REPORT
STRATEGIC PLANNING RETREAT

Analytical Chemistry Division (ANYL)
March 16 & 17, 2019
Prepared for:
The ANYL Executive Committee Team
By
Larry Krannich and Kathleen Schulz
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Executive Summary

This report contains results of a facilitated Strategic Planning Retreat (SPR) for the ACS Analytical Chemistry Division (ANYL) held at Pennsylvania Convention Center in Philadelphia, PA on March 16 & 17, 2019.

The body of this report presents key discussions and outcomes from the retreat, including final decisions and priorities, and addresses action plans. Pre-work results are in the Participant Guide Appendices and were emailed to participants before the retreat. A condensed and updated slide deck for Division use has also been sent to the participants.

The ANYL Strategic Plan for 2019-2023, developed during this retreat is:

| Goal 1: Attract and retain a diverse and engaged membership (lwH, R=R) | Goal 2: Provide membership tangible benefits for their membership, (lwH, R=M) | Goal 3: Communicate inside and outside the division in a consistent and sustainable manner, (l=M, R=M) | Goal 4: Be the recognized leader in the broader molecular measurement science community (lSH, R=R) |
| Strategy 1.1: Develop and implement a new welcoming and orientation program for new ANYL members in the next 6 - 12 months. (l=H, R=M) | Strategy 2.1: Organize lunch-time events at national meetings to provide enhanced networking opportunities by Fall 2019. (l=M, R=M) | Strategy 3.1: Establish a communication subcommittee of 3 professional and 3 student members, focusing on updating website, social media, and newsletter with 6 months. (l=R, R=R) | Strategy 4.1: Create more opportunities focusing on programming priorities by delineating and defining responsibilities for programming end of 2019. (l=R, R=R) |
| Strategy 1.2: Establish a periodic post position analysis and coordinate new member mentorship, including maintaining current mentors, outreach to new members and new member orientation (l=H, R=M) | Strategy 2.2: Develop and implement interactive modules, webinars, and training exercises on analytical techniques, early career, and industry relevant skills. (l=R, R=R) | Strategy 3.2: Develop a quarterly newsletter that highlights division activities, members, and re-emphasize value proposition with link-out to social media by July 2019. (l=R, R=R) | Strategy 4.2: Develop a list of analytical focused meetings, conferences and division member liaisons to initiate partnerships. (l=R, R=M) |
| Strategy 1.3: Develop materials that articulate the value proposition by the Spring 2020. (l=M, R=R) | Strategy 2.3: Have graduate student members organize virtual issues of an ACS analytical journal covering their areas of expertise. (l=M, R=R) | Strategy 3.3: Define and implement a sustainable approach to update the ANYL website with new information, news, programming, and other events on a regular basis. (l=R, R=M) | Strategy 4.3 (DRPERRRO): investigate and initiate new forms of communication of the cross-references and division member liaisons to initiate partnerships. (l=R, R=R) |

Vision: Advancing the science of chemical characterization and measurement to shape the future.

Mission: Promoting analytical chemistry globally by enhancing professional opportunities, educating members and society, and fostering collaborations.
1. Background

The ACS Analytical Chemistry Division (ANYL) held a Strategic Planning Retreat at Pennsylvania Convention Center in Philadelphia, PA on March 16 & 17, 2019. The retreat was facilitated, and used ACS LDS™ methodology, as taught in the ACS Strategic Planning Workshop, and was customized for ANYL as a 2nd generation planning retreat. The planning methodology was reviewed with participants at the beginning of this workshop. Facilitators then guided participants in applying the strategic planning concepts to ANYL’s current situation. Facilitators were Larry Krannich and Kathleen Schulz.

