local section executive boards in addition to measuring performance of initiatives and programs across AIChE.

Primarily, the health of a local section depends on its ability to:

1. Remain organized at the board level.
2. Remain relevant to its members.
3. Remain financially stable.
4. Recruit new members.
5. Maintain healthy member involvement.

Based on the above criteria, the 2014 Recommendations Report of the AIChE President's Blue Ribbon Task Force on Local Sections (BRTFLS) defines the two major categories of metrics as follows:

Leading metrics: Performance indicators that peak before a local section declines and bottom before a local section improves. Having a high leading metric indicates a healthy local section, while a low leading metric means there is room to improve.

Lagging metrics: Performance indicators that peak after a local section declines and bottoms after a local section improves. Having a high lagging metric indicates there is room to improve within the local section and a low lagging metric indicates a healthy local section.

Completed section tasks such as the holding of elections and the filing of annual reports are examples of leading metrics. Falling section membership counts and the negative percent change in membership describe lagging metrics.

Despite the generality of these metrics, not all sections can be measured the same way. There are many factors that affect operations of the section, i.e. number of members, industry type and diversity, geographic extension, presence of other professional societies, etc. These considerations add another dimension of variability to any comparison of local sections. Nevertheless, the vitality of each section depends on its leaders and their creativity to advance our profession in all its shapes and forms.

In order for the Annual Report to be effective and beneficial in providing AIChE a better understanding of the health of local sections, data was collected via an on-line form filled out by a Local Section Officer. As was performed in 2016, diligent data collection and analyses were used in 2017 to ensure that the leading and lagging metrics can be used to predict a decaying situation for a local section and that the AIChE Local Sections Committee can render assistance as and when necessary. Feedback from local section leaders from 2016 was taken into consideration when designing the 2017 Annual Survey and Report. The sections had 30 days to complete the online survey. LSC encouraged all sections via email to answer the survey.

This report highlights the methodology created and used for developing metrics and the survey since 2014. It continues with the analysis of the data obtained through the annual survey and its comparison of results to data from prior years. Most importantly, the sections' health is compared to the results from the year 2016. Based on the 2017 data analysis, recommendations for improving the health of Local Sections

and future annual surveys are then discussed. Finally, future work for advancing the annual survey is described so as to make the analysis and data-collection effort more effective.

2 Methodology

2.1 Question Development

BRTFLS provided a bank of potential questions for the survey based on target areas recognized by the Institute and from information exchanged with other professional organizations. In addition, some other questions were formulated with the insight of local sections leaders.

The question selection was based on two major considerations.

- 1) To have core questions simple enough so that section leaders could answer easily and/or LSC could gather data from existing databases.
- 2) The questions had to address the following 4 focus areas:
 - Organization
 - Media Outreach
 - Involvement
 - Demographics
 - General

2.2 Survey

Fifteen closed-ended questions were identified and used in 2017 along with two open ended questions. All questions were sent to section leadership to gather statistical data that will measure the performance of each section's leading and lagging metrics or by peer comparison. The survey questions are presented in Table 1 and Appendix A has detailed descriptions of the algorithm used to evaluate the data input.

Table 1. List of survey questions. Sections 1-5 filled by sections' leaders.

#	Category	Description	Answer Choices	Metric Type
1.1	Organization	Did the section hold officer elections in accordance with the local section's by-laws?	Yes/No	Leading
1.2	Organization	Based on required officer positions detailed in your by-laws, what percent of all officer and board member positions were not filled?	0-100%	Leading
1.3	Organization	Over the last five years, have one or more of the elected officers repeated terms? If so, what is the average number of repeat terms.	Number	Leading
1.4	Organization	Did your section file a local section annual report within the last two years?	Yes/No	Leading
1.5	Organization	Has your section been filing the treasurer's report as requested by AIChE?	Yes/No	Leading
1.6	Organization	Did your section participate in at least 3 of the 6 bi-monthly LSC conference calls? If unsure, check back on the LSLC Engage's call notes (provided below) that were distributed after each meeting.	Yes/No	Leading
2.1	Media	Does the section operate and maintain an up-to-date webpage?	Yes/No	Leading
2.2	Media	Did the section publish a newsletter (physical or digital) periodically in the last year?	Yes/No	Leading
2.3	Media	Does the section actively maintain a social media presence for communications, advertising, event info etc.?	Yes/No	Leading
3.1	Involvement	Does the section have a Young Professionals group?	Yes/No	Leading
3.2	Involvement	Does your section wish to be contacted about improving Young Professional involvement in your local section?	Yes/No	
4.1	Demographic	How many TOTAL members does the section currently have?	Number	Lagging
4.2	Demographic	Does your section allow LOCAL ONLY membership? If so, how many local only members does your section have?	Number	Lagging
4.3	Demographic	How many undergraduate student members does your section have?	Number	Lagging
4.4	Demographic	What percent of the section's board of directors/executive committee is less than 35 yr. of age?	0-100%	Lagging
4.5	General	What external factors may have affected your local section (political climate, universities/companies closed, natural disasters, etc.)?	Open ended	Lagging
4.6	General	Please describe the current and future state of your local section. Feel free to provide more details on any of the above responses.	Open ended	Lagging

3 **Results and Discussion**

3.1 **Overview of Local Sections**

In 2017, there were 89 local sections, which remains unchanged from 2016. In order to begin the analysis of the data, local sections were grouped based on their sizes; the reason being that it would be statistically unfair to compare the performance of a large section that has more resources and funding, to that of a smaller section that may be facing budgetary and organizational constraints. Breaking down the sections based on their size also makes it easier to make recommendations for improvement. See Figure 1: Distribution of Local Sections by Size Category. Over 60% of local Sections have between 1 and 100 members and the number of sections in that size category increased during 2017.

Distribution of Local Sections by Size Category

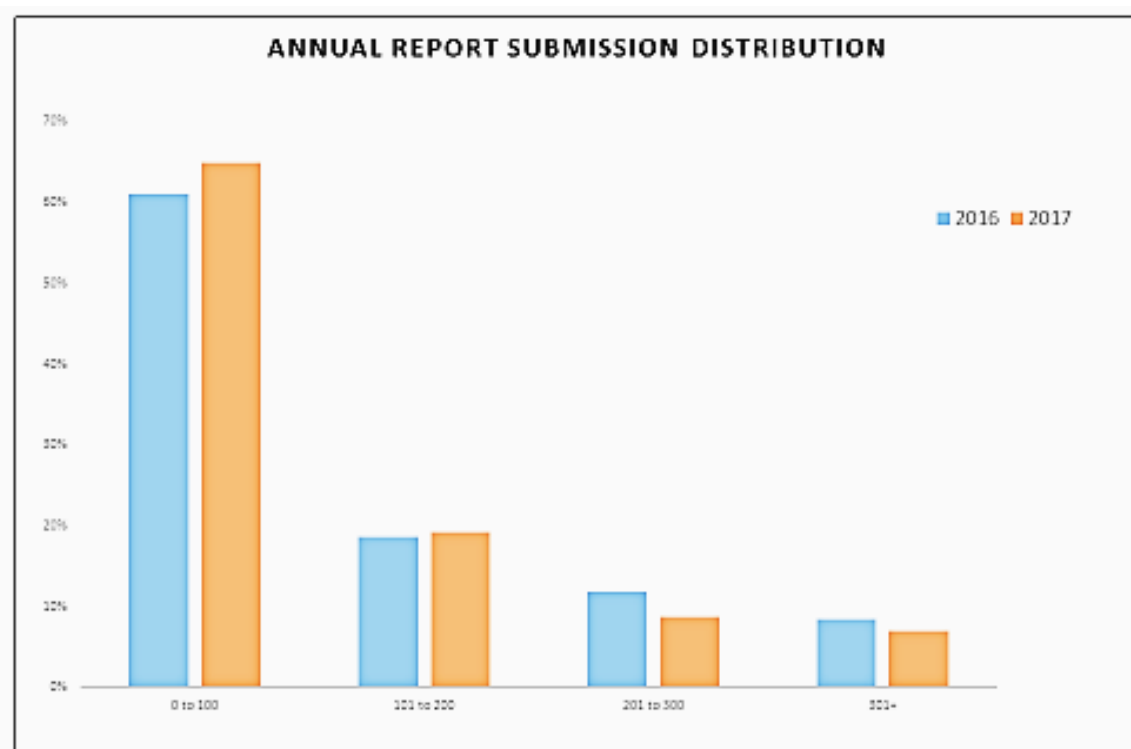


Figure 1: Percent of all local sections in each size category

Based on size classes, the sections were broken down into Small (<100 members), Medium (101-200), Large (201-300) and X-Large (>300) sections. Most local sections have fewer than 50 members. The distribution of membership size has continued to trend downward. More sections have 0 to 100 members, and the number of sections with 101 to 200 members also increased. Section categories Large and X-Large decreased in number from 2016-2017.

Local section health depends significantly on the economic health of the geographic region it covers. Our local sections draw members from local industries and local universities. Some sections are fortunate to have major companies located inside their region while others are not. Figure 2 shows the geographical center of each local section in the United States excluding Alaska and Puerto Rico. (Puerto Rico has a section that has experienced an unusual level of hardship during 2017.) International sections that are not shown in Figure 2 include: Monterrey, Mexico; Alexandria, Egypt; Dhahran, Saudi Arabia; and Singapore. There is a high concentration of local sections on the U.S. east coast, likely due to the high success of pharmaceutical industries in that area. Larger sections can be seen on the gulf coast where many oil and gas companies operate.



Figure 2: Geographic location of local sections in the United States and Canada, excluding Alaska and Puerto Rico.

3.2 Survey Participation

The survey resulted in 64% of sections responding in 2017. This is worth mentioning because in order for AIChE to make effective recommendations and effect changes, it must be aware of the health of as many local sections as possible. Those sections who have not participated the last

few years will be contacted during the First Quarter of 2018 by phone and again in May in hopes of improving participation numbers for 2018.

3.2.1 Leading and Lagging Metric Comparison

Based on the size distributions of the sections, the leading and lagging metric of all sections were determined using the aforementioned criteria. The average leading and lagging metrics for each of the four groups can be seen in Figure 3. Standard deviations of the metrics are included in order to highlight the variance in the responses. Predictably, small sections have the lowest leading metric and extra-large sections have the highest. Higher membership numbers may lead to better resources for higher performance. However, the large sections had a lower average leading metric than both the extra-large and the medium sections. The leading metric standard deviations are very wide showing that there was high variance in the responses from the sections within each group. This will be further explored in the breakdown by section size in 3.3.2. The average lagging metric is about the same for small, medium, and large sections with tight standard deviations, which means that they are similarly weighed down. The extra-large sections have a lower average lagging metric which indicates they are relatively healthy.

