



2014 Highlights of ACS Achievements

An annual report from Madeleine Jacobs
Executive Director and Chief Executive Officer
American Chemical Society

2014 was a year of solid achievement for the American Chemical Society. On behalf of the ACS staff, I am pleased to present this summary of some of the highlights from the year, submitted by the ACS operating units that report to me and organized around the Society's 2014 four strategic goals (the strategic goals below are listed in order of priority). These selected accomplishments were achieved through a robust partnership of ACS members, governance, and staff, often in conjunction with other organizations. Although these are only selected accomplishments, the list is long. It does not include many of the activities carried out by the ACS Presidential Succession, ACS Technical Divisions, or ACS Local Sections—or the many individual activities that our members undertake. ACS carries out so many activities that we often forget the many ways in which we serve our members and the broader scientific enterprise worldwide.

In order to carry out its mission for the chemistry enterprise, ACS must be a financially sustainable organization. For the 11th consecutive year, ACS ended the year with a positive net contribution from operations. The year-end results show that ACS generated \$17.9 million from core operations, which is \$726,000 favorable to the approved budget, on total revenues of \$499.0 million (\$8.5 million or 1.7% higher than 2013). The Society's financial position declined in 2014 to \$145 million in unrestricted net assets due primarily to the impact of new mortality tables that increased the liabilities of the frozen postretirement benefit plans. In early March, the Society's financial statements were posted on the ACS website at www.acs.org/finances.

GOAL 1—Provide Information – Be the most authoritative, comprehensive, and indispensable provider of chemistry-related information.

CHEMICAL ABSTRACTS SERVICE (CAS)

Chemical Abstracts Service (www.cas.org) is the world's authority for chemical information. CAS is the only organization in the world whose objective is to find, collect, and organize all publicly disclosed chemical substance information. A team of scientists worldwide curates and controls the quality of the databases, which are recognized as the most comprehensive and authoritative by organizations around the world. By combining these databases with advanced search and analysis technologies (SciFinder® and STN®), CAS delivers the most current, complete, secure and interlinked digital information environment for scientific discovery.

- Record content growth is sustained at CAS.**

CAS achieved record and near-record growth in the following content areas:

- More than 13 million new substances were added to the CAS REGISTRYSM, which now includes >91 million small molecules. This exceeds the prior record from 2010

- when 10,747,330 new CAS RNs were assigned. Growth in 2014 was driven by prophetic substances identified in patents, chemical supplier offerings for CHEMCATS®, and organic growth for indexing of the literature.
- More than 1.5 million indexed records were added to the CA/CAplus family of databases, slightly up from the all-time high recorded last year. Growth was due to both patent and journal processes.
- Nearly 1.4 million new single step reactions were added to CASREACT®.
- Nearly 21,000 patents were analyzed creating, more than 50,000 Markush diagrams for inclusion in MARPAT®.

- **Global expansion continues in key markets.**

CAS has significantly expanded its global presence in the following areas:

- Sales and marketing resources were expanded in Canada, Ukraine, and South Korea with Russia and Latin America to soon follow, enhancing customer service and support in emerging markets.
- Further, establishment of the representative office in China, and the new subsidiary, ACS International India, Pvt. Ltd., in India, will now allow for tremendous opportunities in global growth. These offices and other resources in India and China are available for all ACS divisions to utilize.

- **SciFinder® initiatives provide new workflow advancements and increase global availability.**

CAS and PerkinElmer collaborated to provide a new research solution, pairing SciFinder®, the choice for chemistry research™, with ChemDraw® software, the drawing tool of choice for chemists. This collaboration allows users to draw a structure using the ChemBioDraw Ultra 14 offering, and then initiate a SciFinder session to search the structure. Researchers can now save considerable time when using both products (this feature has been overwhelmingly popular in the market).

- **CAS launches new product initiatives.**

The first wave of new product related initiatives, including NCI Global, PatentPak, and new supplier participation in CHEMCATS are ready to go-to-market in early 2015.

- **CAS collaborates with *Chemical & Engineering News* on PatentPicks feature.**

CAS collaborated with the *Chemical & Engineering News* team to create PatentPicks, a monthly feature in C&EN reporting on trends CAS scientists observe in the CAS databases from the patent literature.

- **CAS introduced new communication channels.**

New internal communication channels, including the CAS Compass, Newscaster Campus Connections, and CAS Town Halls, convey transparent informative and strategic news to employees, facilitating collaboration and participation in driving the organization forward.

- **CAS undergoes IT Organization Transformation.**

CAS Information Technology (IT) has undergone a significant transformation in 2014 including new leadership with the addition of Chief Technology Officer Conal Thompson,

and a new functional organizational structure aligned to the overall CAS vision of a High Performing Functional Organization (HPFO).

- **Facilities Operations Benchmarking Project.**

CAS participated in a benchmarking project with ACS Washington. The project included the organizational assessment and real estate assessment for Facilities Operations in both Washington D.C. and Columbus. Jones Lang LaSalle (JLL) was chosen as the consultant for the project. A list of recommendations was presented involving standard processes, uniform vendors, organizational alignment, as well as leveraging tools between the locations and reducing costs. An execution plan regarding these recommendations will be developed to work through a newly formed Facilities Management Group (FMG) in 2015.

- **SciFinder Future Leaders in Chemistry marks 5th anniversary.**

This program celebrated its fifth year in 2014, with 18 students participating from around the world selected from nearly 400 applicants. This program provides students and post doctorates with the exclusive opportunity to share their research experience with CAS scientists and each other, and to take part in the Fall ACS National Meeting. To date, the program has hosted more than 85 students and post doctorates from 50 countries.

ACS PUBLICATIONS DIVISION

ACS Publications manages the scholarly publishing program of the world's largest scientific society. More than 41,000 articles authored by research teams globally are selected annually for publication within the 47 peer-reviewed journals from ACS Publications. Noted for their high quality, rapid time to publication, high immediacy and impact, as well as prevalent citation in future research; ACS journals are available in online and mobile formats, as well as in print, worldwide. ACS Publications also publishes *Chemical & Engineering News*—the Society's flagship news periodical covering the global chemical enterprise and related sciences.

- **ACS Publications advanced the Society's mission through the publication of new peer-reviewed journals.**

The Publications Division completed the successful first full calendar year of publication of *ACS Photonics* and *Environmental Science & Technology Letters*. In addition, the Division embarked upon the early editorial and marketing introduction of two new journals prior to their scheduled commercial availability in 2015: *ACS Biomaterials Science & Engineering* and *ACS Infectious Diseases*. These two new titles represent an expansion into potential new markets within materials science and biology/biomedicine, respectively.

- **Key Journals were strengthened through editorial succession.**

Six leading scientists were selected by separate Editor Search committees convened in accordance with the ACS Bylaws, were confirmed by the Board of Directors and contracted by ACS Publications management, for editorial terms commencing with the 2015 publishing year.