The following seventeen (17) people participated in the retreat:

Kimberly Agnew-Heard
Lane Baker
Mirlinda Biba
Paul Bohn
Anna Cavinato
Doug Duckworth
Zachary Harms
Roland Hirsch
Matt Bush
Bryan Nelson
Kristin Nuzzio Vig
Rachel Parise
Karen Phinney
Miquela Sena
Olija Simoska
Emily Smith
Adam Woolley

Approach

ANYL’s prior Strategic Plan was developed in 2014 and had not used the ACS Strategic Planning framework. Current leaders felt it was time to update the ANYL plan.

ANYL’s strategic planning process started with information gathered in a pre-work survey sent to retreat invitees. This information was augmented by facilitator study of background materials provided by the Division prior to the retreat. From pre-work, ideas were gathered on ANYL 2014 Strategic Plan progress/successes, stakeholders, vision, mission, strengths, weaknesses and possible goals. This pre-work input was collated and made available to participants.

At the retreat, the facilitators began by asking participants their expectations for the retreat. Then, facilitators gave an introduction to the ACS Leadership Development System™ Strategic Planning Process (documented in the Retreat Participant Guide).
Planning process steps, in the order covered in the retreat, were:

- Retrospective look at ANYL Strategic Plan 2014
- ACS Strategic Planning Process and Terminology
- Developing a Strategic Plan: Stakeholders; Vision and Mission
- Change Drivers
- Environmental Scan (STEP), Challenges and Opportunities (TOWS)
  - Identify Environment Trends (STEP)
  - Recognize Strengths and Weaknesses
  - Identify Threats and Opportunities
- Goals Creation
- Strategies Portfolio
  - Identify Potential Strategies (Brainstorm)
  - Down Select Strategies (Weighted vote)
  - Check Goal/Strategy statements vs. SMART criteria
  - Opportunity Mapping
  - Identification of Champions
- Implementation Planning
  - Establishing measures
  - Developing Action Plans for Strategies
  - Pitfalls
  - Next Steps
- Review and Wrap Up
  - Plus/Deltas Discussion
The participants introduced themselves and told the group about their personal expectations for this process:

**Expectations for this Process**

- Solving ANYL Problems
- Good Ideas
- Articulate Member Value Proposition
- 3-5 Big Issues
- Make a Strong/Vibrant ANYL
- Goals for ANYL
- Ideas that Don’t Break the Bank
- How to Retain Members
- Understand What ANYL Can Offer
- Network and Engage Industry
- Disperse Duties
- Get More Involved
- Engaging Members/Younger
- A Plan Moving Forward
- Learn How Budgeting Works
- Learn About Concerns/Issues and Solutions
With the preceding as context, facilitators presented the ACS Strategic Planning Process for developing first generation strategic plans, shown below.

2. Stakeholders, Vision and Mission
   a) Stakeholders

Stakeholder analysis is a useful tool to guide strategic planning and implementation. Although it’s often used in developing mission statements, it can also be used as a check, to ensure that key stakeholders (i.e. those who are partners and those who are served) are addressed by the goals and strategies.

In pre-work respondents were asked “who are ANYL’s stakeholders?” The list of directly impacted stakeholders from pre-work (see Participant Guide, Appendix H) was then used to identify stakeholder priority, defined as shown in the table below.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mission critical, high risk if we fail</td>
</tr>
<tr>
<td>2</td>
<td>Can leverage to exceed goals or to become mission critical</td>
</tr>
<tr>
<td>3</td>
<td>Nice to serve</td>
</tr>
</tbody>
</table>
Based on this discussion, key “direct impact” stakeholders were classified as Priority 1 (mission critical) or Priority 2 (can leverage...). The full stakeholder analysis is given below:

### Stakeholders Directly Impacted

<table>
<thead>
<tr>
<th>Stakeholder/constituency</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANYL Members</td>
<td>1</td>
</tr>
<tr>
<td>Students</td>
<td>1</td>
</tr>
<tr>
<td>Potential ANYL Members</td>
<td>2</td>
</tr>
<tr>
<td>Industry</td>
<td>2</td>
</tr>
</tbody>
</table>

#### b) Vision and Mission

At the retreat, facilitators reviewed the value and purpose of vision and mission statements. Next, facilitators presented ANYL’s pre-work input on proposed vision and mission statements (PG, Appendices I & J). During subsequent discussion, retreat participants developed the following vision and mission statements:

**ANYL Vision Statement 2019**

Advancing the science of chemical characterization and measurement to shape the future.