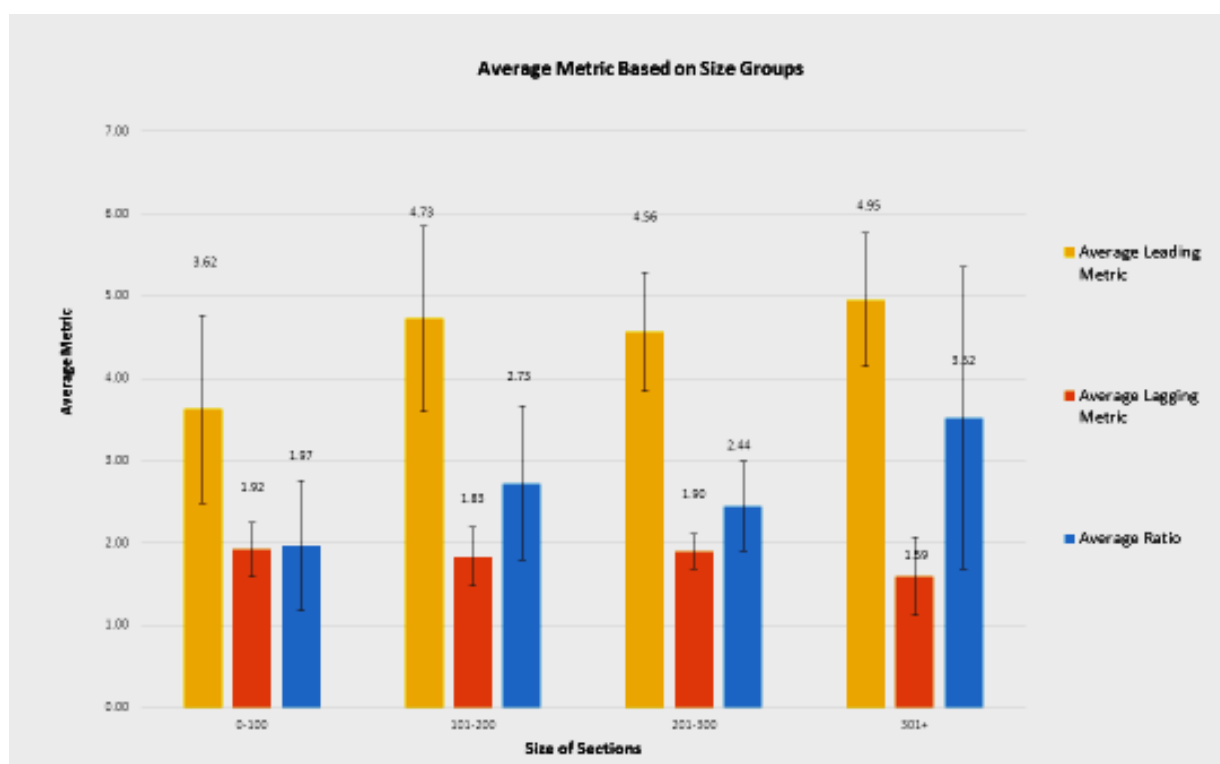


Figure 3: Average metric for each of the four size groups

Sections that have a leading metric score equal to the average leading metric score or higher are **healthy**, especially if outside the standard deviation shown in Figure 3. Sections that have scores **lower than the average lagging metric for their group, face challenges that may present barriers to success**, especially if outside the standard deviation. These sections are encouraged to reach out to the LSC leadership to explore how the LSC can assist. There may be AIChE tools available that they may not be aware of. Small sections should look for leading scores above 3.7, medium sections above 4.8, large sections above 4.8, and extra-large sections above 5.0. Lagging metrics should be below 1.9 for small sections, medium sections below 1.9, large sections below 1.9, and extra-large sections below 1.7.

Sections that have leading metric scores lower than the average have indications that there is room to improve. especially if outside the standard deviation depicted in Figure 3. **Sections that have lagging metric scores lower than average have indications that the health of the section may be suffering currently or in the near future as compared to peers** especially if outside the standard deviation. These sections should focus on improvement in 2018 to prevent declining success.

LSC has identified focus areas of organization, involvement, and media for leading metric measurement and demographics for lagging metric measurement. Sections should reference 2.2.1 through 2.2.4 for how these focus areas are measured for each survey question to help guide efforts to improve. Equations are provided to the sections in 2.2.1 through 2.2.5 to monitor current health and help assess various ideas. Specific recommendations for sections seeking to improve can be found in 3.5.1 through 3.5.4 broken down by focus areas and individual questions.

3.2.2 Breakdown by Section Size

Figures 4 through 7 depict the leading and lagging metric values for each section compared to peers of the same section size and the average leading and lagging metrics of those sized sections. The leading metric for small sized section category varied widely. Medium, large and X-large sections have more similar responses.

Lagging metrics were tightly grouped across all size groups, with slightly higher deviation in small and extra-large sections. This trend continues from past years, which shows that all of the sections are weighed down similarly. Improvements implemented by the LSC to improve lagging metrics could help all sections across the board. The change in average lagging metric over the years can be used to determine the effectiveness of any implementations if standard deviations remain low. Comparison to past results of effectiveness of LSC improvements are discussed in 3.5.

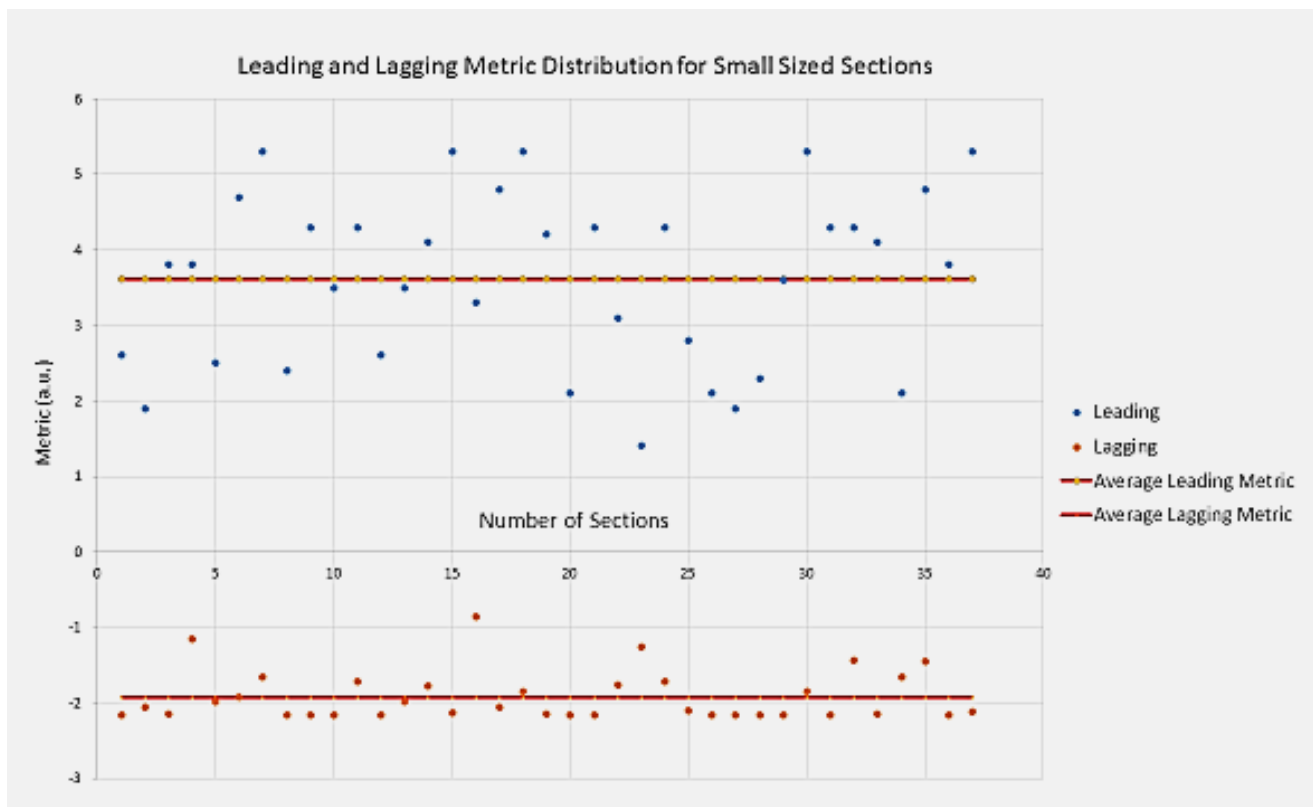


Figure 4: Leading and lagging metric distribution for small sized sections.

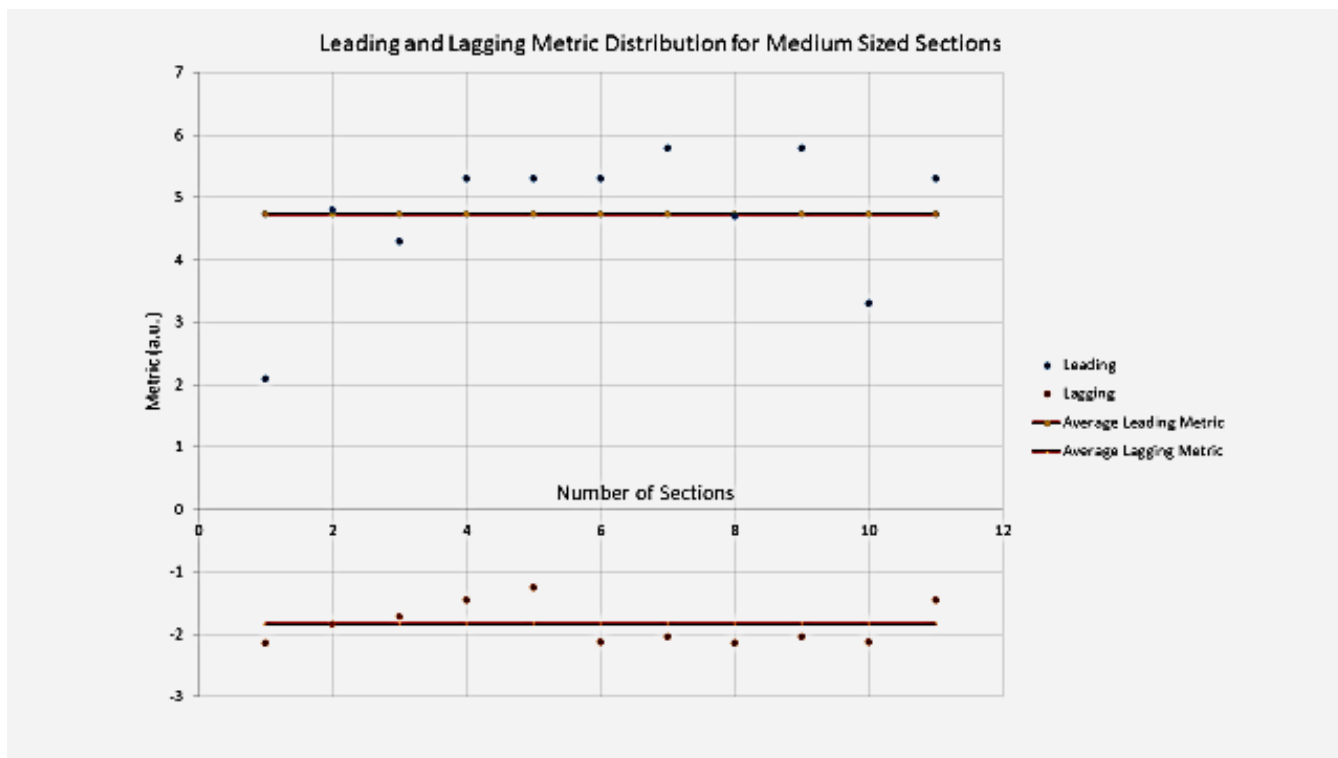


Figure 5: Leading and lagging metric distribution for medium sized sections.

