AMERICAN CHEMICAL SOCIETY

MEMBERSHIP TOOL KIT

FOR DIVISION LEADERS

Retention Recruitment Recognition

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Membership Tool Kit

Introduction

Recruitment Recognition Retention

American Chemical Society

INTRODUCTION

What are the 3Rs of Membership and Why They Are Critical to Your Division and the Society

Recruitment, Retention, and Recognition are the 3Rs of membership. When a Division is growing—when it can consistently attract and keep new members—it is really pumping new life into the Division and into the Society as well. New members bring new ideas, fresh perspectives, and additional human resources to help do the work of the Division. This is critical if your Division is going to successfully meet the needs of its members. A healthy, thriving Division is one that is ever-changing, ever-growing, has vitality and energy, and whose leaders are invigorated. A Division that can attract and keep members can also assume that (at some level) it is meeting its members' needs, so membership growth, retention and recognition become a legitimate measure of the Division's effectiveness.

As an ACS leader, you must work with numerous people, organizations, and institutions to ensure the success of your Division. This comprehensive network not only includes the Society and its Governance structure, but can also include the chemical industry at large, the corporate community, standards-setting bodies, academic institutions, government officials, and other nonprofit organizations in the same or related fields.

Within ACS, the size of your Division will determine its representation on the ACS Council. The image and reputation of your Division can depend, in part, on whether or not it continues to grow and prosper.

In addition, there are financial reasons that make growth and retention important Division goals. It takes money to run your Division effectively, and membership growth holds the key to your Division's financial success.

The 3Rs of membership pave the road to Division excellence

Each year as your Division establishes goals and strategies for the coming year, you face the task of finding members who are willing to get involved in the activities and leadership of your Division. In today's challenging environment, it is becoming increasingly difficult to find members who are willing to step forward and put in the time and energy necessary to perform leadership jobs effectively. Members get burned out trying to balance their personal, professional, and voluntary obligations and responsibilities. For a Division to achieve long-term success, reach its goals, and do a better job of representing the profession in various venues, it must continue to attract and engage new members. It must also recognize the sacrifice and hard work of its volunteers. A strong, active Division depends on continuing volunteers and a healthy influx of new members to keep the programs, services, meetings, publications, and other activities operating at the highest possible level. Growth and retention in your Division are sure signs that you have secured the human resources necessary to carry out your plan of action and to achieve excellence in your Division.

Organizing Your Division for Success

Who is responsible for membership—the recruitment of new members, the retention of existing members, and the recognition of members who give their time and energy to your Division and the Society? The correct answer is "everybody" is responsible. It certainly would be wonderful if everyone really felt that way. If every member of your Division made it a point to recruit just one new member, your Division would double its size this year. In reality, the membership function (recruiting, retaining, and recognizing ACS members) becomes the responsibility of a small group of people...at the National and Divisional level. Someone (or some small group) in your Division must take the lead in focusing on the 3Rs of membership and take responsibility for reaching your membership goals. As a Division leader, the responsibility ultimately sits on your shoulders. But as a leader, you have the power to appoint and delegate this critical responsibility. You can establish a Membership Committee within your Division and appoint someone as Membership Chair.

Appoint a Membership Chair

Each successful ACS Division has a Membership Committee headed by a Chair who accepts the responsibility of ensuring that the Division reaches its recruitment, retention, and recognition goals. Before appointing a Membership Chair, you need to determine what type of person you would like to have in this important position. What types of skills would this person need to be effective?

Some of the characteristics you should look for include

- Creativity and marketing experience,
- Enthusiasm and energy,
- Good delegation and team-building skills,
- Knowledge of the Division and ACS,
- Dependability,
- The ability and willingness to commit the necessary time, and
- Good organizational and communication skills.

Your Membership Chair does not have to have all of these character traits to be successful. This is just a checklist you can follow to build a strong Membership Committee. If each person on the committee has at least one or more of these traits, your membership committee will be primed for success.

Establish a Membership Committee

Once you have appointed a Chair, work closely with that person to select committee members. Depending on the size of your Division, the committee can consist of only 2–4 people, or it can be as large as 10 people. The success of your membership committee will depend more on the skill and determination of its members than it will on the quantity. You may also consider structuring your membership committee to meet your specific goals and expectations. For example, if one

of your major goals for the year is to realize a 5% increase in the number of younger (under 35) members engaged in the activities of your Division, you can establish a sub-Membership Committee or task force to focus its attention on that one specific goal. This kind of committee structuring allows the work to be spread among more people so no single person becomes overwhelmed, and it allows committee members to work according to their strengths and interests.

Develop a Solid Plan of Action

To effectively manage the growth, retention, and recognition of your Division members, you must first develop a solid plan of action. This should be a written plan that becomes a part of the Division's overall strategic plan. Be sure to use the ACS Strategic Plan as a guide so that the membership plans for your Division support the overall membership plans for the Society. Your strategic plan should be comprehensive yet flexible. It should include a set of objectives, specific goals under each objective, and a plan of action for each goal.

Here's an example of one specific objective:

Objective: Increase the Division's retention rate each year for the next three years.

Goals: 85% end of 1st year, 86% end of 2nd year, 87% end of 3rd year.

Action Plan:

- Establish a welcoming committee to contact each new member within 30 days.
- Identify all new members with ribbons at Division functions.
- Send thank-you notes to all members when they renew.
- Assign a current member as a mentor to each first-year member.
- Form a retention subcommittee to focus on developing renewal strategies.
- Contact all lapsed members and encourage their reinstatement.

Regardless of the format your plan uses, it should reflect specific goals and action items. It is extremely important that the strategic plan for your Division cover a minimum of three years and be detailed enough to enable incoming leaders to pick up where you left off. It should also enable the Membership Committee to set realistic goals and methods for measuring and monitoring your success.

Lead by Example

As the leader of your Division, you undoubtedly recognize both a collective and personal obligation to help attract, retain, and recognize your Division members. There are several different areas in which you can personally help your Division and set the tone for others to follow:

- Recruiting: The most obvious way for you to help your Division grow is to recruit a new ACS member. Make that part of your goals each year as a Division leader.
- Prospecting: Provide names of potential new ACS members to your Membership Committee.
- Testimonial: Write down a few words about your personal ACS experience and give it to your Membership Committee to use in a brochure.
- Retention: Use your Division Roster to call or send a personal note to members of your Division who have let their ACS membership lapse.
- Public Speaking: If you have the opportunity to address groups outside of the ACS, and it is appropriate, mention your affiliation with the ACS and encourage the audience to speak with you later about becoming a member.

Get Everyone Involved in the Plan

Once your Division has a viable membership plan, you can then use elements of the plan to involve members of your Division in your efforts. You can ask members to undertake various parts of the action plan. Try to spread the workload around and involve as many members in your Division efforts as possible. Remember that the membership function—the 3Rs of membership—of your Division is everybody's responsibility. Every activity of your Division—whether it is programming for the ACS national meeting or providing preprints to your members—is a function of one or more of the 3Rs of membership. Sponsoring cutting-edge symposia and providing exciting preprints can go a long way in helping you recruit and retain your Division members.

Establishing a Membership Committee is probably your biggest investment in achieving excellence in your Division. But there is so much more you can do:

- Put someone in charge of a welcoming committee for your new members. It is important that this group follows up with new members quickly so that you make a good first impression. This committee can also take a quick poll of your new members to find out whether your Division is meeting their needs.

- Appoint someone to crunch numbers and keep track of things like member demographics, your Division's retention rate, your Division's conversion rate, (the rate at which first-year members renew their membership), and so on.

- Have more than just a laundry list of accomplishments. Put someone in charge of tracking and measuring the outcome of all your efforts.

- Ask for a volunteer to be your Division's liaison to Headquarters. This person can be in charge of getting materials and information from ACS for distribution.

Having a solid plan will help things run smoothly, and getting as many members actively involved as possible helps prevent your efforts from grinding to a halt when one person is unable to do the work. In the long run, the success your Division achieves will depend on a small group of dedicated volunteers who work with the support of the Society and who tell people about the benefits of ACS and Division membership.