- Dr. Paul Chirik (Princeton University) - *Organometallics*
- Dr. Sharon Hammes-Schiffer (University of Illinois at Urbana-Champaign) - *Chemical Reviews*

- Dr. Thomas F. Hofmann (Technical University of Munich) - *Journal of Agricultural and Food Chemistry*
- Dr. Kai Rossen (Sanofi) - *Organic Process Research & Development*
- Dr. David L. Sedlak (University of California, Berkeley) - *Environmental Science & Technology* and *Environmental Science & Technology Letters*
- Dr. Françoise M. Winnik (Université de Montréal) - *Langmuir*

Additionally, three inaugural Editors were appointed to lead the Society's newest journals, following recommendations of the Editor Search committees and approval by the Board of Directors.

- Dr. Courtney Aldrich (University of Minnesota) - *ACS Infectious Diseases*
- Dr. Caroline Bertozzi (University of California, Berkeley) - *ACS Central Science*
- Dr. David L. Kaplan (Tufts University) - *ACS Biomaterials Science & Engineering*

- **ACS Publications again recognized for publishing excellence.**

In February of 2014, ACS Publications was honored with two prestigious PROSE Awards from the Association of American Publishers' Professional and Scholarly Publishing Division: *ACS Synthetic Biology* was recognized with the AAP PROSE Award for Best New Journal and *ACS ChemWorx* received the PROSE Award for Best New App or e-product. (The annual PROSE Awards celebrate the best in professional and scholarly publishing, including books, journals, and electronic content in over 40 categories, judged by peer publishers, librarians, and medical professionals).

- **ACS Journals continued to grow in published content and to improve in time-to-publication.**

Journal Production and Manufacturing Operations (JPMO) in Columbus published a total of 41,062 articles in issues across the ACS journals portfolio—for published output 5% greater than that achieved in 2013 (2013 output: 39,151 published articles). JPMO also accomplished a 20% improvement in the time-to-publication (from editorial acceptance to ASAP posting online) in 2014 vs. 2013; an average of 11.8 weeks in 2014 vs. 14.7 weeks in 2013.

- **Global editorial and author services achieved operational efficiencies and expanded cost-containment initiatives across our global editorial operations.**

Global Editorial and Author Services began systematic deployment of ACS Managed Support – the provision of expert, cost-efficient, scalable administrative support of peer review. With the participation of an ACS Managed Support taskforce comprised of a representative subset of ACS Editors, a transition plan to move existing Associate Editors with locally-based, university-employed editorial assistants to ACS Managed Support vendor personnel was developed, communicated, and executed. During the course of 2014, ACS Managed Support grew to now support more than 200 editors located around the world. The transition to ACS Managed Support will continue for the next 3 years, bringing further cost and time efficiencies to the administration of peer review.

- **New and improved tools and services for authors were introduced.**

- At mid-year, ACS Publications began capturing standardized funding agency (FundRef) information on submitted manuscripts. We are gathering this information

- on more than 90% of revised manuscripts. FundRef information allows ACS Publications to provide authors with more relevant information about open access options and requirements available to them. Tagging of this information also is integral to the Division's participation in the cross-publisher CHORUS (Clearinghouse for the Open Research of the United States) open access initiative.
- Peer Review Operations began capture of ORCID (Open Researcher and Contributor ID) identifiers in ACS Paragon Plus. This identifier helps to uniquely distinguish journal contributors. Use of ORCID will be expanded across ACS in 2015 and will be instrumental in the Unified Architecture Initiative, as a unique author identifier.
 - Peer Review Operations originated an editorial business plan, negotiated, contracted, and successfully deployed a third-party (ACS white-labeled) English editing service within the ACS ChemWorx environment. This service, promoted to authors and endorsed by ACS Editors, provides a fee-based mechanism for authors to improve the English in manuscripts they submit to ACS journals (and/or to other publishers).

- **ACS Publications expanded editorial capacity to support peer review.**

In collaboration with Editorial Development team members, Global Editorial & Author Services staff managed the Editor-in-Chief transitions for six existing ACS journals and onboarded the Editors-in-Chief and editorial teams for three new journals. Global Editorial & Author Services also oversaw the addition of 75 new editors, including nine Editors-in-Chief, across the ACS journals portfolio, for a net increase of 49 new editors contracted during the year. These editor appointments are reflective of the global nature of the chemical research enterprise, with 36% of the new appointees residing outside North America. The addition of these editorial decision-making resources expands the Division's capacity to oversee the peer review of the now more than 120,000 manuscript submissions received annually, reflecting growth of nearly 9% in author demand year over year.

- **Strategic development of award-winning ACS *ChemWorx* continued.**

In February of 2014, ACS *ChemWorx* was the recipient of a PROSE award for Best App/eProduct of 2013, presented by the Professional & Scholarly Publishing division of the Association of American Publishers. In August of 2014, ACS Publications released *ACS ChemWorx* 2.0, a refined version of the software environment that focuses on the key value propositions for the software environment—namely targeted interactions with ACS Publications (galley proofs, article-level metrics, open access purchase options) and on reference management tools for authors and readers. A streamlined interface and prominent calls to action make it easier for users to navigate the software. The *ACS ChemWorx* user base has grown to > 66,000 unique users.

- **“ACS is Open” initiative successfully positioned the Society as an Open Access Publisher. This new initiative was a cooperative effort between the ACS Publications Division and Washington IT.**

- In January 2014, ACS Publications launched an ambitious 4-pillar open access publishing strategy to position ACS as an open access publisher. The program debuted on New Years' Day with the selection of the first *ACS Editors' Choice* article. Each day, a noteworthy article from an ACS journal—selected by the

- journals' editors—is made openly accessible; articles from every journal were featured during 2014, drawing more than 600,000 page views.
- The Publications Division developed and launched *ACS Author Rewards*, one of the four pillars of the “ACS is Open” initiative. *ACS Author Rewards* digital certificates are being provided to the more than 40,000 ACS authors of record in 2014, as a stimulus program to facilitate the transition to Open Access. As part of this effort, staff developed *ACS ChemWorx* apps to track rewards and to purchase open access options. Prior to the end of December, more than 25,000 authors of record were contacted to provide them their rewards, eligible for redemption 2015–2017. (Remaining 2014 authors were similarly contacted during early January.) Standard communications and help desk responses were developed for this and all other open access initiatives. This year also saw a doubling in the number of authors opting to publish using expanded options available under the *ACS AuthorChoice* license, to meet the open access requirements of their funders.
 - In preparation for the 2015 launch of the ACS’s first fully open access journal, [*ACS Central Science*](#), we recruited acclaimed chemical biologist Dr Carolyn Bertozzi (HHMI/UC Berkeley) as Editor-in-Chief. [Dr Bertozzi is a champion for open access](#), and also aspires to build a top-tier multidisciplinary journal that will challenge the elite science journals. Dr Bertozzi has recruited a [global editorial board](#) of nearly 60 renowned scientists. The journal submission site opened in early December, with dozens of manuscripts submitted in the first month.

- **Several new products were introduced.**

- *Environmental Science & Technology Letters*
 - *ACS Photonics*

ACS continues to evolve and serve expanding markets covering a broader array of topics.

- **Washington IT launched Active View HTML 5 Viewer.**

An interactive full text HTML 5 format that enables researchers to attach highlights and notes to ACS journal articles of interest, explore referenced abstracts via the CAS SciFinder®-powered Reference QuickView, make and save annotations in their *ACS ChemWorx* library, share links with colleagues and lab group members, and sync their libraries across smartphone, tablet, and desktop environments. This updated version will work on tablets and mobile devices.