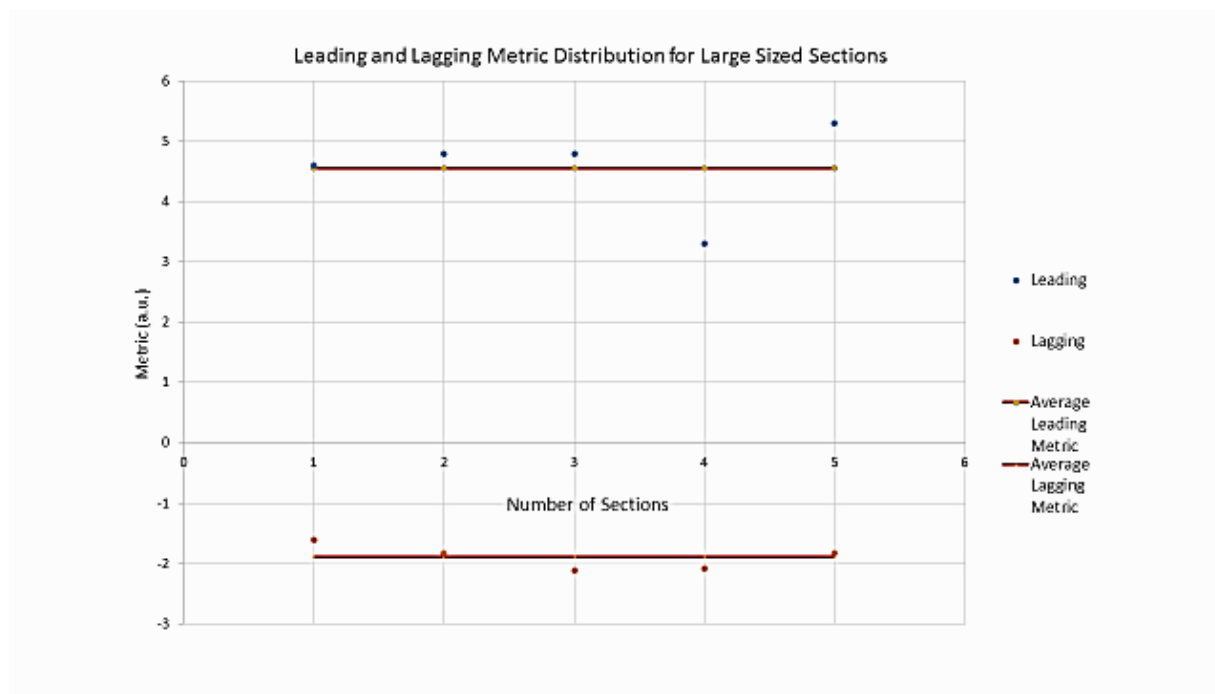


Figure 6: Leading and lagging metric distribution for large sized sections.

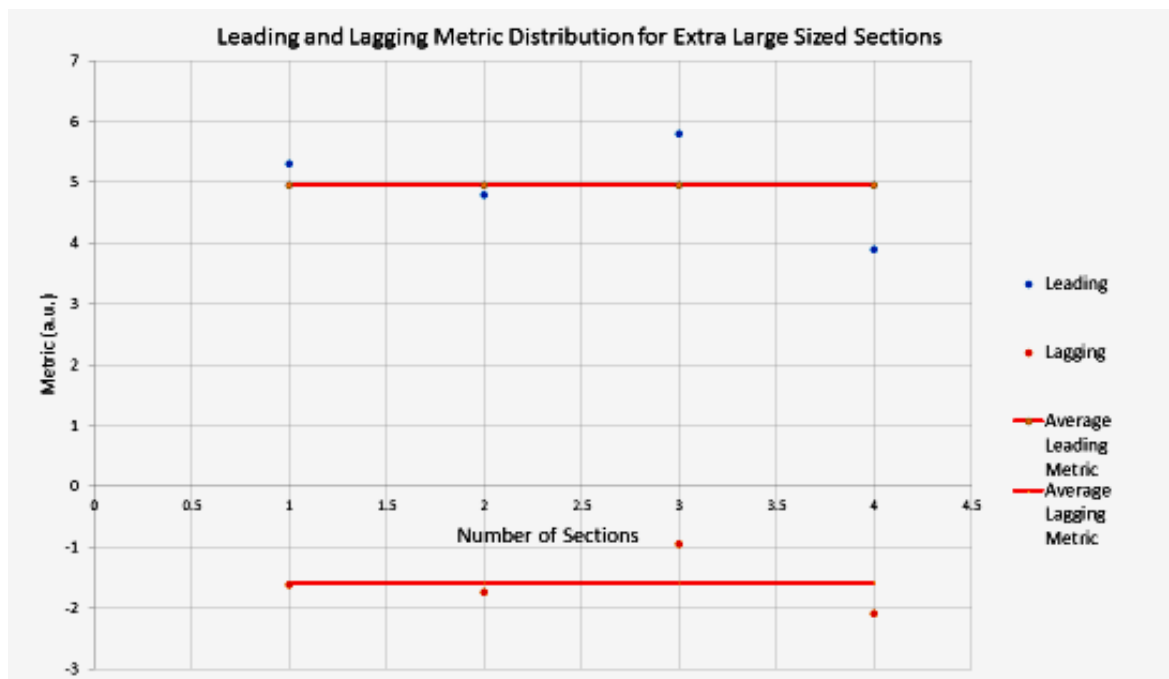


Figure 7: Leading and lagging metric distribution for extra-large sized sections.

3.3 Open-ended Questions

The responses to the open-ended question 4.6 were recorded to provide a general understanding of the health of local sections. The full responses are included in Appendix B with identifying phrases removed. There was about an equal mix of positive and negative responses. Review of these comments is suggested for sections looking to improve their health since many helpful ideas were described by local section leaders of healthy sections.

Responses to the open ended question 4.7 provide insight of external factors that have had a heavy impact on local sections. Some common responses can be natural disasters and major industrial relocations from a region to name two.

3.4 Comparison to Past Results

The 2017 year generally showed a decrease in leading metrics for all current AIChE local section categories. Across the board, sections of each size saw increasing lagging metrics with the exception on the medium sized sections indicating that historic concerns have been addressed and mitigated, reducing difficulties faced by local sections. This continued the trend from 2015 which suggests that LS efforts have been improving the health of sections. All four categories of sections saw reduced leading metrics in 2017 showing that there are challenges that have arisen that have reversed a three year trend from 2014 – 2016. The ratio of leading to lagging metrics decreased for all except the medium category indicating a decline in overall health of the small, large and X-large categories.

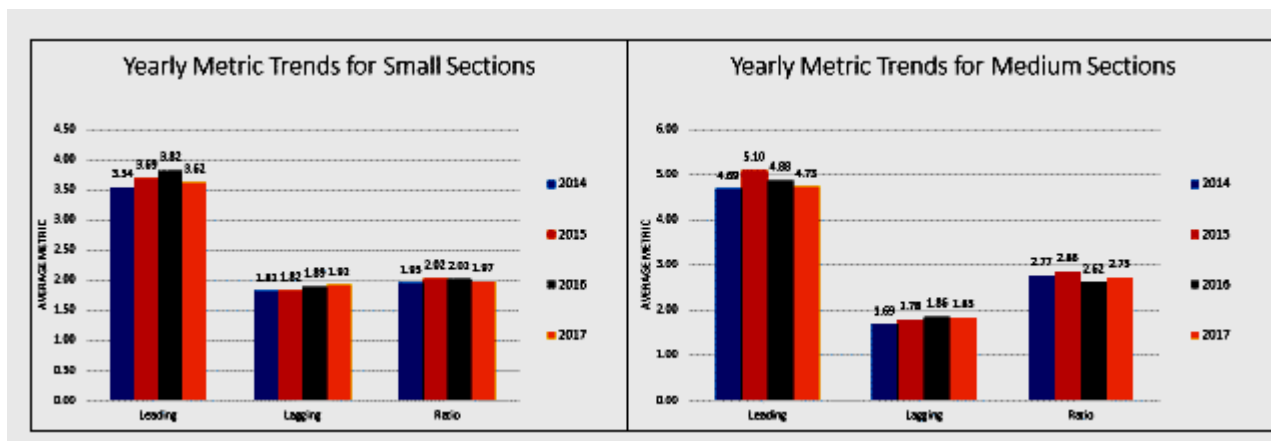


Figure 8: Yearly metric trends for small and medium local sections

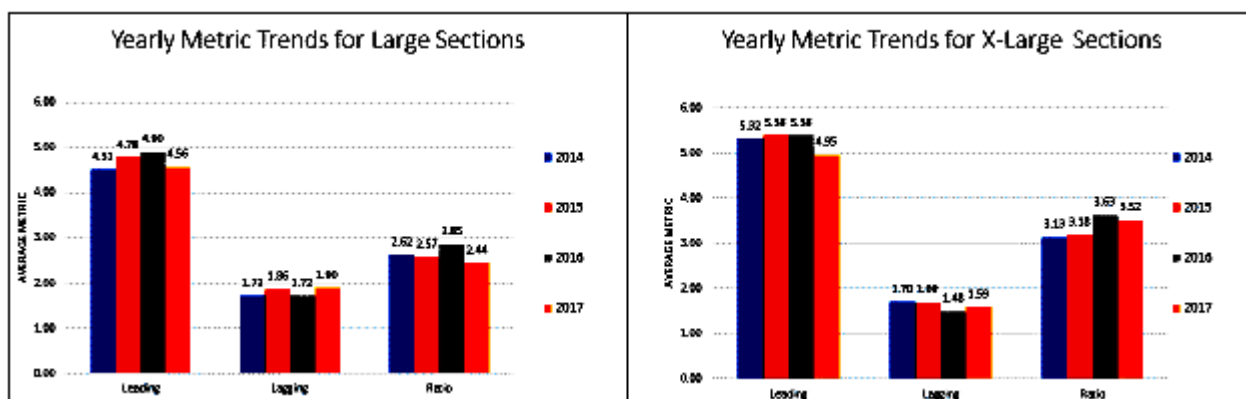


Figure 9: Yearly metric trends for large and extra large local sections

Figures 10 and 11 below show the breakdown of metrics by question between 2014 and 2017 for local sections of each size. Each set of questions correspond to a specific focus area: organization, media, involvement, and demographics. Discussion at this level of detail allows the LSC to determine specific focus areas for improvement.