Helpful Hints

1. *Growth in your Division is about more than just numbers. It is about momentum, energy, influence, finances, and the ability to achieve your Division's objectives and goals.*
2. *The keys to a successful 3Rs program are a strong Chair, an active Membership Committee, and a solid membership plan.*
3. *As a Division leader, you will set the tone for how seriously your Division develops and implements a plan of action to recruit, retain, and recognize your members.*
4. *It is important that there be a concerted effort to involve as many members as possible in your 3Rs efforts and to encourage your members to serve in roles that highlight their strengths and abilities.*

Summary

The 3Rs of membership. Recruitment, retention, and recognition are critical to the success of your Division. Recruitment provides you with a constant influx of new members and volunteers. New members and volunteers energize your Division with new ideas, fresh perspectives, and additional hands to get the job done.

Organize your Division for success. This means establishing a Membership Committee (with as many subcommittees as needed) that can take an ongoing, in-depth look at what your Division is doing and should be doing to recruit, retain, and recognize your members.

Create a strategic plan. A solid written plan for your Division is absolutely necessary for your success. A good starting point is the ACS Strategic Plan. Make sure that the strategic plan for your Division has objectives, goals, and action plans.

Lead by example. As a Division leader, you set the pace for your members. There are several quick and easy ways that you can personally support your Division's efforts to stay strong and vital and to encourage your members to follow your lead.

Get everybody involved. The membership function is everybody's responsibility, so get all of your Division members involved. Remember that if each member of your Division brought in just one new member, your Division would double its size in just one year! Share the workload and be careful not to burn out your star volunteers. Assign members tasks that highlight their strengths and abilities.

Membership Tool Kit

Recruitment

RECRUITMENT

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American Chemical Society

MEMBERSHIP RECRUITMENT: ENSURING DIVISION SUCCESS

Recruitment is the Lifeblood of Your Division

An influx of new members and new volunteers provides your Division with the financial, human, corporate (through employers), and leadership resources necessary to succeed. And perhaps the most important resource of all: adrenaline! A growing Division is one that has energy and excitement. New members and new volunteers bring a fresh perspective to your Division, and their input allows Division leaders to better understand the changing and diverse needs of the new generation of ACS members. For the purposes of this Toolkit, a new member is someone new to the Society and your Division. A new volunteer is someone who has been an ACS member for a while, but is new to your Division. Whether your goal is to get new members or new volunteers, this chapter will give you easy-to-follow guidelines for developing and executing effective recruitment efforts for your Division.

There are many reasons to join the Society and your Division. If you go through all of the products, programs, and services available to you through ACS membership, it can be overwhelming. In some ways, that can be a problem. When trying to recruit new members, no one is likely to remember the long laundry list of ACS benefits—neither the recruiter nor the prospect! ACS members are justifiably proud of all of the things ACS and its Divisions do, and their natural tendency is to want each prospective member to know about all the benefits of membership. The goal of successful recruitment efforts is not to recite the laundry list, but instead to impress prospective members with the comprehensive offering of valuable benefits without overwhelming them. That means that your Membership Committee must be able to take all the programs and services of your Division and the ACS and present them in a way that is meaningful to prospective members.

Developing a Good Message

A typical recruitment situation could look something like this:

Question:

What exactly are the benefits of joining ACS and your Division?

Answer:

Information. Division membership provides members with a forum, information, and support in their specialty areas. Our Division offers a website, online newsletter, abstracts of papers, and preprints. ACS offers a much broader perspective, access to the latest information in the chemical enterprise, and the resources members need to stay current—51 weekly issues of *Chemical & Engineering News (C&EN)* and more than 34 discipline-specific journals.

Meetings. ACS offers members various opportunities to present their research and network with their peers at technical conferences, symposia, and seminars, as well as Division meetings, the ACS national meetings, regional meetings, ACS short courses, and the ACS ProSpective conferences.

Careers. ACS provides members with all the tools and resources needed to successfully manage their careers. Features include: online job postings that are updated every week, opportunities for job interviews at the National and Regional meetings, workshops on résumé writing and interviewing techniques, the online salary comparator, one-on-one help from a professional consultant (free), and much more.

This list could go on and on and on. But, as previously stated, you run the risk of turning off your prospective member with a laundry list of things they probably don't care about. What people are really most interested in is the *value* that these various programs and services and products offer them—in other words—what's in it for them! While the concept of value is certainly a very personal one, there are three basic things that professionals value from any organization:

- Access to information and recent developments in their specific fields,
- Opportunities for continuing education and networking, and
- Career advancement, professional development, and recognition.

The fact is that membership in the ACS and your Division provides all three. In an organization as large as the ACS, with a multitude of benefits, services, and products, the challenge is getting that message across to prospective members in a succinct manner that connects the dots for them.

One of the first steps in developing effective membership recruitment efforts is to make sure that you can communicate the *value* of membership in the Society, as well as in your Division. In addition, your language should focus on the benefits (what's in it for them) and not just the features. For example:

If you know that your prospect values access to information:
No other organization can provide you with more up-to-date news, research, and data in the chemical enterprise. ACS members can gain immediate access to the renowned *C&EN* (in print and online), 34 of the most cited chemistry journals in the world, and Chemical Abstract Services (CAS), the world's largest abstract database.

Our Division offers you various opportunities to volunteer, interact, and network locally through our meetings, website, online newsletter, abstracts of papers, and preprints.

Identifying Good Prospects

Identifying good prospects is another step you must take in developing effective recruitment efforts. Most of the time, the best prospects are right under our noses:

- New members—students and recent graduates just entering the field in your Division's specialty.
- Former members—members who have let their ACS memberships and/or Division memberships lapse and may wish to rejoin.
- ACS members—veteran members of the ACS who are not members of your Division.
- Division Affiliates—people affiliated with your Division who are not members of the Society.
- Others—people who have contacted you and inquired about joining your Division, or nonmembers who have attended a Division function.

The changing faces of ACS membership

It is no longer a given that one graduates with a degree in chemistry and automatically applies for membership in the ACS. There are now hundreds of small boutique organizations to choose from. Times have changed. By far the biggest change in our lives in the past decade has been the impact of technology that has created a 24/7 work environment for many professionals. The Internet, laptops, cell phones, and pagers are all a part of our daily lives. We can "go to work" at any time, anywhere in the world. Changing corporate structures, mergers and acquisitions, and consolidations continue to impact the scientific workplace. The educational and personal backgrounds of chemists are changing. Disciplines of chemistry are melding, blending, and at the same time broadening. People entering the profession are culturally and ethnically more diverse than ever before.

Your prospects are very busy people with a lot on their plates. Empathize with them. Let them know that not only do you know what they value, you realize and appreciate how valuable their time is. Let your prospects know that you understand what they are going through and that you have resources for them—benefits, products, and services that will enhance their professional and personal lives.

Recruitment Techniques

By combining the first two steps in recruitment—developing an effective membership message and identifying the prospects of today—you can make a real connection with prospects. Now you can communicate to them the value of membership in a meaningful and focused way. For example:

Prospect A. New member

(see page 6, Identifying Good Prospects)

- First, welcome them into the field and congratulate them on graduating. Then you can talk to them about the things that are most important to these new practitioners, such as career opportunities. Don't forget to mention to this group the career opportunities available to them at national meetings—interview with prospective employers; attend career-focused workshops; get personal advice from a career consultant; and network with their peers.

Prospect B. Former member

(see page 6, Identifying Good Prospects)

- Let them know that you know they used to be members, and that you are interested in learning why they did not renew. Ask them what you can do to convince them to give membership in your Division another try. This group is, more than likely, experienced midcareer professionals. Again, you should target you message to them about benefits and services that they will probably value most. For example: chairing a cutting-edge symposium at the ACS National Meeting; opportunities for professional recognition, such as awards; a chance to take on a leadership role in your Division or in the Society's governance structure.

Prospect C. ACS member

(see page 6, Identifying Good Prospects)

- ACS members are already invested in the Society. All you need to do is to convince them to become active in your Division. Let them know how membership in your Division can add value to their ACS membership. Talk to them about Division meetings or other functions that your Division will host or participate in, and invite them to come. Let them know that your Division is exciting, innovative, and the place to be!