- **C&EN welcomed a new Editor-in-Chief and instituted new advertising sales management.**

C&EN made important changes to both its editorial and advertising sales operations in 2014. On December 1, C&EN welcomed Dr. Bibiana Campos-Seijo as [the magazine’s new Editor-in-Chief](#). Dr Campos-Seijo previously served as Editor and Publisher of *Chemistry World* in the UK. She brings a wealth of editorial experience, a reputation for innovation in digital publishing, and a charisma that befits this highly visible position.

- **The C&EN Media Group developed new sources of revenue.**

The C&EN Media Group introduced several new revenue streams to expand its engagement with advertisers, including custom publishing and events, web symposia, and the publication

of three advertising-supported topical supplements in print. The most exciting initiative was C&EN’s inaugural “virtual symposium”—produced in partnership with BioConference Live—on the topic of “Advances in Drug Discovery & Development.” This one-day symposium, which was held on September 24, featured 20 leading scientist speakers, attracted more than 7,300 individual registrations, and garnered financial support from eight key advertising sponsors.

- **2014 marked a year of editorial and marketing excellence for C&EN.**

- C&EN editors and marketing staff won a number of prestigious national awards in 2014. Business writer Lisa Jarvis was one of only two finalists in the National Academies Communication Awards, while Assistant Managing Editor Cheryl Hogue won a first-place award from the Society of Environmental Journalists.
- In the 2014 Folio Magazine Awards, the C&EN Media Group won all four categories in which it entered, including [best video](#) (“Scientific Cocktail Toppers”), [best media kit](#), [best marketing web site](#) (“Marketing Elements”), and best online community for the [Chemistry in Pictures](#) Tumblr blog.
- The C&EN design team experimented with presenting our content in interactive graphics online (e.g. sortable tables, animations, and timelines) as well as new cover and article layouts and designs. Examples of this are the Global Top 50 database, the 2014 Chemistry Year in Review and August’s Year of Crystallography issue. The latter two issues also included a specially-designed microsite.
- In response to the strategic editorial audit carried out earlier in 2014, C&EN sought to deliver more of the science content readers demanded. There is now an emphasis placed on shorter stories and more playful (where appropriate) story treatments and editorial angles. Editorial staff also incorporated social media planning into C&EN processes as well as content with other forms of reader engagement such as interactive quizzes, etc. Some of these new editorial features include:
 - Speaking of Chemistry – a video series successfully launched under the expertise of Office of Public Affairs/ACS Productions and C&EN staff.
 - Patent Picks – a monthly collaboration with CAS that reports on trends CAS scientists observe from the patents in their databases.
 - From the Scenes – a collection of stories based on ACS Publishing journals content.
 - Chemistry In Pictures – a Tumblr created to highlight great photos of chemistry in action.
- In addition to collaborations with the Office of Public Affairs (OPA), CAS and ACS Journals as outlined above, the C&EN editorial staff assisted with new C&EN-branded initiatives designed to generate ancillary revenues. This included the production of C&EN-branded topical supplements as well as participation in the virtual symposium on drug discovery and development described above. The editorial staff also strengthened relationships with the marketing team to continue to produce the C&EN webinar series and to promote content through both C&EN and C&EN Media Group social media channels. As an external collaboration, C&EN has also recently established an agreement with *Scientific American*, whereby that popular science magazine now regularly features a selection of C&EN stories within the Chemistry section of its website.

- **2014 C&EN Webinar Highlights:** The C&EN Webinar program held a total of 64 webinars in 2014. During this time period the program has taken on new clients, tackled new webinar formats, and moved email marketing to our marketing automation software, Eloqua, all while continuing to generate leads for sponsors.
- **2014 Content Delivery Platform enhancements were implemented by ACS Publications' Digital Strategy Team in collaboration with Washington IT.**
The ACS Journals web content platform stands alongside CAS databases and SciFinder as one of the Society's most widely used digital assets: over 340,000 individuals have registered for an ACSID in order to receive regular periodic content updates from ACS Publications. In 2014, more than half of ACS journals delivered in excess of 1 million article downloads. ACS Mobile, the award-winning alerting app available for both iOS and Android, also continues to grow in impact; with an installed base of over 70,000 users, the app generates approximately 150,000 abstract views per month, thus driving awareness and usage of research published in ACS journals.

MEMBERSHIP AND SCIENTIFIC ADVANCEMENT (M&SA) DIVISION

The Division of Membership and Scientific Advancement advances chemical science and its practitioners worldwide to benefit society by growing ACS membership and brand, expanding global access to scientific content, enhancing the professional skills and career knowledge of chemical scientists, and engaging and recognizing ACS volunteers.

- **ACS meetings were well attended by chemistry-related professionals.**
ACS National Meetings in Dallas, TX and San Francisco, CA combined attracted more than 22,000 papers and 30,000 participants and both of these meetings exceeded budget projections. ACS also held five regional meetings in 2014, drawing nearly 3,000 papers and a combined attendance of nearly 5,000.
 - At both the spring and fall national meetings, the ACS mobile app was released to all attendees successfully reaching nearly 50% of attendees (over 6,000 users). Those surveyed said they used it more than three times a day (on average) and 92% strongly agreed or agreed that "the app was easy to use." The development and integration of the mobile app supports ACS sustainability efforts and has reduced the print-run of the Onsite Meeting Program by 30%. For its mobile app, ACS received recognition as the "BEST IN SHOW" by *Convene* magazine, a publication of the Professional Convention Management Association. ACS national meetings and expositions also received an award as the "Show with the Most Commendable Green Initiatives" by the 2014 Trade Show Executive's Gold 100 Grand Awards. The Gold 100 Grand is a prestigious industry award, recognizing the best of the best in trade show management. The ACS Office of Public Affairs distributed a press release sharing this accomplishment to several media contacts.
 - The new ACS Meeting Abstracts Programming System (MAPS) is successfully working. ACS volunteers were able to test the submission portion of the system as well as the new offline process for programming. M&SA provided training including webinars, recorded videos, one-on-one sessions, and user guides for all users of MAPS. Over 10,000 papers and 473 symposia for the ACS National Meeting in Denver were submitted using MAPS.