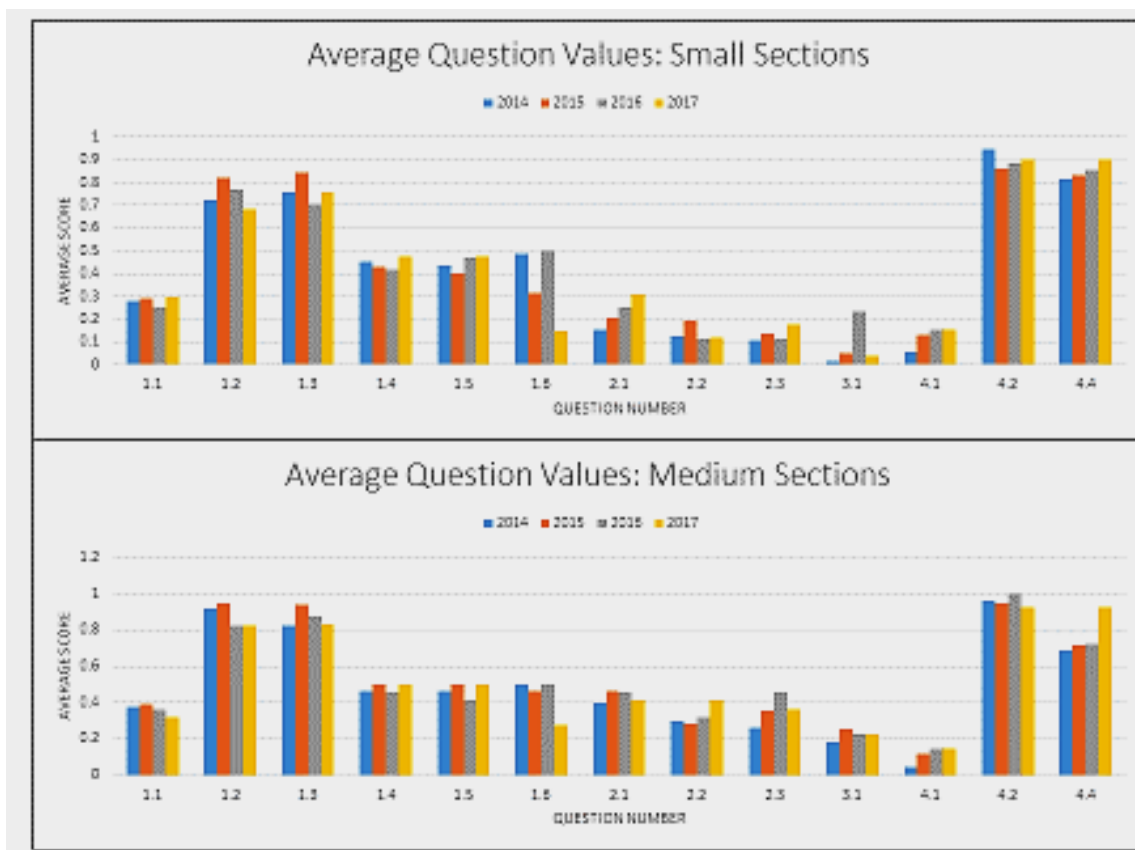


Figure 10: Average Question Values for each of the questions 1.1 through 4.3 for Small and Medium Sections

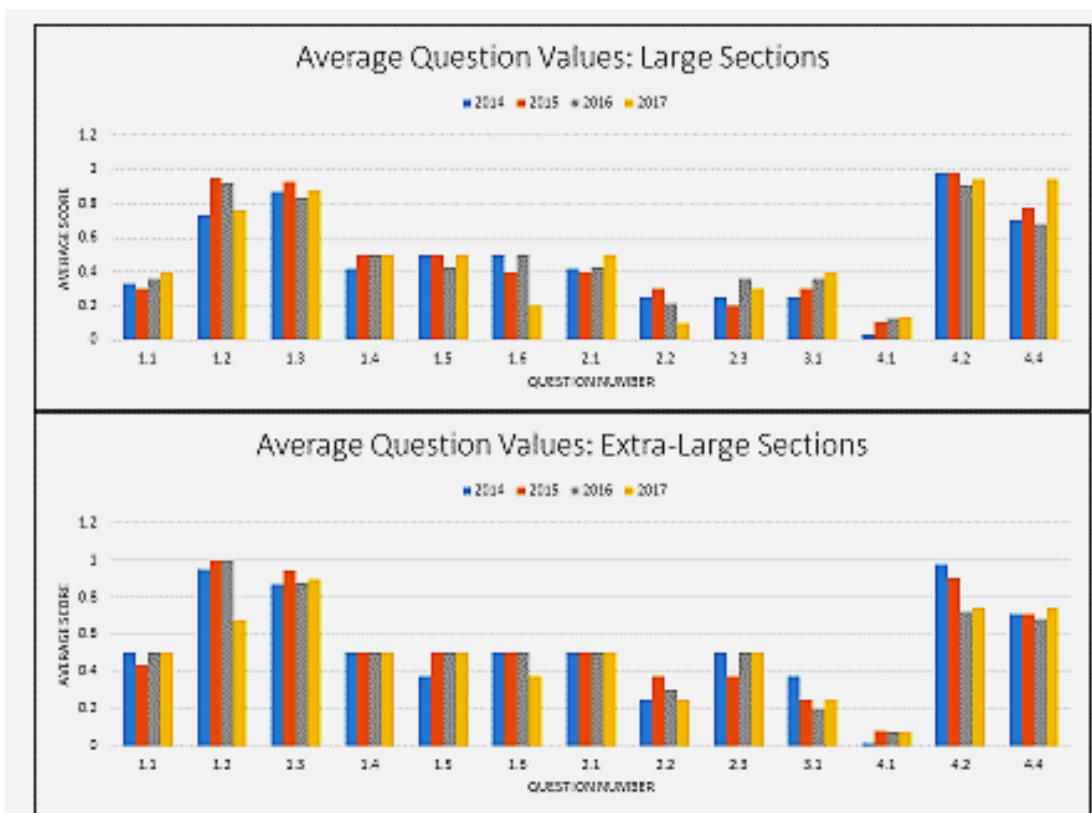


Figure 11: Average Question Values for each of the questions 1.1 through 4.4 for large and extra-large local sections.

3.4.1 Discussion of Organization Metrics and Recommendations

Questions 1.1 through 1.6 focused on organizational function, all of which measured leading metrics. The performance of the organizational structure highly affects the health of the section. Strong leadership sets the section up for success, and active, fresh leaders involved with the AIChE community receive higher scores. Lower scores show that sections are struggling, and higher scores shows sections are running smoothly.

Question 1.1 covered officer elections within the past year and awarded a score of 0.5 for “yes” and 0 for “no.” The average score for small sections was 0.3, meaning about half the sections held elections. There was an upward movement compared to last year. Large sections have also seen an increase in elections compared to 2016. Medium sections saw a decrease and extra-large sections remained essentially level. Sections with a score of 0 should consider their new officer recruitment efforts.

Question 1.2 asked what percent of all officer and board member positions were not filled. A higher percentage results in a lower score, with a maximum score of 1 for a response of 0% unfilled positions. Small and large and x-large sections have seen a decrease in this score compared to last year, showing more vacant positions among section leadership. Medium sections saw a slight increase in the average score as more positions are being filled. All sections should fill their open officer positions. Vacancies can be filled with appointed officers who complete the unfinished portion of terms that are vacated. Failure to fill open positions typically leads to heavier burdens on the remaining officers.

Question 1.3 examined the number of officers repeating terms through the average repeat rate. More officers repeating terms results in a lower score. A section's response is compared to the maximum of all responses, with the highest response resulting in the lowest score. Small, large, and extra-large sections are all generally capable of getting fresh volunteers for leadership as there was improvement. Medium sections declined compared to 2016. Sections with a below average score, especially if far from the center, should try to rotate new people into leadership positions.

All sections should be holding elections on a regular schedule. Sections seeking improvement on one or more of Questions 1.1 through 1.3 can consider alternate methods for conducting elections such as voting electronically via email. For very small sections, the election can be conducted via the telephone. Calling each member is an effective way of ensuring that everyone votes. Lack of elections can be an indicator of low membership numbers or lack of involvement. The LSC has prepared example by-laws for sections that includes information about elections, available on the [Resources for Local Section Leaders website](#). There is also a list of officer positions and suggested responsibilities. Individuals in a leadership position should take the initiative to find a candidate for their own replacement or opposition for the next election. The leaders know their role best and are the most capable of identifying good candidates. In order to fill long vacant positions, candidates may need to include members who are not very involved with the section or non-members that are encouraged to join. AIChE Engage is a great way to get in contact with members in the region that are not local members. Personal and online networking can assist with finding other professionals who are not in the AIChE listings.

Questions 1.4 through 1.6 deal with actions that the leadership of a section take, especially the communication with the LSC. Question 1.4 asks if the section has filed an annual report within the past two years. This is different from the annual treasurer's report in Question 1.5. The maximum score for question 1.4 is 0.5, which was the average for medium, large, and extra-large sections. All responding sections of these sizes completed an annual report within the past two years. This is important to the LSC in order to determine how best to assist the local sections. The small sections still averaged a high score at 0.48, but this means that some sections in this category are not filing an annual report. Sections with a score of 0 (did not file an annual report within two years) are encouraged to participate in the reporting. If assistance is needed in answering questions, sections are encouraged to contact the LSC leadership who can provide one-on-one support.

Question 1.5 for annual treasurer's report submission had high average scores as well across the categories. Sections with a score of zero (did not file a treasurer's report within the last year) should consider what will help them file a report in the future. The LSC recommends sections get their entire leadership team to assist with the report to make sure that all necessary information is available to the treasurer. Sections should be proactive whenever the first call for responses is requested so that issues with information are discovered early and are able to be solved. Treasurers and other officers are encouraged to contact the LSC with any difficulties encountered when filling out the annual report.