Prospect D. Division Affiliate

(see page 6, Identifying Good Prospects)

- Division Affiliates may appear to be the easiest prospects to convert to ACS membership, but in reality they may be your toughest group. They have been reaping the benefits of Division membership without full Society benefits, and they may be content with just that. Although you provide services for this group, they are not members of the Society and therefore are not considered in your Division's financial allotment. It would greatly benefit your Division to convince your affiliate members to become ACS members. Here you should talk to them about the many tangible benefits they will receive upon joining the ACS, including their own weekly issue of *C&EN*; discounts on national meeting registration; discounts on more than 34 journals; personal benefits, including special rates on insurance for life, home, and auto; eligibility to vote and run for ACS office.

Techniques for special targets

Special recruitment efforts should target groups such as women, minorities, younger chemists, and other under-represented groups. If your strategic plan includes attracting and engaging these special groups, make sure that you target your message to them and tell them what you are doing in your Division especially for them.

For example:

Let them know if you are sponsoring symposia aimed at their group (i.e., cosponsoring a track at the national meeting with the ACS Women Chemists Committee), working on a joint project with the ACS Younger Chemists Committee, or creating a task force in your Division to work closely with the ACS Minority Affairs Committee.

Delivering Your Message

Once you have identified a solid base of prospective members and determined what benefits, products, and services they would value the most, then the next step is determining how to effectively deliver your message.

- ***Mailings.*** The Division can send mailings to prospective members. You can develop your list of targeted prospects and send them each an invitation to join your Division. Mailings will probably be your most expensive recruitment effort, but it will also be your most successful in terms of getting you the most new members and/or new volunteers.

- ***Functions.*** At each Division function, make sure you set up a table with brochures and applications (contact ACS Headquarters for free membership applications).

- ***Face-to-face.*** Ask members of your Division talk to their peers at work. Every day, ACS members come into contact with chemists and other prospective members, many of whom don't join. The reason they don't join is simple—no one asked them! One-on-one is one of the best ways to get a new member.

Regardless of which technique is used—mailings, meetings and functions, or in-person—it is critical that a good message be delivered and that the message is based on three things: personalizing, customizing, and empathizing.

- ***Personalizing*** means making sure that the message addresses the individual. In today's marketplace, "Dear Dr. John Smith" is a better, more personal salutation than "Dear Colleague." Few people respond to form letters anymore. If you want to make a good impression with your prospects, start by using their names in your correspondence to them.

- ***Customizing*** refers to targeting your message to fit the prospect's values (see page 7, Recruitment Techniques). By doing this, you let your prospects know that you have a clue about who they are, what they do, and what interests and needs they may have.

- ***Empathizing*** means that you should let your prospects know that you understand what's going on in their world and how it impacts them (see page 6, Identifying Good Prospects). You have a sense of their professional environment and the challenges that they face. In many ways, you are just like them.

Helpful Hints

1. *Divisions must have a planned system in place for new member intake and involvement. Remember to contact your new members and volunteers immediately and have a plan in place for getting them involved. An involved member is a retained member.*
2. *Customize your message to meet the needs and values of your various prospect groups. Remember to focus your message on the benefits (what's in it for them) and not the features.*
3. *Instead of a long laundry list of benefits, your prospects are more likely to be interested in hearing and reading about the value of benefits that meet their immediate needs.*

Summary

Your Division's lifeblood. Recruitment efforts create and sustain the pipeline of new members and volunteers for your Division—the adrenaline necessary for a healthy and strong Division.

Developing a good message. This ensures that you get the most out of your recruitment efforts by helping you develop and deliver a targeted message to your prospects in a meaningful way.

Identifying good prospects. Prequalify your prospects into targeted groups so that you can customize your message to them.

Recruitment techniques. Proven techniques that will help enhance your recruitment efforts and connect the dots for your prospects.

Delivering your message. There are several ways to get across the recruitment message for your Division. This chapter helps you decide which method fits your strategic plan and best meets the needs of your Division.

Membership Development Checklist

Before implementing your membership development program, you need to know a few things:

A. What have we done in the past to recruit new members and new volunteers? How successful were our efforts?

B. What are we presently doing? How successful are we?

C. What needs to be done to ensure that the Division goals and objectives are met?

The following checklist should help you get started:

1. How many members are in your Division right now? (check your ACS Division Roster)

2. How many members did your Division have last year?

3. What are the recruitment objectives, goals, and action plans from your Division's strategic plan?

4. How much money in your current year's budget is earmarked for recruitment?

5. How many recruitment dollars do you need to execute your plan of action from your strategic plan?

6. What percentage of your potential membership universe are already members?

7. What does it cost your Division to recruit one new member?

8. What does it cost your Division to lose a member?

Don't be discouraged if you can't answer all of these questions. Don't hesitate to add questions of your own. It is never too late to begin gathering the data you need to execute your strategic plan.

Tips for writing promotional copy

A checklist for brochures:

- Did you include your organization name, address, and phone number?
- Is your brochure sized to fit in your carrier envelope?
- Does your copy include information to answer a customer's questions about your product or service?
- Have you included case studies and/or testimonials?

Before writing copy:

- Think like a potential member, answer the "what's in it for me?"
- Think like a potential member, answer the "so what?" question.
- Think like a user of your products and services, not a producer or developer of those products and services.

Content guidelines:

- Stress basic benefits. People are strongly drawn to products that help them feel better, richer, smarter, more attractive, or more important, as well as products that save time, money, or effort.
- Certain words have been proven to work well in promotions. Use them whenever appropriate. The list includes "free," "no obligation," "you," "guaranteed," "now," and "limited time."
- Consider substituting specific claims for general ones. For example: "The power and clarity of these binoculars will astonish you," versus "You can look the sparrow straight in the eye from 250 feet, and you can see it blink."

Communicating your message:

- People are only interested in themselves. Write, "You, you, you."
- Answer the reader's question, "What makes your Division so different that members should join and become active?"
- Say one thing. If you deliver two messages, most people will process just one of them—if that.
- After you say one thing, repeat it again and again. What will people remember if you keep changing your words or your entire theme?
- Good basic communication is good basic marketing; good writing equals good copy.
- It is far better to say too little than too much. Saying many things usually communicates nothing.

Evaluating your existing recruitment materials

- Is your material "reader friendly"?
  Is your message clear?
  Is your language easy to understand?

- Is your information accurate?
  Are the facts correct?
  Is your material free of errors and typos?

- Is the material targeted to the intended audience?
  Who is the reader?
  Is there a sense of empathy and understanding included in your message?

- Does your message convey value?
  Have you answered the question, "What is in it for me?"
  "Me" is, of course, the prospective member.

- Does your message focus on the benefits instead of the features?
  For example: preprints are a featured product that any one can purchase; a 10% member's-only discount on your Division preprints is a valuable member benefit.

- Does your message flow logically, tell a story, and lead the reader to the desired action?

- It may sound obvious, but do not forget to ask your prospects to join your Division today!

Things you'd like to know about a prospective member

Here's a list of information that would be helpful to have before approaching a prospective member about joining. What additional information would you like to know?

1. Are they former members? If so, what were the circumstances of their dropping their membership?

2. What other memberships do they have? What are the benefits offered by the other organizations?

3. What is their education level? How long have they been in the profession?

4. Who employs them? Will their employers be willing to pay their dues?

Sample Recruitment Letter

(NOTE: The application and postage-paid envelope mentioned in this letter are available in the ACS Member-Get-A-Member Campaign Guide. Call 800-ACS-5558 for your supply of guides. Be sure to check off your Division on the application.)

DATE

NAME
TITLE
ORGANIZATION
ADDRESS1
ADDRESS2
CITY, STATE ZIP

Dear NAME:

I am writing to invite you to apply for membership in the American Chemical Society (ACS) and the (DIVISION NAME) Division.

Please complete and return the enclosed Membership Application today in the postage-paid envelope provided for your convenience.