- **The Kavli Foundation Lectures continue to be a centerpiece of ACS National Meetings.**
The ACS and Kavli Foundation's partnership remains strong. As a tribute to Madeleine Jacobs who is retiring in February 2015, the Kavli Foundation announced that The Kavli Foundation Emerging Leader in Chemistry Lecture will be extended for another 10 years. This is in addition to the Foundation's continued support of The Fred Kavli Foundation Innovations in Chemistry Lecture, which was extended for an extra 10 years in 2013. Attendance at all Kavli lectures in 2014 was outstanding and feedback on the content of the lectures continues to be overwhelmingly positive.
- **The M&SA Office of International Activities, which administers the ACS International Center, had an extraordinary year.**
 - Staff organized the 2nd International Workshop on Sustainability and Water Quality in Delhi, India on January 15-18 in cooperation with colleagues from the University of Delhi and a variety of governmental and private organizations' experts on water and related areas of focus. On May 13, 2014, in conjunction with the Washington D.C. Science & Technology (S&T) Diplomat Club, staff held a well-attended event at ACS headquarters featuring a hybrid presentation (also broadcast to an online audience) from the Organisation for the Prohibition of Chemical Weapons (OPCW). The event was attended by S&T attaches of several local embassies (Russia, France, Italy, and Mexico), and welcomed members of the ACS International Center™ affiliate community, such as the Inter-American Foundation and the Japan Science and Technology Agency.
 - The ACS renewed its Memorandum of Understanding (MOU) for alliance and collaboration with the Federation of Asian Chemical Societies, and formulated a new alliance with the Canadian Society for Chemistry. These partnerships ensure the development of key relationships in the local chemical societies and also increases awareness and profiles of both the ACS and the local societies in implementation of the provisions of the MOU. In addition, two new International Chemical Sciences Chapters were approved for South Korea and Malaysia.
- **The ACS Green Chemistry Institute continues to make an impact.**
The 18th Annual Green Chemistry & Engineering (GC&E) Conference was a notable success, attracting 420 participants. The conference had 12 sponsors, 13 exhibitors, 65 posters, and held 30 technical sessions. The ACS Green Chemistry Institute® officially launched two initiatives—first, branding for the ACS GCI logo and refreshing its website with updated, timely and helpful content; and second, the ACS GCI Hydraulic Fracturing Roundtable. This new roundtable will identify opportunities for the oil and gas industry to use green chemistry and engineering in hydraulic fracturing.

GOAL 2—*Advance Members Careers – Empower an inclusive community of members with networks, opportunities, resources, and skills to thrive in the global economy.*

MEMBERSHIP AND SCIENTIFIC ADVANCEMENT (M&SA) DIVISION

- **ACS improves value proposition through enhanced member benefit.**

M&SA continued to build on the 2013 member-only designation of ACS Presentations on Demand and on-demand ACS Webinars by developing a roadmap and designating additional online member-only professional and technical content. The roadmap identified programs and services that hold significant potential for member-only status or notably enhanced member benefit. This effort involved a cross-functional review of programs/services for enhanced member value (incorporating usage and importance statistics) and a companion M&SA project with Web Strategy and Operations called ACS Next. ACS Next focuses on protecting content for Members-only, enhancements to the user interface and design, and additional content authoring features. It will also link with the M&SA/IT joint data project to help create a more personal experience on acs.org. The two programs designated for member-only status fall under the Career Navigator: career services (career pathways workshops) and market intelligence (salary/employment survey results). Enhancements to the member-only ACS Salary Calculator also are being made. In addition, ACS Webinars is working to create new learning channels for members-only, and the International Center is being explored for increased member value. Marketing coordination has been enhanced across units and video content is being posted regularly.

A Social Media Working Group (consisting of members from various ACS divisions) was created to evaluate and make recommendations regarding what ACS needs to do to be successful with social media. The Group presented its findings and recommendations to the ACS Executive Leadership Team for action. The goal is to develop enhancements to ACS social media tools to increase the number of members worldwide connecting with one another to share and gain information to advance professionally.

- **ACS Career Navigator was developed and launched in early 2014.**

The ACS Career Navigator is a new integrated program that seamlessly combines the offerings of ACS Career Services, Professional Education, Leadership Development, and Market Intelligence to more effectively meet the professional needs of members and potential members at all of their varied career stages. The program held two onsite national career fairs at the ACS national meetings and two linked virtual career fairs which cumulatively provided about 3,000 individuals the opportunity to speak to 89 employers about 237 positions for which they were recruiting. An additional 2,300 members received a personalized career consulting experience either online or onsite during the year; and over 3,000 individuals attended an ACS career pathway workshop at 84 separate sessions provided at national meetings, regional meetings, and universities worldwide. More than 70 technical and managerial training courses, ranging in length from 4 to 54 hours, were offered both online and in-person at nine U.S. locations providing over 500 chemical scientists and engineers essential knowledge to help them advance in their careers. Over the year, there were more than 10,000 substantial engagements that the ACS Career Navigator provided in service of the career development needs and aspirations of individuals worldwide.

- **The Global Strategic Initiatives Group in M&SA was formed in October to advance the M&SA and ACS goals in formulating and leading implementation of focused strategies that strengthen our global presence and membership.**

The Global Strategic Initiatives Group (GSI) will develop and promote, in conjunction with M&SA units, innovative worldwide products, programs and services relevant to businesses, institutions, and individuals associated with the chemical enterprise. Through these efforts, M&SA will also work with other ACS Divisions (principally CAS and ACS Publications) to promote corporate/institutional offerings to further enhance ACS globally. Since its inception, conversations with other business units have been held to communicate the developing processes and begin to identify potential areas of collaboration.

- **ACS on Campus (ACSoC) events were expanded.**

ACSoC expanded M&SA collaboration with Local Sections and International Chapters with five ACSoC events including additional collaboration with the local sections, beyond promoting events. At the University of Puerto Rico, the local section played a big role in assisting with the execution of the event and attended main day events. At Princeton, the local section combined their monthly meeting with the ACS on Campus Science Café. In attendance were approximately 10 local section members who networked and joined students for dinner. At Stanford, the Santa Clara and California sections staffed a table to provide materials about upcoming events and also helped promote membership. At the University of Minnesota, the local section provided literature about local events and a volunteer attended the main day to speak with students about membership and promote upcoming local section meetings. M&SA also worked closely with the India Chapter Candidate to plan and execute the event at the Institute of Chemical Technology (ICT) Mumbai in India.

- **Leadership Development participation increased in 2014.**

More than 870 participants enrolled in 55 LEADERSHIP DEVELOPMENT SYSTEM® (ACS LDS) courses in 2014. This represents a per course average of around 16 learners, besting the number from last year. Of note, the total number of local sections who had one of their leaders receive skills training through the system increased. In addition to providing leadership skills training for individuals, the ACS LDS conducted five Strategic Planning Retreats for ACS subunit groups. The ACS Leadership Advisory Board hosted the 2014 ACS Leadership Institute in Dallas, TX which was attended by around 350 volunteers, governance leaders, and staff. The Leadership Institute's local section track included the "Share Your Story" exercise and a ChemLuminary Poster Session. Both events were successful receiving high marks. There were 18 winning posters representing the work of local sections and divisions, and the Share Your Story exercise received an evaluation of 84%, rating it as either Very Good or Excellent.

- **ACS Program-in-a Box was established as a new approach to energize young chemists and volunteers.**

ACS Program-in-a-Box is designed to help local sections and student chapters host events that can energize their members and create local networking opportunities. ACS Program-in-a-Box, in partnership with ACS Younger Chemists Committee, hosted a spring and a fall event. Over 200 student chapters and local sections participated in hosting ACS Program-in-

a-Box in their region (including 11 international sites), and attracted more than 4,000 participants. Program-in-a-Box successfully attracted the target audience of younger chemists (students and young professionals under 35 years old), created local networking opportunities (75% surveyed used the event to network), and mobilized and energized our volunteers (>90% of the section/chapter leaders would like to host another ACS Program-in-a-Box). Given the program success, ACS Program-in-a-Box received a financial sponsorship from Procter & Gamble, and will partner with ACS Younger Chemists Committee to produce two events in 2015.