Completion of both the Annual Report and the Treasurers Report are requirements of each local section to remain in good standing with the AIChE home office and the LSC. If a section is unable to complete these requirements the LSC wants to and is interested in helping these section so that they might get to a point where they can complete these requirements. Failure to complete these requirements might result in a section not being allowed to apply for an local section grant until the reports are submitted.

Question 1.6 asks if at least 3 of the 6 bi-monthly LSC conference calls were joined? All categories of sections exhibited drop off compared to 2016 in participation; however, 2016 asked for a percentage of 12 calls. Sections who struggle with this or scored 0 on question 1.6 are advised to use their entire leadership team to plan attendance to ensure coverage and participation in these calls. Perhaps LSC needs to re-evaluate the approach to find better value on these calls.

In addition to the bi-monthly calls, the LSC offers sections an opportunity to communicate directly to the committee as well as fellow section leaders. The LSC twice a year sends out teleconference invites based on size and geography to section leaders. These regional calls are for section leaders to discuss issues or successes of their section and get advice or support from the committee, AIChE staff, and local section peers. In addition, AIChE offers the online community on AIChE Engage, [Local Section Leaders Central](#), just for section leaders to use to reach out to other section leaders for support or advice. There is also a published guide that provides details on how to organize a local section. It is available on <https://www.aiche.org/community/local-sections/resources-local-section-leaders>).

3.4.2 Discussion of Media Metrics and Recommendations

Questions 2.1 through 2.3 focused on internet and social media usage, all of which measured leading metrics. Effective use of media increases the outreach to new and existing members and could help boost involvement through improved accessibility of information. Sections that have an active presence receive high scores, and lower scores show sections that are weak in this area.

Question 2.1 records whether a section has a webpage or not. The maximum score is 0.5 for sections that have webpages, and 0 is the score for sections that do not. The average score for large and extra-large sections was 0.5, so all sections in these size groups maintain websites. Small sections are the least likely to have websites but they are increasing on this score. Medium sized sections took a slight step backwards. Sections who scored 0 on Question 2.1 are encouraged to create a website. AIChE offers **free** web hosting to all sections. The design and interface are extremely simplified and little technical knowledge is necessary to set up and maintain a section website. Sections can find a [guide to entity websites](#) on the AIChE website where they can also request a web page for their local section.

Question 2.2 asks whether a section has published a newsletter in the past year. Newsletters show regular communication between section leadership and membership. A score of 0.5 represents a “yes” response, and 0 is the score for a response of “no.” Medium sized sections have been the most successful at releasing newsletters. The number of newsletters has been increasing since 2014. Small and large sections had the lowest number of sections publishing newsletters. Both large and small size categories sections saw a decrease in average score since 2015. Sections with a score of 0 on this question should consider offering newsletters. If there is no current program for creating newsletters, sections are advised to develop a plan. We encourage sections to read the newsletters belonging to other local sections, which are often available on local section websites. No LSC resource is available at this time for creating newsletters. Sections that have a newsletter program but are struggling are recommended to create an editor position separate from the rest of the leadership team to reduce workload. It may also be helpful to have a newsletter committee with reporters whose sole responsibility is to create content for the newsletter periodically. For sections located near universities with student chapters, ask the student chapters to forward items for the newsletter. For sections that partner with ASME, SWE, NSPE and other professional groups, include a listing of meetings dates for these partnering organizations. Other newsletter topic ideas could include a call for section volunteers, photos from previous events and highlights of upcoming events, etc.

Question 2.3 covers social media presence, including active advertisement, communication, and event information. This is again a way of keeping in touch with current members or reaching out to new members to grow in size. Medium and extra-large sections were the best at maintaining an active social media presence in 2017, with an average score of 0.5 for the extra-large. Sections that scored 0 on this question are encouraged to begin a social media presence on Facebook, LinkedIn, or another site. Having a dedicated volunteer working on online communication can be helpful, and this position does not

have to be an officer. Sections may also find useful ideas on how to utilize social media in the open-ended responses listed in Appendix A by searching for “Facebook” or “LinkedIn.”

3.4.3 Discussion of Involvement Metrics and Recommendations

Questions 3.1 and 3.2 focused on Young Professional (YP) involvement in their local section, all of which measured leading metrics. Sections with low scores are struggling to engage YP members.

Question 3.1 asks whether a section has a Young Professional group. A score of 0 is “no” and 0.5 is “yes.” A group that specifically addresses young professionals is helpful when getting chemical engineers under the age of 35 involved in the section. Large sections are the most successful at YP engagement as evidenced by an average score of 0.4. Small, medium, and extra-large sections are less likely to have Young professional groups. In the cases of small sections and some medium sections, young professional involvement is probably more concentrated within the executive board of the section than with a separate group, which can be just as effective (see section 3.5.4). Sections with a score of 0 on this question are encouraged to consult the guide [Starting a YP Group Within a Section](#) available as a part of the Resources for Local Section Leaders on the AIChE website. There are also several examples of successful YP programs and involvement in the open-ended responses in Appendix A.

3.4.4 Discussion of Demographics Metrics and Recommendations

Questions 4.1 through 4.4 address the demographics of the local sections and are measured as lagging metrics. Local section leaders are asked for their input on question 4.1 through 4.3 regarding section membership numbers. Question 4.3 explores Undergraduate Student membership. Question 4.4 asks for a percentage of the Board of Directors/Executive Committee that is under 35 years of age.

Question 4.1 asks for the total section membership. Scores are assigned as a proportion of the total membership across all sections. The minimum score for this question is 0 for the section with the highest proportion of members, and the theoretical maximum score is 1 for sections with 0 members. The expected distribution is small sections having the highest average and extra-large sections having the lowest average by definition. The preference over time is to have all sections with the same high membership size. Increasing averages in smaller sections coinciding with decreasing averages in larger sections would be concerning because it would signal an imbalance in the member distribution. Compared to 2016, this is close to the trend that is seen. Small, medium, and large sections increased their average scores, while extra-large sections stayed about the same. This likely means that some of the larger sections in the small, medium, and large sections saw a decrease in membership, which would increase the average score for this question. It was noted that the membership numbers reported in the survey often differed from official AIChE records of section membership. Based on the open-ended question responses, this is likely due to different definitions and categories of membership. Leaders listed numbers for active members versus inactive members. Distribution lists were also frequently mentioned and differed from official records. Local section leaders can always access their AIChE-maintained [section membership lists](#) online.

The percent of members that are local-only is addressed in Question 4.2. Higher involvement at the local-only level is rewarded with a low lagging score on this question. The LSC wants more people to be engaged with local sections even if they are not paying AIChE dues. Medium sized sections decreased to about 0.95 while the other three categories increased. The decrease means that there are more members involved in the medium sized section only at the local level. A perfect score of 1 would represent 100% AIChE dues paid by local section members.

Sections with above average scores on questions 4.1 and 4.2 should focus on efforts to increase membership numbers. Many of the aforementioned suggestions for other questions will also help with membership. The LSC has compiled a [guide to help with member recruitment](#) available on the AIChE website, and is recommended to sections with high scores on these questions. When a section has more

activity and there is more incentive to be a full member, local-only membership should decrease. Sections struggling with maintaining AIChE dues-paying members could consider giving special benefits such as reduced-cost activities to those who are full members.

Question 4.4 covers the age of local section leadership. Lower percentages of leadership under 35 years old results in a higher lagging score. Maximum score is 1 for a response of 0% young leadership and minimum score is 0 for 100% young leadership, with healthier sections having a

higher proportion of officers under 35. All 4 categories have seen an increase in average scores with medium sized sections showing the highest spike meaning older leadership teams. Sections scoring below the average for their size group on this question are doing well with involving younger engineers in the section leadership. Sections scoring above the average should work on encouraging young professionals to run for officer positions. Improving or starting a Young Professional group could improve this score, and the guide [Starting a YP Group Within a Section](#) is available as part of the Resources for Local Section Leaders on the AIChE website. When the local section involves Young Professionals in its Leadership it is investing for its long term stability and continued health into the future.

3.4.5 External Factors Affecting Local Sections

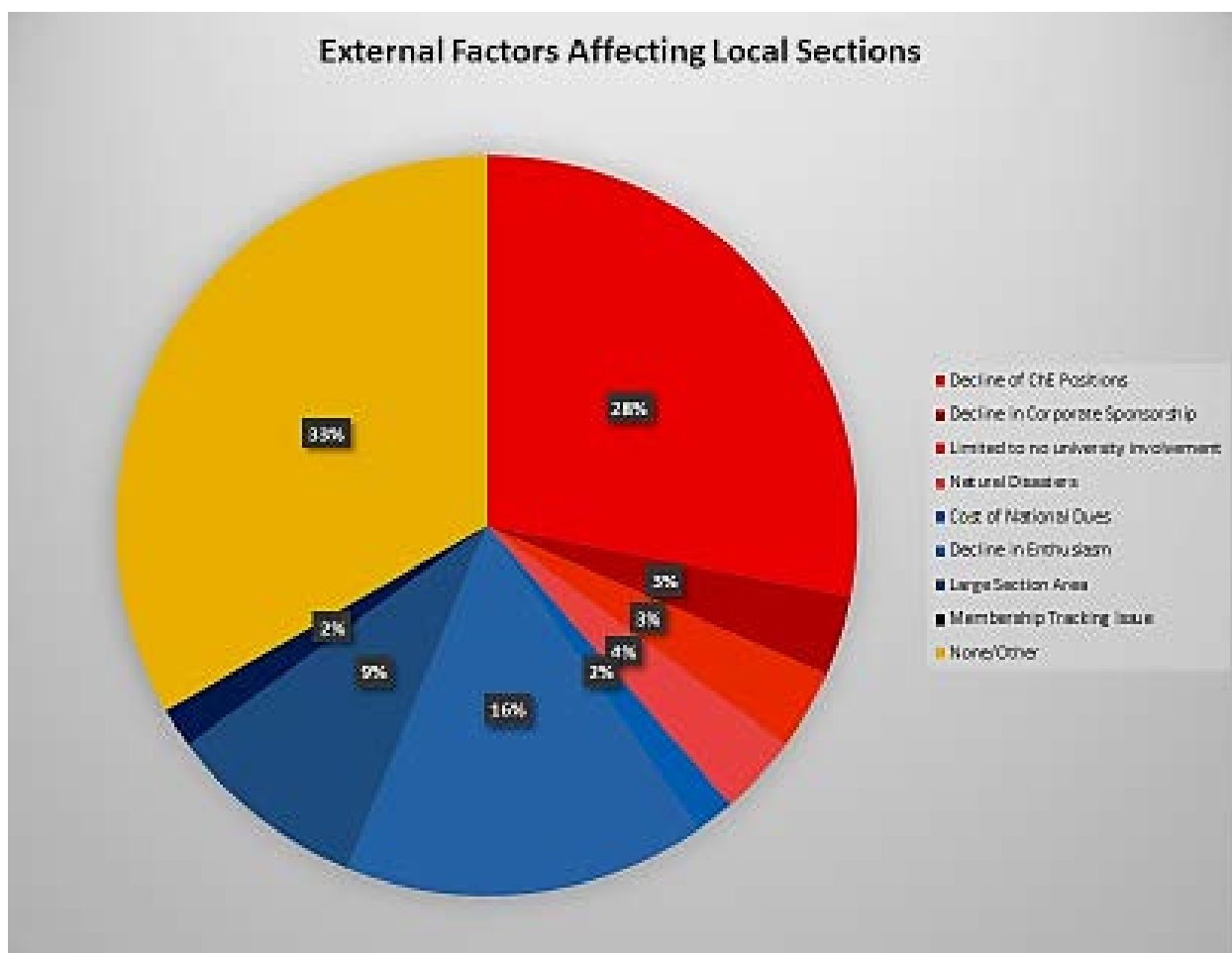


Figure 12: Breakout of External Factors Affecting Local Sections

One third of the responses to this questions indicated there were no external factors. 28% of the responses indicated that declining chemical engineering employment in the region is a problem. 16% of the responses indicated that high national dues are the reason for declining participation in local sections. Some responses that stand out from the others are from the regions that experienced extreme natural events.