Once your membership application is approved, your member benefits and privileges will be immediately activated, starting with your personal copy of *Chemical & Engineering News (C&EN)*, the world's leading magazine of chemical news and analysis, sent to you each week. *C&EN* will keep you informed and up-to-date on all developments across industry and academia through its comprehensive articles, concise news of important chemical advances and setbacks, in-depth views of hot issues, and numerous job postings and career opportunities.

Your membership in the (DIVISION NAME) Division will enable you to team up with noted specialists in your division and make your voice be heard throughout the Society. You'll also have the opportunity to influence programming and contribute papers at ACS National Meetings. Even if you can't attend these meetings, we'll send you abstracts of the papers presented, giving you an extra edge on the current issues in topics that are most important to you.

No other organization gives you more of the support and help you need to advance your career than the ACS and its (DIVISION NAME) Division!

To accept this invitation, please complete the enclosed application. You do not need to send any money now, you'll be billed later for your ACS Dues.

I look forward to welcoming you as a new member of the ACS and the (DIVISION NAME) Division. I'm certain you will find membership to be as rewarding and enriching as I have.

Sincerely,

NAME
DIVISION TITLE

Sample Testimonial Letter

DATE

NAME
TITLE
ORGANIZATION
ADDRESS1
ADDRESS2
CITY, STATE ZIP

Dear NAME:

The American Chemical Society (ACS) and the (DIVISION NAME) Division have played vital roles in my professional development, and I believe that membership in the ACS can be professionally (and personally) rewarding to *everyone* in the chemical profession.

I believe this so strongly, that I encourage you to apply for membership in the ACS today. That is the only way for you to realize the important role that this Society can play in your life as well.

I joined ACS very early in my career and have been a member for the past XX years. The benefits and services that I receive as an ACS member are the most comprehensive resources available: *Chemical & Engineering News*, regional and national meetings in addition to specialty conferences offering cutting edge science, research journals in almost every discipline of chemistry, tools and services to help me manage my career, and so much more.

Over the years, my affiliation with the ACS and the (DIVISION NAME) Division helped me develop a professional network of people who contributed to my growth as a chemist—people who have given me sound advice, helped me with my research, and have served as my mentor as well as my friend. ACS has also provided me with leadership opportunities through my local section involvement that I would not otherwise been exposed to (not even in the various jobs that I have held). And, ultimately, ACS has enabled me to give something back to the profession that I truly love.

Please complete and return the enclosed application in the enclosed postage-paid envelope. You do not need to send any money now. Upon approval of your application, you will receive an invoice in the mail. Do it now and take the advantage of the technical, intellectual, and personal benefits that the ACS provides. I believe that you will find membership in the ACS most rewarding.

With warmest regards,

NAME
DIVISION TITLE

Overcoming objections to joining

1. It costs too much.

- Do agree that membership is indeed an investment—an investment that will be returned many times over. Explain to your prospects that their dues dollars reflect only a small fraction of what it really costs for the Society to deliver all the products and services available to them through their ACS memberships.

- Don't disagree. Keep in mind that ACS membership costs less than many items in your prospect's home. It is not the amount of money that people are really objecting to. It is the perceived value of the product or service. This simply means that your prospects are not convinced that they will be getting enough value for the money they will be spending.

2. I don't have the time to volunteer.

- Do let your prospect know that you completely understand how busy they are. Do let them know that there are other ways they can benefit from membership in your Division without spending time participating.

- Don't ignore them by saying something like, "Just try to come to one of our meetings," or "Participate in just this one program." Listen to what your prospects just told you—events and activities that require their presence are of no interest to them! This puts you at a great advantage to talk to them about things in your Division that do not require them to be there.

3. I belong to another organization.

- Do point out to them that many ACS members belong to several organizations. If you know the other association they belong to, point out the main differences between the two. Tell them that joining the ACS and your Division is a great way to increase the professional resources available to them.

- Don't say negative things about the other association. That says to your prospects that you believe they have poor judgment.

4. My employer will not pay for my ACS membership.

- Do suggest that money for membership dues may be available in other areas of their companys' budgets, such as professional training. Tell your prospects that many ACS members pay for their own memberships because they see it as a personal investment in their own careers, and they understand that they can take the benefits of membership with them wherever they are employed.

- Don't be discouraged by this and assume that this is the end of the conversation.

5. I used to be a member, but I quit.

- Do talk about exciting things coming up soon in your Division or the Society that they will not want to miss. Tell your prospects that you are sorry they had a less-than-pleasant experience in the past, and ask them whether there is anything that you can do now to convince them to give ACS another chance.

- Don't ask what they didn't like. Their negative answers may put you on the defensive or involve something that you have absolutely no control over and cannot do anything about.

6. I need more time to think it over.

- Do ask when it would be a good time for you to follow up with them. Encourage your prospects to contact you if they have additional questions later. Ask them whether there is any other information you can provide to help them reach a decision about ACS membership.

- Don't push for an immediate decision.

Do's and Don'ts to Overcoming Objections to Joining

Objection	Do	Don't
"That's a lot of money."	Do agree that it is a big investment. Explain that the dues reflect the amount of money it takes the organization to deliver the programs and services that can help their careers. Also suggest that it's an investment that will be returned many times over.	Don't disagree. You'll be telling the prospective members they're wrong; and even worse, they'll get the feeling that you're not listening. Plus, it's not the amount of money people are really objecting to. They simply don't understand the value they will be getting for their money.
"I don't have the time to participate."	Do let the prospective members know that you understand how busy they are and that there are benefits of membership that don't involve spending time participating in meetings. Reiterate the benefits members get even if they never leave their homes or offices and how these programs and services are worth the cost of membership.	Don't start to tell the prospective members about all the things that they'll gain if they just try to go to one meeting or participate in one program. The prospective members will think you're not listening because they just told you that they're not interested in programs or events that require their presence, that these gatherings are of no value to them.
"I'm already a member of another organization."	Do point out that many of your members are also members of other organizations because they get different benefits from each. If you know the other organization well enough, point out the differences between the two organizations, and let the prospective members draw the comparisons. Let them know that you're asking them to make an investment to get additional benefits, not to drop the membership in another organization.	Don't compare one organization to another and say anything negative about the other organization. The prospective member may be someone who is very active (or even a current or past officer) in the other organization.

Do's and Don'ts to Overcoming Objections to Joining

Objection	Do	Don't
"My employer won't pay."	Do suggest that the money for membership dues may be available in other areas of their company's or institution's budgets, such as employee training. Or, emphasize that membership is a personal investment in their own careers and that they can take the benefits of membership with them wherever they are employed.	Don't assume that this is the end of the conversation, and don't go back to the basic list of benefits.
"I was a member once before."	Do ask how long ago they were a member. If it's been a while, you have the opportunity to bring them up to date on new benefits that are now being offered.	Don't ask why they left or what it was that they didn't like. Their negative answer will put you on the defensive.
"I'd like to think it over."	Do tell the prospective member that you understand and ask when a good time would be to get back to them. Ask if they'd like any additional information in the meantime. Or invite them to an upcoming function to get a sample of the networking benefits of joining.	Don't be aggressive, but don't give up at the first mention of this.

Proven recruitment ideas

1. Recruit new volunteers from other Divisions by exchanging ads or announcements in each other's newsletters.

2. Challenge each member of your Division to recruit just one member. Have a contest and offer a prize to the one member who recruits the most members. Prizes can be small (a T-shirt from the ACS online store) or big (pay their ACS membership for one year or pay their travel expenses to the next ACS National Meeting).

3. Have a "join now" button prominently displayed on the homepage of your Division website that directly links to the online ACS membership application.

4. Include recruitment information in every issue of your newsletter.

5. Include recruitment information in all symposia registration materials.

6. Set up a table for recruitment materials at all Division functions.

7. Have members of your Division staff a recruitment table near your symposia at the ACS national meetings.

8. Contact your inactive Division members and invite them to your next event.

9. Contact your lapsed members and ask them what you can do to convince them to give ACS another chance.

10. Start a Member-Get-A-Member (M-G-M) drive in your Division. ACS Headquarters will send you all the materials you need, free of charge. Kick off your M-G-M campaign at your next Division event.