- **M&SA reestablished the Office of Industry Member Programs.** The newly reestablished Office of Industry Member Programs created a website specifically tailored for the needs of ACS members working in industry; improved communications with industry through a complete redesign of the online industry newsletter that led to improved open and click-through rates; and conducted intensive market research to be able to better understand challenges faced by our industrial members.
- **ACS engages and attracts members through multiple efforts.** M&SA achieved a solid 83% membership retention rate in 2014, meeting target performance for 2014. The total number of ACS members as of December 31, 2014 was 158,401; new members who joined the Society in 2014 was 23,746; and the Society's international membership has increased by 202 to a total of 25,032.
- **ACS recognizes achievements through various award programs.** M&SA organized successful awards selection processes and ceremonies in 2014 for ACS National Awards, ChemLuminary Awards, Heroes of Chemistry, and green chemistry awards. ACS also named 99 members as ACS Fellows. Seventy-six Fellows [77% of the 2014 cohort] received recognition beyond C&EN. Ninety-two Fellows (93%) received recognition within ACS such as in Local Section and Division newsletters and/or websites. It should be noted that in 2014, the ACS National Awards Office received 987 nominations for the 2016 ACS National Awards cycle, which is the largest total of nominations in more than 12 years.

OFFICE OF THE TREASURER (INCLUDES FINANCE, TREASURY, DEVELOPMENT, ACS MEMBER INSURANCE, AND ADMINISTRATIVE AND CUSTOMER SERVICES)

- **Member Insurance took several actions to expand its product offerings and extend its market reach.**
 - Term Life Insurance was made available to ACS Members residing outside of the United States. This international life insurance is underwritten by Lloyd's of London and offered through Clements Worldwide. At present, the product is available in 67 countries. However, if a member moves to another country after enrolling in the plan, the insurance plan is portable anywhere in the world.
 - Extended eligibility for ACS Member Insurance to members of the newly formed American Association of Chemistry Teachers (AACT). AACT members will have access to life, auto, home, and health insurance plans at ACS member rates.

- Introduced two new business insurance plans (e.g., property and liability coverage from The Hartford Insurance Company) for ACS members who consult or own their own business.
- Endorsed a private health insurance exchange which enables ACS members in all 50 states to have access to licensed insurance agents who will help them navigate the insurance marketplace. Through *Pearl Health Care Exchange* members will receive guidance from licensed insurance professionals that enables them to compare and choose a medical plan, from a broad variety of plans, which is compliant with the Affordable Care Act.

WASHINGTON IT

- **Online Membership Renewal (OMR) - Express Pay was newly implemented.**
Online Membership Renewal (OMR) Express Pay allows members a faster method for making dues payments by allowing them to click on a link within an email message that takes them directly to the payment screen where they can enter payment information for their membership.
- **Meeting Abstracts Programming System (MAPS) replaces (PACS.)**
In 2013, Thomas Reuters Scholar One application was chosen as the replacement for the existing PACS abstract application. Implementation, configuration and required customization of the new product begin in early 2014, and continued through July with demonstrations, mock meetings, testing and integrations. The Abstract Replacement Advisory Group accepted a recommendation from ACS staff to abandon a hybrid model for National Meeting program creation and to instead conform to industry standards. This change allowed the administrative function of the program creation to be removed from our volunteers to staff, while our ACS volunteers were able to focus on the ‘science’.

The system opened in August with the initial Call for Papers. Users successfully submitted abstracts for the Denver meeting, and Program Chairs and Organizers were able to plan for symposiums and sessions. The program for the ACS National Meeting in Denver, CO was finalized in December.

- **ACS provides a free ACS-administered email marketing tool to local sections and technical divisions.**
In partnership with M&SA, Web Strategy and Operations offered the ACS local sections and technical divisions a free mass email marketing service on the Real Magnet web-based platform. The purpose was to help the local sections and technical divisions better comply with email marketing best practices and CAN-SPAM. The M&SA team currently administers this service for the local sections and technical divisions.
- **ACS Next project enhances the ACS web presence.**
The ACS Next project builds on the successes of the Adobe CQ5 project completed in June 2013 and the ACS Web Refresh 2.0 project completed in 2010. This project seeks to continue to improve the Society's web presence by providing an updated visual design integrated with member only content. In addition, this project will make headway into

creating a more personalized experience for logged-in users. ACS Next is specifically focused on four areas: enhancements to the visual design and navigation, protecting content for Members-only access, personalization, and additional content.

GOAL 3—*Improve Education – Foster the development of the most innovative, relevant, and effective chemistry education in the world.*

EDUCATION DIVISION

- **The Dow Chemical Company pledged \$1 million, to be paid over four years, to become the Sole Founding Partner of the American Association of Chemistry Teachers (AACT).**

The Development Office partnered with the Education Division to secure this generous gift that will allow AACT to develop a web exchange platform with rich multimedia teaching resources and to convene Dow-AACT teacher summits. The American Association of Chemistry Teachers officially launched on September 2. The goals of this new organization are to serve as a trusted source of curricular and pedagogical resources for K-12 chemistry instruction; provide opportunities for chemistry teachers to network with one another and the broader ACS community; and disseminate effective teaching and learning practices at the K-12 level. As of the end of December, 1,570 individuals have joined AACT, 89 percent of whom are K-12 teachers. The Dow Chemical Company is providing \$1 million in support to AACT as the Sole Founding Partner.

M&SA collaborated with the Education Division in the creation and launch of a new corporate identity for AACT. M&SA conducted research with the target audiences to test proposed product offerings and inform brand strategy and design direction. In addition, M&SA managed and delivered a message mapping session, corporate message strategy, logo design, and brand guidelines that were all approved by ACS staff and governing bodies. In addition, M&SA manages the AACT database in netFORUM and the customer service of ChemMatters Subscribers which is offered to AACT members.

- **The Office of Research Grants had a successful year with the Petroleum Research Fund (PRF).**
PRF awarded 192 grants worth \$19.07 million. Dr. William Moerner of Stanford University, a past recipient of a PRF grant, received the 2014 Nobel Prize in Chemistry. The 10th Irving S. Sigal Postdoctoral Fellowship was awarded to Dr. Maraia Ener of the California Institute of Technology. The Office of Research Grants joined the Education Division in November. (Also supports Goal 2).
- **This was a landmark year for ACS Undergraduate Programs.**
Student memberships reached almost 20,000 at year end. The Society Committee on Education (SOCED) approved a pilot program of International Student Chapters, and six International Student Chapters, based in Egypt, Germany, India, Italy, Malaysia, and Singapore, have been chartered this year. The College to Career website launched in 2014

and contains a wealth of information, including over 70 career descriptions and profiles of real chemists. (Also supports Goal 2).