3.4.6 Current and Future State of Your Local Section

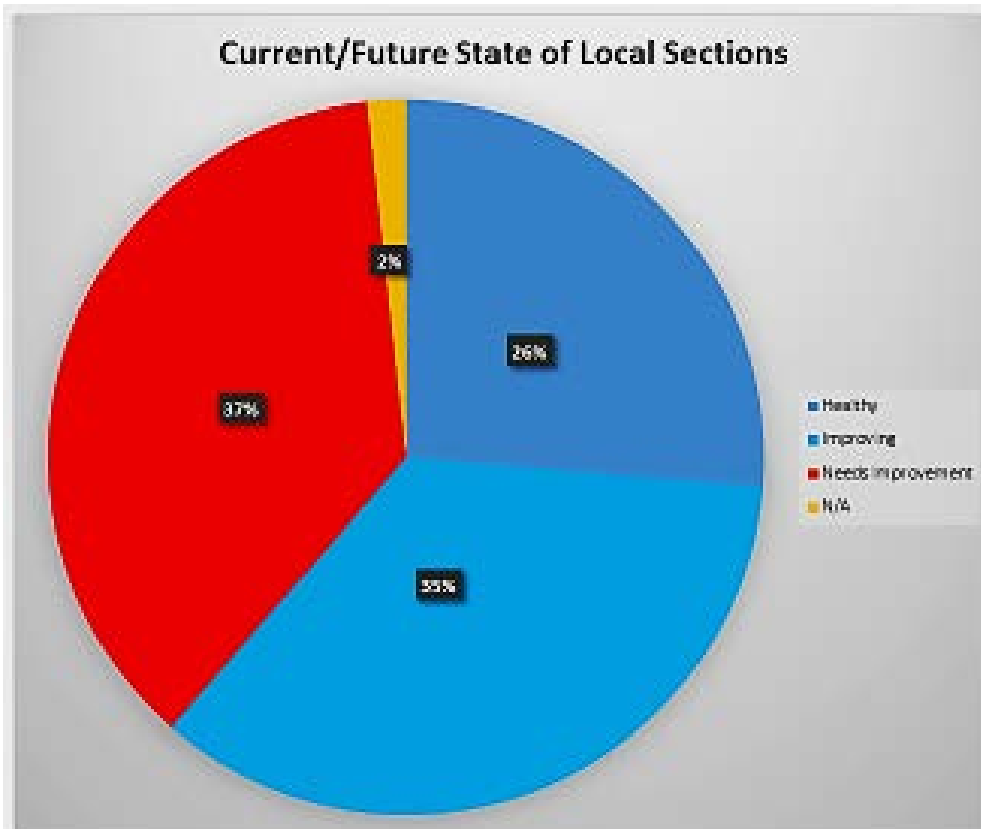


Figure 13: Breakout of Local Section Health Status

Generally speaking, 61 % of the responding Local Sections fall into the Healthy or Improving categories which is encouraging. Those needing improvement are to be encouraged to take advantage of the resources that the AIChE has to offer to build a healthy Local Section.

3.5 Conclusions

Major conclusions from 2017 Annual Survey results and analysis are:

- Survey response rate fell to 64% from 69% in 2016 with a reduced set of questions in 2017, so there is an opportunity to improve the annual report and feedback provided to sections.
- Sections belonging to the larger membership category responded at a lower rate compared to 2016 while sections in the smaller categories increased their response rate to the annual report survey.
- High variance in leading metrics show wide variety of benefits and successes in each section, which must be addressed or enhanced individually.
- Low variance in lagging metrics show that sections are similarly weighed down and can be addressed across the board.

- Extra-large sections have a much lower average lagging metrics than other section sizes representing less barriers to a healthy section.
- Lower lagging metrics in 2017 indicating fewer things to be concerned about within a section. LSC efforts have been improving health of sections.
- Slightly decreased leading metrics showing more negative things happening within sections.
- Small sections appear much weaker at getting fresh, young volunteers for leadership and often see more repetition of officers.
- All responding large, and extra-large sections have completed an annual report.
- Small sections are the least likely to have websites
- Large sections are much more likely to have a YP group than other sized sections.

Three major conclusions from 2014 and 2015 are also still valid:

- 1) The lagging metrics are INDEPENDENT of the size of the section, meaning the metric is not affected by the size of the section.
- 2) The leading metrics are DEPENDENT of the size of section meaning these metrics change as the size of a section changes.
- 3) Based on (1) and (2), it logically follows then that the ratio of the leading/lagging metrics are DEPENDENT of the size of a section with larger sections exhibiting better overall health.

These major conclusions are a good indication that lagging metrics can be addressed more broadly across all sections while leading metrics should be addressed based on the section's size. This means the committee and AIChE should create broad programs open to all sections based on lagging metrics while at the same time create specific programs based on section size on leading metrics. In addition, it appears that a top down approach works best for lagging metrics while the opposite would be true for leading metrics. This means that AIChE and the LSC should be more aggressive in improving the lagging metrics either by programs, grants, resources, or improved communication with local sections while local section leadership should be more aggressive in addressing the leading metrics in much the same way with their local members.

It should be mentioned that new local sections will have higher lagging metrics as they get themselves off the ground. If this is your section's first few years of existence, consider this year's metrics as a benchmark to continually improve upon.

As more data is gathered from repeating this survey, better conclusions could be drawn from this type of analysis. Higher overall leading metrics and lower lagging metrics demonstrates an improvement in local sections. LSC efforts over the past year have had a positive effect on the success of all the sections. However, this conclusion could be undermined by the decrease in response rate. If underperforming sections are failing to respond this could artificially boost metrics and hide weaknesses.

4 2017 Recommendations

Based on the 2016 survey results, the AIChE Local Section Committee structured its services to the different types of sections to better cater to their specific needs and concerns. In particular, LSC acted on the recommendation that the Committee continue to update and revise the documentation for local leaders on the [Resources for Local Section Leaders webpage](#) from 2014 and continue to align volunteers for this task completion.

Better resources should be made available to local sections that can help them reach out to and engage Young Professionals. This would involve sharing best practices of other sections and event ideas that are

attractive to them. In addition, better identification of who the Section's Young Professionals are needs to be done.

Similar to 2016 survey results, direct follow up with local sections with lagging overall metrics is recommended to determine the support needs of the section on an individual basis. Additional action items obtained from 2017 survey results can be listed as:

1. LSC should focus more heavily on small and medium sized sections. Current considerations include more frequent calls for small and medium sections for idea-sharing.
2. It is likely that local industrial activity changes may be affecting the growth and operation of all sections. It is recommended to correlate these factors to economic data and/or Institute's membership analyses.
3. Improve individual feedback to sections by providing specific suggestions based on that section's unique responses.
4. Improve entry of section name in survey to have consistent convention by using a drop down menu instead of a text field.
5. Develop a resource guide for sections looking to start or improve their newsletter program.
6. Consider ways to offer Incentives to Local Sections to Submit their Reports and Surveys earlier such as Gift Certificate Drawings to be used locally. This could be promoted via the Newsletter followed by an announcement of the winners.
7. The committee should also administer a follow-up survey to all sections in order to gather feedback on the effectiveness and helpfulness of the Local Section Annual Report.

5 Looking Forward

In order for the Annual Report to be effective and beneficial in accomplishing the goal of making AIChE a data-driven organization, continued data collection must be made priority. Diligent data collection and analyses will ensure that the leading and lagging metrics can indeed be used to predict the bottom/peak of a local section and that the AIChE Local Sections Committee can render assistance as and when necessary. In order for this survey exercise to embody the meaning of leading and lagging metrics as proposed by the Blue Ribbon Task Force on Local Sections (BRTFLS), sustained responses from local sections are expected. The committee and AIChE staff will reach out to repeatedly unresponsive sections to help improve the number of sections completing the survey.

In the coming years, the committee should judge how effective its programs and resources are for local sections based on the general lagging trends of all sections while section leaders should focus more on their leading metrics to see how effective their own local programs have been improving the participation of local members.

Each local section may use the leading and lagging metrics in order to measure the success of new and current initiatives over the years. The equations provided for how the metrics are calculated should assist local section leaders in determining progress throughout the year or predict effect of certain programs on the overall health of the section.

6 Acknowledgements

The Local Sections Committee would like to thank the following people who dedicated more than a year of their time reviewing the local sections program and creating thoughtful recommendations to help improve the program as a whole. These recommendations were brought to the AIChE Board of Directors for consideration at the 2014 AIChE Spring Meeting. Many of these recommendations, including updating the Local Sections Annual Report, were approved.

Members of the 2014 AIChE President's Blue Ribbon Task Force on Local Sections

Freeman Self, Chair
Otis Shelton, 2014 AIChE President, Sponsor
Phil Westmoreland, 2013 AIChE President, Sponsor
Bette Lawler, Sponsor
Dan Lambert, Sponsor
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Mark Stadtherr, CTOC-Vice Chair
Defne Kayrak Talay, SIOC
Joe Deneault
Janet Werner

The Local Sections Committee would also like to thank the following people for the time and dedication spent towards strategizing the 2016 Local Sections Annual Report, analyzing the data, and publishing the final results in this written format.

Annual Report Subcommittee of the Local Sections Committee

Tom Meehan, New Orleans Local Section
Peter Schwalbenberg, Local Sections Committee 2nd Vice Chair, Delaware Valley Section
Mary Lynch, Local Sections Committee Vice Chair, Metro New York Section
Sidney Biddle, Local Sections Committee Past Chair, Delaware Valley Local Section
Owen Jappen, Local Sections Committee Chair

Thank you all for your commitment to AIChE and improving its local sections program!