11. Send an invitation to apply for membership to all nonmembers who attended any of your Division events this year.

12. Have members of your Division who work at universities distribute membership information to their students.

13. Institute member and nonmember pricing for all your Division products and services. Make sure that there is always a clear reason and a benefit for being a member of your Division and the ACS.

14. Include M-G-M materials in mailings to your members (i.e., newsletters, calls for papers, national meeting materials, etc.).

ACS Member-Get-A-Member and Commission Programs

Current members are the best source for new members. In fact, member nominees tend to remain members longer and contribute more to the Society.

Using the New Member Application and Benefits Booklet bound in the Member-Get-A-Member Campaign Guide to recruit a new member benefits the Division nominator in two ways.

First, the Division will receive a $15 commission for each new member recruited. If the Division recruits just 20 new members, it will receive $300. This money can be used for programming, awards, or any other activity. In order for the Division to receive this commission, the nominator must indicate the Division's name in the claim area on the membership application (lower right-hand corner).

In addition, nominators will receive their pick of special gifts for each new member they recruit. Or, the Division can pool its new member nominees to be eligible for the larger gifts that can be used for thank-you gifts or awards throughout the year.

Call 800-ACS-5558 for your supply of Member-Get-A-Member Campaign Guides.

Membership Tool Kit

Retention

Retention tools you can use

- Planning Checklist pg. 26
- Sample Retention Plan pg. 27
- Sample Welcome Letter pg. 28
- Sample Thank-You Letter to Employers pg. 29
- How to Get the Most Out of ACS Meetings pg. 30
- Sample Opinion Poll pg. 31
- Sample Renewal Letter or E-mail pg. 33
- Sample Renewal Thank-You Letter pg. 34
- Sample Lapsed-Member Letter pg. 35
- Sample Resignation Questionnaire pg. 36
- Proven retention ideas to try in your Division pg. 37

American Chemical Society

MEMBERSHIP RETENTION: KEEPING DIVISION MEMBERS

After spending your time, effort, and budget to convince prospects to join your Division, it makes perfect sense to do everything possible to ensure that your members keep their membership. Doing whatever you can to help retain your Division's membership base is probably one of the most important responsibilities you have as a Division leader—and one of the most challenging! Many people think that if you just provide good service and have good products, all of your members will renew. But nothing could be further from the truth.

Although ACS has a very impressive overall retention rate, it is not 100% and it never will be. Why? Well, there are many reasons. One obvious reason is because people die. Also, people leave the field or the industry and no longer feel the need to or have an interest in staying connected to the Society. Some simply retire and focus their time and energies on completely different careers; they become chefs, stockbrokers, mystery writers—you get the picture. In addition, in Chapter Two, page 7, we talked about some of the challenges and changes impacting the profession today. Certainly, these changes also play a role in our ability to retain ACS and Division members. By the way, this is why recruitment is so important. An active recruitment program is essential to maintaining a healthy Society.

If recruitment is the lifeblood of your Division, then retention is the meat and potatoes—it is the nourishment, the fuel that sustains your Division and keeps it alive and well. If your Division is successful in its efforts to retain members at an increasing rate, several things happen—all of them good!

Just imagine if your Division had

- A stronger financial base (a.k.a., a bigger budget),
- A steady supply of leaders and volunteers,
- A bigger pool of technical expertise to draw from,
- A sizeable increase in your retention rate, and
- Recognition for a job well done from your fellow officers and the ACS Board.

Understanding Why Your Members Join

Members join ACS and your Division for various reasons, but the unifying reason for everyone that joins your Division is because you have something they value:

- Outstanding publications and trusted information and data,
- Superior career and self-development services,
- Multiple opportunities to meet face-to-face and network with their peers,
- Recognition and awards,
- Influence and prestige, and
- A chance to volunteer and give something back to the profession, etc.

The good news is that membership in an exceptional organization like the ACS offers members all of these things and a lot more.

Knowing Why Your Members Stay

Like the reasons why members join, the reasons why they stay also vary, yet the same underlying principle applies to both—it is all about value. People remain members of the ACS and your Division because they find value in the benefits and services provided to them. The job of your retention efforts is to remind members of the value of membership in the Society and your Division.

The way to keep ACS and Division members is to create a true, positive membership experience for them based on the members' perceived value. Retaining your Division members starts not with the request for another year's dues but with your very first point of contact with them. As a Division leader, one of your goals should be to establish at the very beginning a positive experience that will last through the member's entire involvement with your Division.

Make a Good First Impression on New Members and Volunteers

There are many ways you can make a good first impression on your Division members:

- ***Contact all your new members within 30 days or sooner.***
  Timing is everything. A prompt response lets your members know that whenever they need or want something from you, your Division will respond right away. It also sends the message that their issues and concerns are important to you.

- ***It is also important that you personalize your initial and subsequent correspondence with your members.***
  In a Society as large as ACS, personalization helps your Division members feel that there is a place for them and that they are recognized as individuals (see page 9, Customizing).

- ***Always formally welcome new members and new volunteers into your Division.***
  Send a letter or postcard just to say: "Welcome, we are happy to have you join us!" A simple message like this immediately tells your new member three things: You know who they are, you are glad to have them as members, and your Division has a crackerjack communication process in place.

- ***Establish a Welcoming Committee for your Division.***
  This committee takes the lead in making sure that a welcome message goes out within 30 days, that new members and volunteers are kept informed about upcoming Division events, and that special invitations to all Division functions go out to them in a timely manner. Members of your Welcoming Committee can also take on the important role of "mentoring" your new members and volunteers by showing them the ropes and shadowing them at Division events to ensure that they feel "welcomed" and that they meet everyone.

- ***Try to engage them and get them involved right away.***
  An involved member is a retained member! But—be mindful to set realistic expectations for the level of involvement you can actually achieve. The reality is that most of your members will not want to take the time and energy that is required to become "an active member" in your Division. Most just want to pay their dues and support the efforts of your Division—and that is a really good thing. Maybe in your Division, you can count on 5%, 10%, or even 20% (if you are lucky) of your membership base to be actively involved on an ongoing basis.

- ***To get and keep members actively involved in your Divisions activities, you must be creative, flexible, and responsive.***
  Keep in mind that involvement means different things to different people. For some, participating in a leadership role is the furthest thing from their minds. For others, taking on that responsibility is a long-awaited dream. Remember to use your members' talents, not just their time.

Remember to Check the Pulse of Your Members

Your staunch members are the ones that have been with you for the longest time. Whether active or inactive, long-term members are the ones that keep ACS and your Division alive. As a Division leader, you really want this group of members to know that their continued membership and support are very important to you and vital to the success of the Society and the Division.

You also want them to know that you are interested in hearing their thoughts and ideas. It is important that you periodically check in with them and ask them:

A. How are things going?
Be open and general—let the answers flow. You will find that your members are eager to share their opinions with you. You are guaranteed to find gems and pearls of wisdom in your members' free-flowing feedback. Look for nuggets of no-to-low-cost ideas in their comments that you can act on right away. It will cost you nothing (or next to nothing) to respond to your members' suggestions, and the value of your Division in their eyes will increase significantly.

Suggestions:

- Place comment boxes in convenient locations at all Division functions.
- Put a comment button in a prominent place on your website, and make sure someone checks responses periodically.
- Print a feedback/suggestions coupon in your newsletter.
- Set up a Division listserv online.
- Randomly walk up to members at Division events and just ask them for suggestions.

B. What do you think about this?

Be as specific and detailed as possible—carefully craft your specific question(s). It could be ideas about improving the format of specific events, the topic of specific symposia, improvements to your website or newsletter, or the development of new products or services. If you want clean data, be careful how you word your questions so that you don't sway the answers. Share your findings with your members—both the results and what you plan to do about them!

Suggestions:

- Put the survey on your website and in your newsletter. If you can afford it, mail it to your members. Make sure there is more than one way for them to respond to you.
- Save formal surveys for big things that are really important.
- Be mindful not to wear out your members with too many surveys.
- Consider hiring a professional market researcher (or solicit help from ACS Headquarters) to help you formulate your questions.