- **The new website *Adventures in Chemistry* launched in May.**
The website, accessible at www.acs.org/kids, is designed to capture the interests and imagination of pre-K and elementary school children. The website is organized into four main features: Experiments, Secret Science of Stuff, Games, and Science ABCs.
- **ACS was awarded a \$50,000 grant as part of the NSF I-CORPS L program, which focuses on developing viable and sustainable programs based on research on learning.**
The funded project will address Individual Development Plans (IDPs) for graduate students and postdoctoral scholars in the chemical sciences. Input from graduate students, postdoctoral scholars, and faculty will be used to determine the desired qualities and characteristics, uses, and anticipated benefits of an IDP for the chemical sciences.
- **The 2013 ACS Graduate Student Survey report was released in June.**
Nearly 3,000 graduate students responded to questions focused on career plans and preparation, student-advisor relationships, and support mechanisms. The survey results complement the ACS Presidential Commission report *Advancing Graduate Education in the Chemical Sciences*.
- **The Office of Professional Training conducted a polymer chemistry survey.**
The survey was conducted in order to provide the Committee on Professional Training (CPT) with data on the extent to which polymer chemistry is taught in the curriculum of bachelor's and master's degree-granting programs. The majority of responding programs indicated that they include some coverage of polymers in their foundational coursework, and the impact of a polymer chemistry requirement for ACS approval would be significant. The current draft of the new guidelines, which will be finalized at CPT's January 2015 meeting, requires coverage of polymer chemistry.
- **The 8th Edition of *Chemistry in Context* was released in January.**
This newest edition of the successful issues-based curriculum continues to provide chemistry education in the context of everyday life to non-science majors at the college level. The new edition adds discussions of the nuclear tragedy in Fukushima, the latest carbon dioxide levels, and food miles. A new lab manual accompanies the textbook.
- **The ACS Science Coaches program received a record 237 applications in 2014.**
A total of 201 chemist-teacher partnerships are being supported during the 2014-2015 school year.
- **www.middleschoolchemistry.com is a popular resource for middle school science teachers.**
Since launching in 2010, [middleschoolchemistry.com](http://www.middleschoolchemistry.com) has received a total of 4,007,848 visits from 230 countries and territories, and the book has been downloaded 25,559 times.

WASHINGTON IT

- An AACT online registration system was developed for interested individuals to join the American Association of Chemistry Teachers (AACT) through an easy online registration system.

This online registration system allows members to register in either of three categories, teacher, student, or affiliate member (international members are accepted as well). Payment and membership is accepted at time of registration, through a secure process.

The online registration system became available one month prior to the official start of the membership year, on September 1, 2014. This project also included a complete website and related content to support the value of AACT membership through information, programs, and services.

GOAL 4—Communicate Chemistry’s Value – Communicate chemistry’s vital role in addressing the world’s challenges to the public and policymakers.

OFFICE OF PUBLIC AFFAIRS (PART OF THE OFFICE OF THE SECRETARY AND GENERAL COUNSEL)

- Office of Public Affairs “pitched” chemistry research/news that reached the public in record numbers.

The Office of Public Affairs (OPA) successfully publicized both ACS national meetings in 2014, with the effort for the 248th meeting in San Francisco yielding a record level of coverage—media stories based on our materials reached an estimated 2.5 billion people, nearly double from the 247th meeting in Dallas. For the first 10 months of 2014, data from BurrellesLuce (BL) indicates that our efforts resulted in 25,764 articles in print and online news media outlets—with a potential print audience of 229 million people and on websites with a total of 14.8 billion potential unique visits. OPA videos and podcasts received more than 7 million downloads during this same period, a 500% increase from the comparable period in 2013!

- ACS *Reactions* is one of the most popular YouTube channels viewed.

OPA launched *Reactions*, a weekly video series that uncovers the chemistry of everyday life, in January. By year end, ACS Productions group within OPA produced 50 episodes, which have collectively received more than 8 million views and amassed more than 75,000 subscribers on YouTube. The series reached millions more via coverage on The Today Show, NPR, Time, Washington Post, IFLScience and dozens of other major media outlets. *Reactions* is now one of the most popular YouTube channels ever launched by an association, scientific, or otherwise.

- ACS wins 2014 Eddie & Ozzie Award.

A video coproduced by staff from ACS Productions and Chemical & Engineering News (C&EN) for a C&EN story won a 2014 Eddie and Ozzie Award on December 18, 2014, at an award ceremony in New York City. The awards are given annually by media company **Folio:**

to honor the best design and editorial work in the magazine and publishing industry. The Eddie Digital award in the Association/Non-Profit (B-to-B [business-to-business]) Video Category was given for the video “Scientific Cocktail Toppers Move from the 3D Printer to the Bar,” which has received more than 16,000 views on YouTube to date.

- **ACS Experts make national news.**

ACS Experts program delivered 60 placements in its first year of operation (Sept. 2013-Sept. 2014). The 40 trained Experts made chemistry understandable for general audiences, policymakers, and student groups, and were interviewed by the Wall Street Journal, Good Morning America, CNN, Chicago Tribune, Associated Press, *Fitness* magazine, National Geographic, Bloomberg News, and the Weather Channel among others. There were more than 80 ACS Expert placements in 2014.

- **ACS achieves Senate introduction of sustainable chemistry R&D legislation.**

OPA staff in the Office of the Secretary and General Counsel, working in conjunction with Senator Chris Coons (D-DE) was able to introduce S. 2879, The Sustainable Chemistry Research and Development Act of 2014. Cosponsored by Senator Susan Collins (R-ME), Jay Rockefeller (D-WV), and Johnny Isakson (R-GA), the legislation would create an interagency task force to coordinate green and sustainable chemistry research, fund grants, and enable public-private partnerships. This effort is the culmination of several years' worth of work advancing ACS policy priorities on Capitol Hill. The American Chemistry Council and Environmental Defense Fund both announced support for the measure.

- **ACS advances ACS legislative agenda despite lack of Capitol Hill bipartisanship.**

Despite the increasingly toxic political atmosphere on Capitol Hill, OPA advanced key ACS policy priorities and successfully made advances on a number of fronts. Two bills were adopted in the omnibus bill that passed in the 113th Congress lame duck session and one is pending:

- FY2015 Appropriations – achieved sustained R&D investments
- S.1468, the Revitalize American Manufacturing and Innovation Act
- R&D Tax Credit extension – (PASSED House; Senate vote 12/17/14)

MEMBERSHIP AND SCIENTIFIC ADVANCEMENT (M&SA) DIVISION

- **ACS organized outreach events to Latin American and Chinese students.**

M&SA organized the Festival de Química or Festival of Chemistry a community outreach event designed for the public, especially for children, to promote the public's understanding of the importance of chemistry in their local communities. With the efforts of hundreds of volunteers, ACS conveys this message using simple chemistry demonstrations. Festivals were held in Beijing, Shanghai, Lima, and Puerto Rico reaching over 10,000 participants and training 1,100 volunteers. In collaboration with the Brazilian Chemical Society, M&SA has delivered three symposia on graduate chemistry study abroad in the U.S. and Brazil. The sessions took place in São Paulo, Istanbul, and Lima. Also, M&SA organized a graduate chemistry study abroad session at the Chinese Chemical Society Congress in Beijing attracting over 500 students.

- **ACS local sections celebrated National Chemistry Week, October 19-25, 2014.** More than 90% of the ACS local sections celebrated National Chemistry Week in 2014 with 165 coordinators developing 155 unique outreach events. More than 109,250 copies of the NCW 2014 *Celebrating Chemistry* was distributed with 14,500 copies printed in Spanish.