Appendix A – Metric Calculation Descriptions

Survey Details and Overall Metric Calculation

Organization

- Questions 1.1 through 1.6 all deal with the performance of a section's organizational structure. This set of questions is characterized as a leading metric since they are indicative of a section's capacity for operating smoothly.
- Questions that involve a 'Yes' or 'No' answer are scored as calculated in Equation 1 where Q is the question response and S is the final question score. "Yes" is evaluated as 1 and "No" is evaluated as 0, which give the two possible scores of 0.5 and 0. Equation 1 is used for questions 1.1, 1.4, and 1.5

$$S = 0.5(1 - Q) \quad (1)$$

- Questions that involve a numerical answer are 1.2, 1.3, and 1.6. The scores are calculated as shown in Equations 2 through 4, where Q is the question response, and S is the final question score. The *max* term represents the maximum of all section responses.

$$S_{1.2} = \left(1 - \frac{Q_{1.2}}{100}\right) \quad (2)$$

$$S_{1.3} = \left(1 - \frac{Q_{1.3}}{\max(Q_{1.3})}\right) \quad (3)$$

$$S_{1.6} = 0.5 \left(\frac{Q_{1.6}}{100}\right) \quad (4)$$

- The score range for questions 1.2 and 1.3 is 0 to 1, and the score range for 1.1, 1.4, 1.5, and 1.6 is 0 to 0.5. A higher score is indicative of a section that is functioning efficiently and is improving and a lower score indicates a section that is struggling with this metric.

Media

- Questions 2.1 through 2.3 deal with media activities and active presence.
- All responses in this section are "Yes" (1) or "No" (0) answers and will be awarded a score of 0 or 0.5 according to Equation 1.
- This is a leading metric because a low score is indicative of a section that is weak in this area and a higher score is indicative of a section that is active in their outreach effort

Involvement

- Questions 3.1 through 3.2 depict a local section's participation in community and AIChE activities related to Young Professionals (YP).
- All responses in this section are "Yes" (1) or "No" (0) answers and will be awarded a score of 0 or 0.5 according to Equation 1.
- This is a leading metric because a low score is indicative of a section that is struggling with engaging niche groups and its visibility with AIChE's home office, and a high score is indicative of a section that handles these tasks well.

Demographics

- Questions 4.1, 4.2, 4.3, 4.4 deal with the demographics of the local sections and is a major lagging metric. Since a lagging metric MUST meet the above definition, scoring of these questions needs to be handled differently.
- 4.1 is open ended, but the number of members is first used to determine what percent of the TOTAL members belong to that section. Next, the percent for a given section is compared to the

maximum percent among all sections. Equation 5 shows the calculation of the Question 4.1 score. The *max* term represents the maximum of all section responses. Similarly, the *sum* term is the sum of all section responses.

$$S_{4.1} = \max\left(\frac{Q_{4.1}}{\sum(Q_{4.1})}\right) - \frac{Q_{4.1}}{\sum(Q_{4.1})} \quad (5)$$

For example, in a survey size of two sections having 5 and 10 members, the proportions belonging to each section are 0.33 and 0.67 respectively. The final metric score will be $0.67 - 0.33 = 0.34$ and $0.67 - 0.67 = 0$. This indicates that section A has a higher lagging metric than B. The minimum score is zero and the maximum theoretical score is 1.

- Questions 4.2 and 4.3 are scored using the same rationale. Based on the percent entered, each section receives a score between 0 and 1 that is found as follows: $(1 - \text{proportion entered})$. This method of scoring will ensure that sections exhibiting low numbers will receive higher lagging metric scores. Question 4.2 is scored according to Equation 6 based on the proportion between responses to 4.2 and 4.1 if the section responded with a whole number instead of a percentage. Otherwise, the 4.2 to 4.1 proportion is replaced by the actual percentage response in Equation 6. The score for question 4.3 is calculated in Equation 7.

$$S_{4.2} = \left(1 - \frac{Q_{4.2}}{Q_{4.1}}\right) \quad (6)$$

$$S = \left(1 - \frac{Q}{100}\right) \quad (7)$$

Overall Metric Calculation

The leading metric for a section is calculated shown in Equation 8, where Q is the survey response for a question. The overall metric score is the sum of all question scores, which are explained in 2.2.1 through 2.2.5. Higher leading metrics are signs of health. The *max* term represents the maximum of all section responses.

$$\begin{aligned} \text{Leading} = & 0.5(1 - Q_{1.1}) + \left(1 - \frac{Q_{1.2}}{100}\right) + \left(1 - \frac{Q_{1.3}}{\max(Q_{1.3})}\right) + 0.5(1 - Q_{1.4}) + 0.5(1 - Q_{1.5}) + \\ & 0.5\left(\frac{Q_{1.6}}{100}\right) + 0.5(1 - Q_{2.1}) + 0.5(1 - Q_{2.2}) + 0.5(1 - Q_{2.3}) + 0.5(1 - Q_{3.1}) + 0.5(1 - \\ & Q_{3.2}) + 0.5(1 - Q_{3.3}) \end{aligned} \quad (8)$$

The lagging metric for a section is calculated shown in Equation 9, where Q is the survey response for a question. The overall metric score is the sum of all question scores. The *max* term represents the maximum of all section responses. Similarly, the *sum* term is the sum of all section responses. Higher lagging metrics are signs of low health.

$$\begin{aligned} \text{Lagging} = & \max\left(\frac{Q_{4.1}}{\sum(Q_{4.1})}\right) - \frac{Q_{4.1}}{\sum(Q_{4.1})} + \left(1 - \frac{Q_{4.2}}{Q_{4.1}}\right) + \left(1 - \frac{Q_{4.3}}{100}\right) + \left(1 - \frac{Q_{6.1}}{100}\right) \\ & + \left(1 - \frac{Q_{6.2}}{100}\right) \end{aligned} \quad (9)$$

Appendix B – Open-Ended Survey Responses

Full Responses to Open-ended Question 4.6 on 2016 Annual Survey

(Identifying details have been removed.)

<p>4.6 Please describe the current and future state of your local section. Feel free to provide more details on any of the above responses.</p>
<p>Section was dormant for several years. Restarted with charter/by-laws update and elections during summer of 2016.</p>
<p>Have held four quarterly meetings (Oct 16, Jan, Apr, Jul 17). Officer elections are scheduled for October, nominations are currently being solicited.</p>
<p>April meeting was competition for area college students.</p>
<p>AIChE provided rolls include names of 126 students in the area. Number reported is that of individual students who have attended/participated in a local section meeting.</p>
<p>The Section is stable.</p>
<p>We are maintaining fairly steady at about 80 paid members.</p>
<p>New graduates still haven't figured out the value of servant leadership, so we do what we can do with those who wish to play and want to serve our community.</p>
<p>Over the last several years we have tried joint meetings with other societies in the area with very little participation by our members. Even having meetings offering PDH credits for our members has at most only garnered an attendance of 7 or 8 members, including the 3 active officers. It is becoming increasingly difficult to get speakers of interest for such a small group.</p>
<p>Section leadership has been getting younger and we had our first contested election in many years this Spring.</p>
<p>Local section activity is limited due to other nearby local section. Will be limited going forward.</p>
<p>We are on the verge of going out of business. We have difficulty obtaining speakers for the local meetings. When we do have a meeting, we only get about 10 attendees. We are trying to get some younger engineers involved. All of the leadership is 60+ years old.</p>
<p>Yet again, we continue to have the opposite problem compared to most local sections. The majority of our attendance is young professionals in their first 5 years of their career. There is a trend that professionals with approximately 6 years or more stop attending. This is likely due to a change in life pattern with professionals starting families. We are working to plan family-oriented events to encourage those members to bring their families, and we hope that it might help with this issue.</p>
<p>Our technical presentations, especially our Annual Speaker Series, proved to be a huge success with good attendance and very positive feedback. Because of corporate sponsorship and AIChE grants, we are able to keep our meeting dues low for our members to encourage participation and that seems to be a very successful route. This year we have also been more focused on our volunteering efforts and have had success with organizations like Make-A-Wish and Harvesters: The Community Food Network. Overall, this has been a fun year and we're excited to see how the rest of the year's meetings go!</p>
<p>Our local section is fairly active. We just started holding young professional events this past year and plan on continuing these events due to their success. We host an annual conference that receives great attendance.</p>
<p>We have been trying to engage more people within the community to try and get more volunteers. We are committed to maintaining the Section but struggle due to declining number of chemical engineers in the area and heavy commitment of these engineers to other volunteer activities.</p>

<p>Inactive at present. I hope to have time in the future to work on getting others to step up and take a leadership role and get the section active again.</p>
<p>We have an active section with activities in Outreach, Awards, Recognition, Dinner Meetings, Young Professional, Education, Workshops, K-12 and for local colleges. We hold two planning meetings each year. Our Executive Board is very active in all activities.</p> <p>Our Dinner meeting program for the first half of 2017 has been a success!</p> <p>Our section also provides value in many other ways to our members. We are committed to assisting those looking for work through many different approaches. We continue to hold First Friday meetings each month for those who need to network for jobs.</p> <p>There is no change for 2018 with all the same activities.</p>
<p>The section continues to struggle with attendance at events and getting additional help with leadership of the section.</p>
<p>Active and doing well, working on further engaging undergraduates.</p>
<p>Current status is very small active section, potential for reaching a larger group as there are many ChE employers in the area. About 14 active members but 47 members listed online and our email list is out to 141 contacts. Unless the section can find a way to reach out to the larger available ChE population then it will stagnate or even dwindle further.</p> <p>-FB page says Young professional, but is not really a YP section.</p> <p>-Conference calls are not attended, though conference call notes are received and reviewed. Annual conference is attended.</p>
<p>We are lucky in having a core group of dedicated members seeking to maintain a healthy chapter. We have eight monthly meetings each year with average attendance 25 folks. The dynamo of our chapter is two technical seminars each year. The seminars average 70 attendees and raise funds and gives the chapter a community face. We also have an active high school school grant program. Up to 10% of chapter net worth is donated to benefit local high school chemistry labs. We have a young professional program which is not as successful as we would like but we are ever striving to improve. We have small scholarships for local university dissertations and outstanding local university junior. Our chapter Newsletter is outstanding. Our local Web site is outstanding. We honor outstanding professional accomplishments via biannual Charles E. Coates award.</p>
<p>We are holding are first event in over 20 years next month.</p>
<p>Steady</p>
<p>We are holding more frequent meetings and currently working on a series of meetings related to sustainability. These meetings have had good attendance as members come to each meeting for next in series.</p>
<p>We are financially ok, but short on members. Activities to attract members have not really borne fruit as hoped. Still looking to have more activities to grow membership.</p>
<p>Our section is stable with a full calendar of activities involving education, outreach, and enrichment. We have an active Young Professional organization with good involvement from potential AIChE members. The section has developed ambitious goals for growth and development of its membership and programs.</p>
<p>Revitalization efforts began 2 years ago. Now the section has elected officers and has organized 2-3 events every year since being revitalized. The goal was to start small and sustain, and then grow. Currently, we are looking forward to add more elected officers, organize more STEM and networking events, and coordinate with local professional and student chapters for joint events.</p>
<p>Our local section decided to go dormant about a year ago after low attendance and little help with planning events. Our officers still respond to needed communications with AIChE, but do not plan regular events.</p>
<p>Still searching for someone to take the section chair role. Three candidates have discussed it but not been interested in the end. Still looking.</p>
<p>Several new members are interested in re-starting the local section</p>