Use What You Got to Get What You Want

A. Year-end demographic report

In planning your retention strategies and setting your goals for the year, you will find that the year-end demographic report for your Division is a valuable tool. Your demographic report gives you a profile of your membership base and provides you with the data you need to set realistic goals. For example: How many younger members (under 35) are in your Division; what percentage of your members have a Ph.D., a Master's, or other degree; what are your members' other fields of interest; what is the ethnic background of your members; what is the nature of their business (industry, education, or government, etc.) and their job activities (basic research, management, operations, etc.)? When you start to compare your current data with prior years' reports, you will begin to see just where you need to focus your retention efforts.

B. Division Roster

Another important resource for you is the Roster for your Division. It is sent to you or your designee every other month, and the information in your Roster is very similar to the information found in your year-end demographic report. The difference is that the Roster gives you a current snapshot every 60 days or so of exactly what's going on in your Division. For example: your Division Roster is the best source to identify the new members and volunteers in your Division. In addition, you can see at a glance how many members have not renewed their memberships and exactly which members you need to contact. You can choose to receive your Division Roster on a disc so that you can create mailing labels to send materials to your members. This is a valuable and important tool designed to help you achieve success in your Division.

Retention Ideas That Divisions Can Use Now!

Helpful Hints

1. *Your retention efforts need to be well-planned and systematic. Remember to contact your new members and volunteers immediately and have a plan in place for getting them involved. Remember that an involved member is a retained member.*

2. *Create a high-contact experience for your staunch, long-term members. Contact them frequently. Solicit their input and feedback, and quickly act upon their suggestions.*

3. *Use your year-end demographic report to help you plan your strategy for the year and to set realistic goals for your Division based on past performance.*

4. *Use your Division Roster to track current trends in your Division, to revise your strategic plans accordingly, and to quickly devise and implement new strategies.*

Summary

Meat and potatoes. Successful retention efforts directly contribute to the health and well-being of your Division. As a Division leader, you want to make sure that you have a solid retention plan as part of your overall strategy.

Understanding why members join—and why they stay. The key is knowing what value members place on the products and services your Division offers them. The good news is that ACS has a multitude of valued-added benefits.

Making a good first impression. How your Division initially treats and responds to your new members and new volunteers can leave a lasting impression. As a Division leader, you want to do everything you can to ensure that your members' first experience with your Division is a positive one.

Checking in with current members. Your staunch, long-term members are your most important renewal group. Make sure you have a clear understanding of what they value and appreciate about your Division. Check in with them often and in various ways.

Data, data, and more data. Take advantage of the data and information at your disposal. Use your year-end demographic report and your Division Roster to set achievable retention goals and monitor what is going on in your Division.

Planning Checklist

Before implementing your membership retention program, you need to know a few things:

A. What was the previous renewal rate for your Division?

B. What is your current renewal rate?

C. What is the profile of the group of members that is increasing or decreasing?

D. What needs to be done to ensure that the Divisions goals and objectives are met?

The following checklist should help you get started:

1. What are the retention objectives, goals, and action plans from your Division's strategic plan?

2. How much money in your current year's budget is earmarked for retention?

3. How many retention dollars do you need to execute your plan of action from your Division's strategic plan?

4. What is your potential pool for new volunteers—people who are members of ACS but are not members of your Division?

5. What does it cost your Division to lose a member?

If you need help answering these questions, ask around. The Past Chair and long-term active members of your Division or the Office of Divisional Activities at ACS Headquarters may be able to help. Don't hesitate to add questions of your own.

Sample retention plan

Objective: To achieve a 1% increase in the Division's retention rate

Last year's retention rate: 85%

Current retention rate: 86%

Goal for next year: 87%

Action Plan

- Contact all new members within 30 days of joining the Division. Send out a welcome letter or postcard.
- Create a "welcome new member" button on the website. Link it to a special welcome letter from the Chair of the Division and a list of upcoming Division events.
- Establish a Welcoming Committee for the Division.
- At all Division events, identify new members and volunteers with a special ribbon.
- Plan and conduct a survey focused on improvement to the Division's website and newsletter. Target members with more than five years of membership in the Division.
- Contact all members who did not renew their Division membership.

Budget: $6,000

Primary Responsibility:
Dave Black, Chair of the Division
Jane Smith, Chair of Membership Committee for the Division
John White, Chair of Welcoming Committee for the Division

Sample Welcome Letter

DATE

NAME
TITLE
ORGANIZATION
ADDRESS1
ADDRESS2
CITY, STATE ZIP

Dear NAME:
Welcome to the American Chemical Society and the (DIVISION NAME) Division, As a member you will receive a broad range of services and opportunities to help you grow personally and professionally, including comprehensive and timely information that helps you stay abreast of the scientific issues that are of interest to you.

I also want to take this opportunity to personally invite you to our upcoming event(s). You'll have the opportunity to meet us face-to-face and get to know us. You'll also gain new contacts and lasting friendships with other people in the chemical enterprise, and in the (DIVISION NAME) Division in particular. Mark your calendar and plan to participate in any one or all of the following activities:

- ACTIVITY, DETAILS.
- ACTIVITY, DETAILS.
- ACTIVITY, DETAILS.

Please don't hesitate to contact NAME at PHONE or E-MAIL with any questions you may have about the (DIVISION NAME) Division's activities. We welcome your participation and look forward to meeting you.

ACS is YOUR society. It exists to serve YOU. Everything we do and provide is designed to help you work smarter, advance your career, and enhance your professional standing. We welcome your ideas and suggestions at any time. Once again, welcome to ACS and the (DIVISION NAME) Division!

Sincerely,

NAME
DIVISION TITLE

Sample Thank-You Letter to Employers

DATE

NAME
TITLE
ORGANIZATION
ADDRESS1
ADDRESS2
CITY, STATE ZIP

Dear NAME:

It is our honor to thank you for allowing NAME to join the American Chemical Society and for encouraging HIM/HER to participate in the activities of the ACS's (DIVISION NAME) Division.

ACS has much to offer you and your organization. Its mission is to encourage the advancement of the chemical enterprise and its practitioners in the broadest and most liberal manner.

We are confident that NAME's involvement will help HIM/HER stay abreast of scientific issues of interest and enhance HIS/HER efficiency and professional contributions to your organization.

Once again, we thank you for your support of NAME's membership. Please let us know when or how we may be of assistance to you.

Sincerely,

NAME
DIVISION TITLE

How to get the most out of our meetings

One of the most important benefits of ACS and (DIVISION NAME) Division membership is the ability to network with other professionals at ACS functions. Here are a few suggestions for taking advantage of these opportunities and some ways in which to network most effectively.

1. ***Arrive early.*** This allows you to get the best seat for the program, to see more people as they arrive, and to quickly identify the people with whom you'd like to speak.

2. ***Get a list of attendees ahead of time.*** Determine who you want to meet with, and don't get sidetracked.

3. ***Pay attention to name tags.*** New members, first-time attendees, and guests are new "resources" for you and the organization. Make them feel welcome and get to know them.

4. ***Bring plenty of business cards.*** If the meeting will include exhibitors of any type, write your needs on the back of your cards to allow the vendor to follow up by sending you only what you need to review.

5. ***Collect business cards from others.*** Make a note on the back of each that reminds you of what you and the other person discussed. This will allow you to personalize the follow-up notes and lets the other people know you listened to them.

6. ***Take notes and highlight the most important points.*** Transfer those highlights to another form/database so you can use them AFTER the meeting.

7. ***Volunteer to be the greeter.*** This allows you to meet everyone and makes it easier to approach them later for a more in-depth discussion.

How to get the most out of ACS national meetings

1. ***Study the preliminary program before the meeting***. Look at the meeting highlights, special events, tutorials, floor plans, and area maps in planning your agenda. The program will include many simultaneous sessions, so look for the symposia most relevant to your interest. Determine from the map which ones are close enough for you to easily move between sessions. Be sure to allow for delays due to transit and finding the exact locations of the specific sessions.

2. ***How to get around.*** In addition to the Convention Center, technical sessions are held at several hotels. A complimentary shuttle service is provided between most locations. The shuttle schedule is on the inside front cover of the on-site program and is posted on signs in hotel lobbies.