ALL STRATEGIC PLAN GOALS—Support for ACS Governance and Operations

OFFICE OF THE SECRETARY AND GENERAL COUNSEL (INCLUDES OFFICE OF PUBLIC AFFAIRS, OFFICE OF STRATEGY DEVELOPMENT, AND GENERAL GOVERNANCE SUPPORT)

- **2014 was another successful year for the *Innovation Speaker Series* and *Let's Chat*.** The *Innovation Speaker Series* featured four highly-regarded presentations attended by over 600 staff members. The *Let's Chat* had seven speakers that included ACS staff and a guest presenter from NASA. *Let's Chat – Town Hall* was also introduced to provide a venue for the Executive Leadership Team to share updates about their respective divisions.
- **ACS introduced the ACS STAR (Stellar, Terrific, Awesome, Results) Award.** A new organizational wide, peer-to-peer recognition program was launched to recognize staff members who went above and beyond their normal scope of responsibility. 132 staff members have received the ACS STAR Award from their colleagues.
- **ACS maintains a robust and evolving Strategic Plan.** The *ACS Strategic Plan for 2015 and Beyond* was approved by the Board and will launch on the web (at <http://strategy.acs.org>) in January 2015. It provides the basis for all of the Society's work in support of the Vision, Mission, and Core Values. The four Goals, unchanged from recent years, are each supported by a new set of objectives representing the most important priorities for the ACS to pursue. The strategic plan is the result of broad engagement with governance and staff members, consolidated by the Planning Committee, and approved by the Board of Directors.
- **Ongoing environmental scan informs ACS strategy and operations.** The depth and reach expanded in our ongoing Three Horizons environmental scan of the strategic environment for chemists, chemistry, and the ACS. Key trends were prioritized by the Board Standing Committee on Planning, and the most significant uncertainties were explored and discussed by a wide range of ACS volunteers and staff. Engagement with ACS committees, members, and other stakeholders expanded, and focused presentations were discussed in numerous venues throughout the year. The environmental scan not only drives the Challenges & Opportunities included in the ACS Strategic Plan, but has informed strategic and operational planning at all levels of the Society.

OFFICE OF THE TREASURER (INCLUDES FINANCE, TREASURY, DEVELOPMENT, ACS MEMBER INSURANCE, AND ADMINISTRATIVE AND CUSTOMER SERVICES)

- **ACS Finance Division undertook independent benchmarking assessments of Facilities and Human Resources (HR)/Payroll operations across Washington and Columbus.** These assessments were conducted to ensure they are optimally organized and effectively utilizing limited financial resources by following best practices. ACS engaged Jones Lang LaSalle and PwC Saratoga to perform the benchmarking analyses of Facilities and HR/Payroll, respectively. In addition to benchmarking these operational units, Jones Lang LaSalle also performed a real estate assessment of the Columbus and Washington properties. The Finance Division took a lead role in the Facilities benchmarking and real estate assessment project and played a crucial role in the Human Resources/Payroll benchmarking project. The results of these two projects identified recommendations regarding structure, operations, and technology for each of the benchmarked areas. ACS management is pursuing implementing many of the recommendations to improve operations and gain cost savings. In addition, ACS management is pursuing the recommendations that resulted from the real estate assessment.
- **Baker Tilly was selected as the Society's internal audit service provider.** Finance issued a Request for Proposal (RFP) to 10 audit firms and received eight proposals which were ranked anonymously by ACS Finance Management in Washington and Columbus. Three firms were selected to present their services to ACS Management and three Audit Committee representatives on September 19. Based on the quality of the written proposals and the in-person presentations given by the three finalist firms, Finance Management selected Baker Tilly as ACS's internal audit firm. The first internal audit engagement will commence in 2015.
- **ACS undertook a corporate wide analysis to select a financial accounting system for use in both of the Society's primary locations (Washington and Columbus).** Historically, the ACS has not had a unified long-term strategy for the financial systems that support its core business needs. Without a distinct vision and strategy, there is no clear context for prioritizing information management and financial systems projects, developing common business processes, or allocating resources efficiently.

The Finance units in both locations participated in this project. After reviewing multiple vendors, the project team recommended that ACS utilize PeopleSoft 9.2 and Hyperion for the following modules/functions: General Ledger, Accounts Payable, Purchasing, Asset Management, Project Costing, Financial Reporting, and Budgeting. Unifying the Society's financial systems onto a common platform will allow the Finance teams to identify operating efficiencies and process improvements consistent with the organization's goal to maximize efficiency and effectiveness in all operations.

- **The Development Office's ACS Planned Giving Program expanded in 2014.** Documented estate commitments are now estimated at \$7.6 million, including irrevocable charitable gift annuity agreements valued at \$785,000. The targeted cultivation of ACS

Loyal Donors, those donors who have made ten or more gifts over a ten-year period, complements the growth of the Planned Giving Program with evidence of increased donor retention, upgraded levels of support and estate commitments.

- **Publications' institutional subscription fulfillment software, Media Systems Group (MSG) CircWorks, and advertising sales software, MSG Ad Manager, were upgraded from version 8.4 to 2014.1.**
This upgrade included DoubleClick for Publishers (DFP) import/export which will allow the Production Department to import orders from DFP to MSG or export orders from MSG to DFP, without the necessity of manual inputting information into two systems. The Proposal module is also included in this upgrade which will help to streamline the production workflow and Listing Ad Order Entry, an enhanced classified order entry process is included. Multimedia billing to simplify the pre-bill process by allowing deferral of print orders and combined print & digital billing is also part of this upgrade. One order now provides the correct accounting entries and the invoice in the format the advertiser needs. Also included is auto invoicing functionality which enables invoices to be sent via e-mail to the institutional customers on a daily basis using a standard template. Auto invoicing has effectively streamlined the ACS Publications invoicing process, especially during peak workflow times. The previous practice was to send e-mails through a manual process (i.e. an e-mail template was used and the processor requested a PDF copy of the invoice from MSG and attached it to the e-mail).
- **Office of Society Services worked with staff in Membership & Scientific Advancement and Washington IT, along with an external merchandise vendor, to develop a collection of print on demand products and a business model for selling this merchandise in the ACS Online Store.**
This collection includes apparel items such as t-shirts and polo shirts displaying the ACS logo; the customer can also select to have their ACS Local Section name added to the item. There have been previous efforts to provide branded apparel, but the costs to produce, maintain, and store the inventory were deemed prohibitive when compared to actual sales. By working closely with the merchandise vendor, Office of Society Services designed a print on demand model that allows ACS to offer this merchandise to the customer at a reasonable price and does not require ongoing investment from ACS in producing and storing inventory.
- **ACS Security, Facilities, and Human Resources collaborated to produce the “Safety Awareness & Injury Prevention Initiative”.**
This joint initiative with Chemical Abstracts Service resulted in the production of a mandatory safety training course for ACS staff which was launched through the Learning Management System (LMS) in SuccessFactors that focuses on employee security and safety awareness.
- **ACS Facilities oversaw the renovation of the restrooms and the locker rooms in the Hach Building.**
This project included the total renovation of the men's, women's, and handicap restrooms in the Hach Building. The scope of the project included the replacement of the outdated waste water lines in both the women's and men's restrooms and the removal of all the existing

plumbing fixtures, toilet partitions, and finishes. New vanities, toilets, toilet partitions and new finishes were installed throughout.