**ANYL Mission Statement 2019**

Promoting analytical chemistry globally by enhancing professional opportunities, educating members and society, and fostering collaborations.
3. Retrospective Review of ANYL 2014 Strategic Plan

ANYL had conducted a strategic plan in 2014 and developed a vision, mission, and activities/areas of emphasis:

**The ANYL 2014 Strategic Plan**

**Vision:** To shape the future through advancing the science of chemical characterization and measurement.

**Mission:** To promote the science of analytical chemistry and the careers of its practitioners by providing enhanced professional opportunities, educating members and society, and building bridges between scientific fields.

**Strategic Plan ACTIVITIES & EMPHASES**

1. Awards Program Focus
2. Establish an Endowment
3. Website Development
4. Division Committee Structure
5. Member Value Proposition Issues
6. Identify Divisional Best Practices
7. Networking with a Leadership Focus
8. Addressing ANYL Division Visibility
Information was collected in the prework (PG Appendices E, F, and G) to consider what went well, could have been done better, and should be carried forward for emphasis:

### Correlation of Retrospective Look
(Emphasis Area in Parentheses)

<table>
<thead>
<tr>
<th>Went Well</th>
<th>Could Gone Better</th>
<th>Change/Emphasize Going Forward</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awards Program (1)</td>
<td>Awards Program (1)</td>
<td></td>
</tr>
<tr>
<td>Website Development (3)</td>
<td>Website Development (3)</td>
<td></td>
</tr>
<tr>
<td>Division Visibility (8)</td>
<td>Division Visibility (8)</td>
<td></td>
</tr>
<tr>
<td>Committee Structure (4)</td>
<td>Committee Structure (4)</td>
<td>Committee Structure (4)</td>
</tr>
<tr>
<td>Division Focus (6)</td>
<td>Division Focus (6)</td>
<td></td>
</tr>
<tr>
<td>Endowment (2)</td>
<td>Endowment (2)</td>
<td>Endowment (2)</td>
</tr>
<tr>
<td>Member Value Proposition (5)</td>
<td>Member Value Proposition (5)</td>
<td></td>
</tr>
<tr>
<td>Networking (7)</td>
<td>Networking (7)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Young Chemist Involvement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Industry Involvement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Programming</td>
<td></td>
</tr>
</tbody>
</table>

This information and the correlations were discussed for perspectives in further planning during the retreat.

### 4. Current Situation

#### a) Process Overview

Facilitators led the participants in an analysis of ANYL’s current situation via Environment Scan (STEP tool) and Challenges/Opportunities (TOWS tool) exercises. An overview of the Society’s 2019 EScan and Change Drivers (Appendix D, PG) informed the process of determining environment trends significantly impacting ANYL. These trends were then identified as Threats, Opportunities, Both, or N/A. Top strengths and weaknesses of ANYL, described in the collated pre-work lists (PG Appendices L & M) were considered and discussed.
b) ANYL Environment Scan

Working in four breakout groups, the participants identified environment trends with significant potential impact on ANYL, using the STEP taxonomy: Social, Technology, Economic, Political. These significant trends are shown in the graphic below.
The Threats and Opportunities for the above significant external environmental factors are summarized below.