<p>We're on life support. There is no active support on the board so by extension we really do not have resources to do meetings or events. Our one annual activity is to participate in a regional training seminar in February along side all of the other professional organizations. We host 5 chemical engineering centric seminars over a 2-day event.</p>
<p>The current state is a resulting reflection of the factors outlined above - a shrinking organization. This state was recognized over fifteen years ago, and the executive board has tried various initiatives to curtail this down-turn. The economy has been a major deterrent.</p>
<p>The future does not look promising - at least not the immediate future. But the executive board continues to explore options that will meet the needs and interests of current members, and attract YP's.</p>
<p>Small but active section base. Improved attendance from younger members (i.e, YP group). Renewed coordination with other groups (ACS specifically). High school scholarship award program now in jeopardy due to declining membership base. Private industry support funding was obtained in 2017 to cover both awards, but larger base/more is required. Fact that 49 active members with 169 non-local members in area reinforces section need to reach out to AIChE non-local members- there is an obvious lack of communication that the local section is present that the local section has to address.</p>
<p>There is no local Chemical Engineering program, therefore no Student Chapter to tie in with. Still, the section maintains contacts with local engineering universities and chemistry programs through ACS.</p>
<p>We are still getting our feet on the ground. Membership activity is consistently low (12 - 30 participants) - again geographically a large area and events can be up to 3 hours from someone's home/work making participation difficult.</p>
<p>We do have some younger members join the board so we are looking to capture more young professionals in 2018!</p>
<p>Our section came into existence early 2015. We have made significant progress since then. We frequently interact with a local student chapter. We also closely engage industry/academic/student community on several events like industry seminars, participation in co-hosting conferences here and increasing visibility within the chemical engineering community here.</p>
<p>This academic year, we have strengthened our collaboration activities with other societies through participation in respective events. We had a few student/industry interactive events hosted by the local section and the Student Chapter.</p>
<p>We also had our third annual local section awards ceremony held in May 2017. We also continue to promote/appreciate undergraduate and postgraduate students by recognizing their excellent research/thesis work in the form of undergraduate/postgraduate thesis awards. Due to our relentless efforts, we have further brought great visibility to our Local Section.</p>
<p>Our local section is currently doing well and setting itself up for continued success by involving more student and YP members through YP events, family events, and student events. We are also doing a good job of collaborating with another nearby AIChE local section to ensure we are maximizing our resources as much as possible. Over the past 3 years we have significantly increased the number of our leaders who are both under 35 and women. We look forward to continuing in this direction and further strengthening our local section.</p>
<p>The section is stable and active. We have active newsletter, programming, young professionals, and student outreach.</p>
<p>YP's are recruited to both our local section YPC and the local section officer board. We have most success in getting YP volunteers by having experienced mentors recruiting YP's at their work.</p>
<p>We have been seeing slowly decreasing meeting attendance as an overall trend over several years. Our credit card processing fees have increased a lot over the past few years also.</p>
<p>Currently the section is stable and constantly working on different technical programs, short courses, outreach events, networking and social events for the ChemE community in the area. For the last 4 yrs. the</p>

Local Section has supported the YP group, noticing an improvement in the involvement of younger engineers within the section programs. Programs and events are well attended and future initiatives will be implemented to continue developing the section.
This is the second year since we have become an active section again. We are still working on determining what meetings/events bring a consistent audience and what will meet the needs of the community.
Right now, we co-sponsor 8 to 10 seminars with the professional chemical engineering organization and support the student chapters initiation ceremonies.
We have posted a picture of our geographic area on our website. While we have an aging membership, two YP's have just joined our board for next year - a positive development. We do not have any student chapters in our area. This past year, we've had 7 board members. Going forward, one of our board members is taking a year's maternity leave, so the two new board members will bring our total number to 8. Our board members are engaged to keep our section going to the extent that their jobs, travel, and family constraints will allow. Each year, we provide 8 or 9 interesting and innovative monthly meetings, ranging from plant tours, to technical speakers, to social gatherings, organized by ourselves, or as joint-meetings with other engineering societies. We are involved in Education Outreach activities, including with our local Engineers Week Council, and we provide annual Student Scholarships to top high school students enrolled to start in a University Chemical Engineering program. We also do judging at our local Science & Engineering Fair and provide awards to the winners. We fund the scholarships and awards from company donations and membership dues. We hold two semi-annual Board Meetings to take stock of, coordinate, and plan our activities. We are faced with low member involvement at our meetings for a variety of reasons, including: business travel; long-term out-of-state/country assignments; shift work & late working hours; family & community commitments; living/working at the outside our core area making travel to meetings difficult; having positions in executive management and no longer interested in technical matters; belonging to other professional/technical societies that take priority; having no time to attend meetings; getting PDH's from online webinars; not needing PDH's; working in non-traditional industries and not interested in traditional programs; and being retired and no longer interested in participating. Our new section website is very effective in communicating and facilitating our meetings. It has been our most positive development since a year ago. We announce monthly meetings to our members by email and we also have a LinkedIn site where we post the meeting information.
Trying to get both Young Professional and established members to "step up" and take leadership (officer) roles. Some have expressed interest - but it is not always long term. Members also get "side tracked" with work/personnel issues.
chapter is stagnant, but we are working on bringing new people in and breathing life back into it
Hopefully someone will step up to lead.
The local section is healthy and has a decent fund with which to schedule events. Currently marketing is the main focus and reaching out to university students nearby in order to increase student and young professional involvement.
Election of new officers has been delayed this year but will occur in early fall. Officers have been selected by election in each of the prior 25+ years.
We have five universities with ChE programs and student sections in our local section area. We have made relations with and support of these students a priority.
Although we have not published a newsletter in over five years, we do issue several emails each month with information on monthly meetings and special events and announcements.
Current state: We are currently focusing on re-energizing our connections with Young Professionals and students. Leadership also continues to debate whether to get more publicly involved with current issues (see 2nd part of response to 4.5), but we also have concerns over taking sides due to our members being employed over the whole spectrum of any given technical or political issue. Future state: We are excited about our efforts to engage more with Young Professionals and students because they are the future of our Section.
The local section would benefit from more volunteers, particularly an activity chair. It would also be beneficial to have a short course to demonstrate how to effectively use and administer an AIChE sponsored

<p>website; and also administer updates to member e-mail addresses, e.g. some members have out-of-date e-mail addresses and whenever we send meeting invitations, there are bounce backs; while other members ask for use of a particular e-mail address to be used that is not linked to the published member list administered by AIChE.</p>
<p>We are having trouble recruiting new officers. The current leadership been at this a long time and retirements are draining it.</p> <p>Younger members either don't put in the time or transfer out.</p> <p>We have lots of AIChE members in our region than we have section members. Some is due to location of main location of membership and many members are too far away from each other to get together.</p> <p>We have had joint meetings with our student chapters. Student chapter members are included on all our events.</p>
<p>Future state will be established now that I (the Chair) have a new job; plan to solicit active members for passing the baton by end of 2017; will continue connection with our nearby student chapter (as was done in 2016-2017)</p>
<p>We need to build up our attendees for meetings.</p>
<p>Activity is going to be very limited due to the reasons outlined in survey responses</p>
<p>At this time, we do not have a Young Professionals group. I believe in the past we have checked YES for this question, but in reality, we have an integrated board where young professionals hold positions of leadership just as any director of the board.</p> <p>Additionally, the membership numbers [total, local and student] are the same as used for last years Annual report, as I was not able to contact my local team member to retrieve that information.</p>
<p>Each January we hold one 2 hour planning meeting.</p> <p>Past two years we have been holding 2 meetings a year. Each year we as AIChE Officers send two representatives to the two Universities to present them with their Outstanding Student Award (to a Graduating Senior) which includes a cash contribution. We generally have about 20 to 35 people show up to our meetings with as many as half being University students.</p>
<p>We continue to be an organization with a strong and active membership.</p> <p>Our Executive Board works together and in unison to serve our members through education, professional development, networking, and outreach sessions.</p>
<p>We still struggle to maintain interest in the local section.</p>
<p>good shape financially. plan to meet monthly (or most months) with events already scheduled for September, October, and November plan to resume monthly distribution of newsletter (or most months) two recent college grads expressing interest in more involvement; plan for them to update our on-line presence including Facebook, Twitter, etc.</p>
<p>Most members that attend meetings are late career or retired. Trying to get a young professional group together is hindered by large geographical separations. In addition, some larger firms have in-house YP programs that compete with attempts to recruit for the local section executive council that meets once a month.</p>
<p>With the new leadership team combination starting this year, our focus is to find more measurable ways of delivering member value, finding incentives such as members only networking and career development events and improving transparency and effectiveness between how local section dues are reinvested back into value-generating events. #1 Focus 2017-18 is more events that explicitly deliver member value and a goal to generate 3 new sources of non-dues revenue for the section.</p>

The current and future state of the section looks great. We have a vibrant board that has been instrumental in helping deliver relevant and impactful programming. In the past 8 months, attendance at our monthly meeting has significantly increased over when compared to 2016 monthly meeting participation.

We foresee an even stronger local section in the future with improved programs and activities in 2018. We don't see any issues with leadership transition because we will have a reliable executive and board membership for 2018.

Our organization is experiencing trouble with leadership having sufficient time available to arrange for meetings, etc. There is also limited interest from membership in donating time to help leadership.

Lately we have improved our presence via a new website and in the next meeting, our Annual Picnic we will have elections. Some members have expressed interest in running for office.

Students from a nearby student chapter will also be in attendance. The picnic is an annual event that our local section has sponsored for many years, and the students look forward to this event, to interact with professionals in the area.

We haven't been formally enrolling the students. We have 20 to 30 attend most of our regular meetings. We have 70 to 80 attend the once a year Career panel events and 40 to 50 attend the Annual Meeting that includes a Ukrainian Buffet.

While we do not have a separate YP group, we do YP outreach and attempt to address the needs of this age group.

We do not elect all officers every year. This year we elected 4 directors. Only 2 were prior directors and each of them had one prior term. Our LS does not allow more than 2 consecutive terms for any officer.