- **The ACS Travel Office coordinated the transition of travel reservations to an online, self-service model. All Washington staff travel is now booked utilizing the online booking tool Deem@work.**

The transition entailed updating the ACS travel policy; establishing a VIP office for ACS Governance and the Executive Leadership Team; ensuring that ACS Washington staff is properly trained on the Deem@work booking tool, and implementing the automated meeting travel requests for non-ACS staff.

- **The Washington IT Contingent Labor Program was expanded to include all skill sets.** As a result, 26 Washington IT resources and 19 non-IT resources were procured to include administrative, marketing, and HR positions. The projected annual savings are \$285,000.

- **Treasury staff supported the development of the Society Program Portfolio Management Process (SPPM).**

Major efforts included the beta-testing by Society Program Directors/ACS Executive Management, and the B&F Subcommittee on Program Review; obtaining final approval of all forms that will be utilized within the SPPM process; the introduction of SPPM and orientation of all interested Society Program staff within M&SA, Education, and OPA; and conducting initial kickoff for the Society Program Portfolio Management Process for 2015—including the call for New Concepts and Program Review documents. Implementation of this process will provide the Society with a rigorous, transparent, and efficient way of strategically adding new programs, routinely reviewing, updating and evaluating existing programs, and phasing out programs or rebalancing the allocation of resources within the portfolio of Society Programs.

- **ACS offered a lump sum distribution to vested terminated participants in the ACS Defined Benefit Retirement Plan.**

The ACS Board approved the recommendation of the Pensions & Investments Committee to offer a lump sum distribution to vested terminated participants in the ACS Defined Benefit Retirement Plan. Lump sum distributions reduce the financial risk of Defined Benefit Pension Plans because the liabilities associated with the vested terminated participants are paid in full and future administrative costs, Pension Benefit Guaranty Corporation (PBGC) premiums, and escalation in liabilities associated with keeping the vested terminated participants in the Plan, are eliminated. The ACS lump sum distribution offer was provided to 871 vested terminated participants for a 45-day period, from July 14 - August 29. The participants could choose the lump sum option regardless of amount, select an immediate monthly benefit payment, or simply wait until their normal retirement age of 65 to commence their monthly benefit. The choice was entirely up to the participants. Final results had 408 of the 871 eligible participants, or 47%, electing to take the lump sum distribution with \$26.8 million paid out of the Plan on October 1. The net one-time savings to the ACS Defined Benefit Retirement Plan are estimated at a present value of approximately \$1.2 million.

- **Member Insurance issued a Request for Proposal (RFP) to evaluate and select an external firm to administer the ACS Member Insurance Plans.**
A RFP was developed and issued to 11 third party administrators, seven of which submitted proposals. Evaluation of the proposals showed that there were two clear frontrunners: Pearl Associates and Aon Affinity. The two firms made presentations to the Board of Trustees on October 10. Pearl Associates, the incumbent, was selected.

HUMAN RESOURCES

- **Financial Management and Retirement Planning education programs were provided to staff.**
Through the Metlife Retire Wise Program, Fidelity Financial Education Series and Fidelity one-on-one financial planning sessions, the ACS has provided access to financial counseling options to all staff across our campuses with nearly 250 people taking advantage of these valuable education services.
- **ACS enhanced wellness education for staff.**
Targeted wellness events across our campuses allowed staff to take advantage of 2,325 healthy experiences in our workplace.
- **Technology is being used to leverage SuccessFactors capability.**
HR has been leveraging technology to introduce streamlined work flow for many of our routine compensation transactions. One example is the functionality of the appraisal template to accommodate more compensation transactions including promotions and base adjustments. In addition to reducing processing time and the need to print paper profile forms, this change will have the added benefit of allowing managers to think more holistically about performance management and staff career development.
- **Steps are being taken to manage SuccessFactors challenges.**
Since acquisition by SAP in late 2011, back office service levels and employee facing user experience with SuccessFactors have been in decline. 2014 provided continuation of those challenges but also the opportunity for the HRIS group to demonstrate subject matter expertise and agility while managing our systems. One example is that ACS users experienced a disruption in standard workflow and security protocols when it was discovered that staff retained the ability to access and edit their own performance documents (including compensation) while those forms progressed to their immediate supervisors and second level managers. SuccessFactors was unable to provide an explanation for this lapse in established process and therefore could not guarantee it would not continue to happen. During this time, we carefully and purposefully managed communications with impacted users keeping those affected apprised of our progress. Members of the HR team were able to reestablish normal workflow and access-levels and corrected the appraisal documents active in the system at the time the error occurred (almost 800 documents). Since that time, we have monitored every subsequent appraisal launched using the 2013 document template with no recurrence. The ultimate fix is going into effect in December with the launch of a completely new document template for the appraisal of 2014 performance.

- **A Manager Development Program was piloted at ACS.**
To further ongoing efforts to deepen managerial capacity, the Organizational Development department focused on creating a comprehensive Manager Development Program leveraging content developed specifically for the ACS. This ground-up development effort included creating and targeting the appropriate level of content based upon relative managerial experience. HR conducted the pilot program over the course of 2014 with 18 inaugural participants who served dual duty as learners and evaluators of program content. To date, pilot participant evaluation has been overwhelmingly positive across the various learning modules with overall scores above 4 on the Likert scale. As this activity is one of the 2014 organization objectives, we know that partial outstanding performance has already been achieved but we are waiting for year-end program evaluation before the final rating can be assigned. Additional feedback from pilot participants has led to useful program design changes that will be built into future curricula for other cohorts.
- **An Employee Engagement Survey shows an increase in employee engagement.**
In the spring of 2014, ACS deployed its second employee engagement survey administered in partnership with PwC Saratoga. Using regression analysis on prior survey responses, the statements included this year were refined and reduced from the number in the previous iteration conducted in 2012. Consistent and committed action planning is paying off. 2014 results show an increase in employee engagement moving firmly within reach of the 75th percentile and a solid increase in overall agree score.
- **Human Resources (HR) participated in the recruitment efforts of the new C&EN Editor-in-Chief.**
This very visible position became vacant when the incumbent C&EN editor-in-chief was reassigned to a global position. HR worked with an executive search firm to identify and interview qualified candidates. HR worked closely with the CEO and the President of ACS Publications to identify the top candidates and ACS is pleased to report that an offer was extended and accepted by Dr. Bibiana Campos-Seijo, previously served as Editor and Publisher of *Chemistry World* in the UK, to be the new C&EN editor-in-chief, who began ACS employment on December 1.
- **Human Resources participated in the recruitment efforts of the new Chief Executive Officer.**
HR worked closely with an executive search firm, the CEO, the ACS Board Chair, and the entire ACS Board of Directors to identify and interview the top candidates for the position of ACS Executive Director & CEO which will be vacated by Madeleine Jacobs upon her retirement on February 13, 2015. ACS is pleased to report that an offer was extended and accepted by Dr. Thomas M. Connelly, Jr., formerly executive vice president and chief innovation officer at DuPont, who will begin ACS employment on February 17, 2015.