3. ***Find acquaintances.*** Computer terminals located in the Convention Center offer an opportunity to exchange personal messages and find the hotels of fellow registrants. Fellow alumni from undergraduate or graduate school may be found at the Alumni Hour.

4. ***Network.*** Use the breaks in many sessions to introduce yourself to colleagues. Make plans to have lunch and continue your discussion. Take advantage of other opportunities to network: poster sessions, luncheons, award ceremonies, or social hours provide great mixing opportunities.

Member interest questionnaire/Opinion poll

Help us learn more about your needs. The following questionnaire asks for your opinion on a variety of important issues that pertain to you and your membership in the American Chemical Society and its (DIVISION NAME) Division.

Your confidential answers will be compiled; and the results will be carefully scrutinized so that we may determine the proper path for our programs, services, and benefits. Our goal is to provide you with only the best offerings available.

Your participation in this questionnaire will help us respond to your needs, now and in the future. Please take a few minutes to complete and return your questionnaire today.

1. Please rate ACS and its (DIVISION NAME) Division on the following:

	Great	*Good*	*Fair*	*Poor*	*N/A*
Overall quality of services, programs, and benefits	❒	❒	❒	❒	❒
Overall ability to serve the needs of the profession	❒	❒	❒	❒	❒
Performance of Division officers	❒	❒	❒	❒	❒
ACS's dedication to its members	❒	❒	❒	❒	❒
ACS's ability to keep members current on issues	❒	❒	❒	❒	❒
Usefulness of ACS services, programs, and benefits	❒	❒	❒	❒	❒

2. Please rate the following programs/events:

	Great	*Good*	*Fair*	*Poor*	*N/A*
LIST THOSE PERTINENT TO YOUR DIVISION	❒	❒	❒	❒	❒
LIST THOSE PERTINENT TO YOUR DIVISION	❒	❒	❒	❒	❒
LIST THOSE PERTINENT TO YOUR DIVISION	❒	❒	❒	❒	❒

3. How important are the following in your decision to either attend or not attend a program/event?

	Very Important	*Important*	*Semi-Important*	*Not Important*	*N/A*
Symposia offered/Subjects covered	❒	❒	❒	❒	❒
Trade shows/Exhibits	❒	❒	❒	❒	❒
Location	❒	❒	❒	❒	❒
Dates	❒	❒	❒	❒	❒
Social/Leisure activities	❒	❒	❒	❒	❒
Cost	❒	❒	❒	❒	❒

Other_____

4. What are the areas in which ACS and its (DIVISION NAME) Division can help you most?

_____

_____

_____

5. How valuable is ACS and the (DIVISION NAME) Division membership to you?

- ❒ Very valuable
- ❒ Valuable
- ❒ Somewhat valuable
- ❒ Not valuable at all

6. How likely is it that you will continue your membership?

❒ Likely ❒ Not Likely

7. If "not likely," please explain:

_____

_____

_____

8. Please provide any suggestions you'd like to make so we can better meet your needs:

_____

_____

_____

Thank you for taking the time to complete this questionnaire and for helping us learn more about your needs.

Sample Pre-Invoice Renewal Letter

DATE

NAME
TITLE
ORGANIZATION
ADDRESS1
ADDRESS2
CITY, STATE ZIP

Dear NAME:

We hope we are as important to you as you are to us. With the time to renew your membership in ACS and the (DIVISION NAME) Division just around the corner, I wanted to let you know how much we're looking forward to having you as a member again next year.

This has been a great year for the (DIVISION NAME) Division. We STATE ACCOMPLISHMENT, we STATE ACCOMPLISHMENT, and our STATE ACCOMPLISHMENT. But what really made this a great year and these accomplishments possible was the involvement and support of individuals like you.

ACS and the (DIVISION NAME) Division are dynamic networks of professionals, working together for the good of our discipline and the entire chemical enterprise. We offer numerous opportunities for personal and professional growth through programs and services designed to meet your everyday needs.

You'll be receiving your annual renewal notice soon. I hope you'll return it quickly so that we can continue to provide you with these great opportunities and uninterrupted service.

I look forward to seeing your name on the list of our early renewals.

Sincerely,

NAME
DIVISION TITLE

Sample Renewal Thank-You Letter

DATE

NAME
TITLE
ORGANIZATION
ADDRESS1
ADDRESS2
CITY, STATE ZIP

Dear NAME:

Thank you for renewing your membership in the American Chemical Society and its (DIVISION NAME) Division. As an ACS member you are entitled to a broad range of services and opportunities to help you grow personally and professionally, including comprehensive and timely information that helps you stay abreast of the scientific issues that are of interest to you.

Below is a list of out upcoming events. We would love to have you join us, if your busy schedule permits. Please mark your calendar and plan to participate in any one or all of the following activities we have planned:

- ACTIVITY, DETAILS
- ACTIVITY, DETAILS
- ACTIVITY, DETAILS

Again, thank you for renewing your membership, and we look forward to seeing you soon.

Sincerely,

NAME
DIVISION TITLE

Sample Lapsed-Membership Renewal Letter

DATE

NAME
TITLE
ORGANIZATION
ADDRESS1
ADDRESS2
CITY, STATE ZIP

Dear NAME:

Our records show that your membership in the American Chemical Society and the (DIVISION NAME) Division has lapsed. I'd like to take a few moments to remind you of some of the benefits you will miss out on:

- Your weekly, personal copy of *Chemical & Engineering News (C&EN)*. The world's leading journal of chemical news and analysis, *C&EN* keeps you informed and up-to-date about all developments across industry and academia.

- Exceptional career-management services, including ACS Career Consultants, the Professional Data Bank, and weekly job postings in *C&EN*. Employment clearing houses conducted at national and regional meetings offer everything from résumé forums to interviews.

- The opportunity to team up with noted specialists in our field, contribute to the advancement and recognition of our special discipline, and influence programming and contribute papers at ACS national meetings.

We truly don't want to lose you and want to know what we can do to give you the most from your membership. If we are not meeting your particular needs in some way, we'd like to know. Please take a few moments to complete and return the enclosed questionnaire. I urge you to call ACS Member and Subscriber Services at 800-333-9511 to renew your membership today.

Sincerely,

NAME
DIVISION TITLE

The sooner you come back to ACS, the better!

Sample resignation/Exit questionnaire

Thank you for your past membership and support of ACS and its (DIVISION NAME) Division. Please take a few minutes to let us know why you have not renewed your membership. Your opinions and comments are most important to us, and your help is very much appreciated.

Listed below are a number of reasons why members terminate their relationships with professional societies. Please check those that apply to you. If none seem to fit, please let us know your reasons on the reverse side of this page.

- ❒ I am no longer in the industry.
- ❒ I have had a change in vocation and am no longer in the field.
- ❒ I was not aware of how I could have participated in ACS and its (DIVISION NAME) Division activities.
- ❒ I was not actively involved and am unable to participate in ACS and its (DIVISION NAME) Division activities.
- ❒ ACS and its (DIVISION NAME) Division have failed to meet my needs.
  (If so, please comment below.)
- ❒ ACS and its (DIVISION NAME) Division are not effectively addressing important issues.
  (If so, please comment below.)
- ❒ My ACS and (DIVISION NAME) Division membership is duplicated by my affiliation in another society.
  Name of Society: _____
- ❒ ACS needs to upgrade the benefits and services available to members.
  (If so, please specify below.)
- ❒ I would appreciate a phone call to discuss my reasons for not renewing my ACS membership.
- ❒ I will rejoin if:

_____

_____

Thank you for taking the time to share your views with us. We hope we may have the opportunity to serve you once again. Please return your completed questionnaire to

NAME
TITLE
ORGANIZATION
ADDRESS1
ADDRESS2
CITY, STATE ZIP
PHONE:
FAX:
E-MAIL:

Proven retention ideas for Divisions

1. Have members of your Division submit testimonials to use in your retention efforts.

2. Make contact with new members and volunteers every other month for the first six months: send them a welcome letter, extend a personalized invitation to a Division event, and ask them how their first six months of membership are going and whether your Division is meeting their expectations.

3. During social functions or national meetings, tell officers to look for new members and spend some time talking to them. Make sure you give new members ribbons to wear so that they are easy to identify.

4. Make a special point to ask new members and volunteers to submit ideas for symposia for the national meetings.

5. Welcome new members and volunteers by name in your newsletter and on your website.

6. In your newsletter and on your website, remind members of the benefits and services your Division offers them.

7. Host gatherings for your new members and volunteers at the national meetings.

8. Establish a listserv for your Division.

9. Invite new members to open sessions of your Division meeting.

10. Survey members with more than five years of membership in your Division, and ask them specific questions about their perception of the benefits and services your Division offers them and what their expectations for the future are.

11. Send a welcome-back/thank-you letter to all renewing members.

12. Contact lapsed members and ask them what you can do to convince them to give ACS another chance.

13. Contact inactive members and invite them to your next Division event.

14. Don't forget to thank your volunteers. Buy inexpensive items from the ACS online store and send personal notes of thanks to your volunteers, hold a gathering in their honor at the national meeting, or publicly thank them in your newsletter and on your website. You can never thank your volunteers enough or too much.

Notes

Membership Tool Kit

Recognition

Recognition tools you can use

- Sample Long-Term Member Letter pg. 40
- Sample Recognition Letter to Employers pg. 41
- More Recognition Ideas pg. 28
- ACS Note Cards and Plaques pg. 43

American Chemical Society

RECOGNITION

MEMBERSHIP RECOGNITION: REWARDING MEMBERS

The Role of Recognition in Retention

Recognition is the thanks and gratitude that members receive for the time, effort, and energy they expend the behalf of the ACS and your Division. It is hard to overstate just how important recognition is to the success of your Division. You can never say thank you enough or too much for the work that volunteers do to help the Society and your Division reach its goals. In addition, having an appropriate recognition program in place can have a direct impact on your retention rate. If your volunteer pool is feeling particularly appreciated, they are more likely to renew their memberships. Design a recognition program that is customized to your Division and appropriately thanks different levels of participation and contribution.

Appropriate Recognition

Timing is everything. In addition to ensuring that the recognition is appropriate, make sure that it happens in a timely manner—within 24 hours. Try not to hold your thanks in escrow until an annual event. This approach runs the risk of having your volunteers feel disgruntled and unappreciated for months. Always thank them immediately, even if your Division's normal practice is to acknowledge them at a later celebration.

Make it personal. It is important that the recognition for your Division's volunteers be personalized and specific. It is fine to give a general word of thanks (thanks to all the members that helped) at a meeting, but this type of group recognition is not enough. Each member deserves individual recognition for the specific job done.

ACS professional award. If you are aware of your volunteers' professional achievements, take the time to nominate them for an ACS award. Contact Headquarters and find out more about the ACS Awards Program. Undoubtedly, being nominated will have lifelong meaning for your volunteers.

Proven Recognition Ideas to Try in Your Division

1. Publicly thank your volunteers in your Division newsletter and on your website. Enhance your public thanks by putting pictures in your newsletters and adding a "Division Heroes of the Month" button on your website.

2. Send notes to the supervisor or human resource director at the companies or institutions where your volunteers work. This kind of recognition is especially important when a member receives a substantial award for service to the industry or profession.

3. Buy inexpensive items from the ACS online store and use them as thank-you gifts.

4. Send personal notes of thanks for a job well done to your volunteers.

5. Have a gathering in their honor at the national meeting or some other Division event.

6. Send notes of congratulations to members when they reach significant milestones in their years of membership in your Division—5 years of membership; 10 years of membership; 15 years of membership, and so on.

You can never thank your volunteers enough or too much!

Sample Long-Term Member Letter

DATE

NAME
TITLE
ORGANIZATION
ADDRESS1
ADDRESS2
CITY, STATE ZIP

Dear NAME:

This short note is just to say thank you for your NUMBER years of continuous membership in the (DIVISION NAME) Division of the American Chemical Society and to let you know how much your commitment is valued and appreciated.

As a seasoned ACS member, you are undoubtedly aware of some of the activities and opportunities available to you as an active member of the (DIVISION NAME) Division. However, with time comes change; and we are constantly working hard to provide you with new and enhanced services. Enclosed is a list of upcoming (DIVISION NAME) Division activities. I realize that time is a precious commodity these days, but I sure would love to have you participate in at least one of these. That would give me the opportunity to chat with you personally and hear your views on what we can do to improve our Division and how you can become more actively involved. If your participation is not possible, please don't hesitate to call or send a fax. I would be interested in hearing your views or any questions you may have.

Again, congratulations on attaining this personal milestone. We look forward to providing you with exceptional benefits and services for many more years to come.

Sincerely,

NAME
DIVISION TITLE

Sample Recognition Letter to Employer

DATE

NAME
TITLE
ORGANIZATION
ADDRESS1
ADDRESS2
CITY, STATE ZIP

Dear NAME:

I am writing on behalf of the American Chemical Society and the (DIVISION NAME) Division to thank the ORGANIZATION for its generous support of MEMBER'S NAME in HIS/HER capacity as a member and to let you know what a great contribution HE/SHE has been making. In the Division, HE/SHE has STATE ACCOMPLISHMENT, and STATE ACCOMPLISHMENT.

In these days of increasing professional workloads and competitive time pressures, it is noteworthy and gratifying to the ACS that organizations such as yours realize that service as a volunteer is still an important factor in professional life. The Society and the (DIVISION NAME) Division depends critically on the voluntary efforts of chemical scientists and engineers to carry out its many functions. These scientists and engineers work to communicate technical knowledge, to increase public appreciation for the contributions of chemistry to society, to enhance the application of science in societal decision making, and to strengthen the Society's and the (DIVISION NAME) Division's ability to guide its affairs efficiently and effectively.

Members such as MEMBER'S NAME participate in decision making and in team projects, experience professional growth, and gain skills equally useful in achieving goals and objectives in their home organizations.

Thank you again for helping to contribute to the efficient operation and long-term success of the ACS. We appreciate the support our members receive from their employers. Your organization should be proud to have such an outstanding representative as MEMBER'S NAME.

Sincerely,

NAME
DIVISION TITLE

More recognition ideas

- Acknowledge members' contributions at meetings and in newsletters.
- Send personal thank-you notes.
- Take photos and display them on the website.
- Send birthday and holiday cards.
- Hold an annual awards program.
- Send e-mail thank-you cards.
- Thank members with the unusual—place them first in line at dinner, provide limo service to attend the next meeting, give them a free subscription to the journal of their choice, or arrange baby-sitting services for them.

ACS notecards and plaques

Shop the online store at **chemistry.org/store** to order any of the following items, or call **800-ACS-5558**.

"Chemistry" note cards
Price: $11.25
Use them as thank you notes, birthday cards, invitations or gifts. It is imprinted with an a "Chemistry" graphic. Pack of 20 cards with white envelopes.

"Volunteer" quote note cards
Price: $11.25
Use them as thank you notes, birthday cards, invitations or gifts. It is imprinted with an upbeat "Volunteer" quote. Pack of 20 cards with white envelopes.

Award certificates
Price: $8.00
Saying thanks for a job well done was never easier! These 8.5" x 11" award certificates are printed on light-blue parchment paper with the ACS logo in gold foil. They can be used to recognize volunteers or students.

Award plaques
Price: $35.00 small, $50.00 large
Looking for a way to recognize contributions to the success of your activities? Why not award a plaque? Each walnut plaque has a blue-and-gold ACS emblem. The 5 x 7-inch plaque has a 2 x 3-inch golden-bronze engraving plate; the 8 x 11-inch plaque has a 3 x 5 engraving plate.

Past-Chair pin
Price: $11.25
Many Divisions recognize the service of their former Chairs by awarding them a commemorative pin. ACS Past-Chair Pins are gold-filled with cobalt blue enamel.

Notes

Mission

to encourage in the broadest and most liberal manner the advancement of the chemical enterprise and its practitioners. Toward that end, the American Chemical Society advances scholarly knowledge, provides professional services and support, communicates with varied audiences, and is actively involved in the science, education, and public policy arenas.

American Chemical Society

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