### TOWS Matrix for ANYL

**External Threats**

- Decreased loyalty, disciplinary/interdisciplinary identity of analytical chemistry
- Outsourcing and automation
- Less time, less member involvement
- Maternal in science, proliferation of misinformation
- Big data/AI/interdisciplinary issues: mgmt. of collaborations outside ANYL essential
- Data integrity
- Unstable & inefficient (gov’t) funding
- Changing dynamics of economics/education
- Lack of resources for research
- Low-value proposition for industry involvement
- External outsourcing
- Changing career pathways
- Unstable & inefficient (gov’t) funding
- Ability to collaborate decreasing (security, cyber, IP, Visa/Travel restrictions)
- Planning/Funding nexus
- Research/institutional funding for membership
- Increased barriers for immigration (visa sponsorship etc)
- Loss of US technical edge
- Disconnect between policy and science

**External Opportunities**

- Decreased loyalty, disciplinary/interdisciplinary identity of analytical chemistry
- Outsourcing and automation
- Collaboration across organizational boundaries easier, use of social media
- Mistrust in science, proliferation of misinformation
- Demographic shifts career evolution
- Educational tools (IT) to reach members, public, distance learning
- Big data/AI/interdisciplinary issues: mgmt. of collaborations outside ANYL essential
- Standardization of formatting of analytical data (protein, DNA, MS); interdisciplinary issues
- Increased Automation & miniaturization of equipment
- Smartphone utilization
- Increasing need deployment of complex analytical technology
- Trend toward wearable, implantable sensors
- Unstable & inefficient (gov’t) funding
- Low-value proposition for industry involvement
- Internal outsourcing
- Changing career pathways
- Unstable & inefficient (gov’t) funding
- Restrictions on cannabis (whether can be pursued in academic, gov’t labs)
- Research/institutional funding for memberships
- Disconnect between Policy and Science

This information was paired with strengths and weaknesses identified in the prework. (PG, Appendices L & M)
These were compared with Critical Success Factors and Barriers as shown below and used to inform selection of ANYL goals:

**TOWS Matrix for ANYL**
(See Appendices K & M) [Any Critical Flaws?]

**ANYL Strengths**
- Membership Attributes
- Leadership
- Programming
- Award/Education Programs

**ANYL Critical Success Factors**
- Member Value Proposition
- Engagement (Members & Stakeholders)
- Strategy Focus
- Member Recruitment/Retention
- Effective Communication
- Leadership

**Comparison of ANYL Weaknesses & Barriers to ANYL Success** (Appendices M & O)

**ANYL Weaknesses**
- Communication
- Industry Engagement
- Member Engagement
- Member Value Proposition
- Outreach
- Succession Planning

**Barriers to ANYL Success**
- Resources Limitations
- Lack of Member Engagement
- Non-effective Communication
- Limited Member Value Proposition
- Lack of Leadership
- Limited Time Commitment
5. Goals

a) Process Overview

Goals for the 2019 ANYL Strategic Plan were developed in context of the priority Stakeholders, final ANYL Mission statement, as well as, the STEP and TOWS analysis noted above, the pre-work ideas (Appendix K, PG), and Critical Success Factors (Appendix N, PG). Comparisons were made between Strengths, Critical Success Factors, Goal Areas from Pre-Work, Retrospective Went Should be Emphasized, and Member Value Proposition Survey in light of the Priority 1 Stakeholders and the ANYL Mission. There was considerable accompanying participant discussion to arrive at ANYL Goals Areas.

SURVEY RESULTS, 2018
[9% response rate] Details in Appendix P
Member Value Proposition Input

- Provide Meeting/Conferences (specialized/smaller)
- Have Education/Training Programs
- Arrange for Networking Opportunities
- Make Available Publications/Communications
- Be More Inclusive
- Offer Career Opportunity Information

Goals Areas from Pre-Work
(See Appendix F Details)

A. Member Recruitment/Retention
B. Member Value Proposition
C. Effective Communication
D. Increased Visibility
E. Promote Networking
F. Member Engagement
G. Diversity/Inclusion

See Appendix F for those with 3 or less inputs
Results from Goal Area Allignment Discussions – Develop into Goal Statements

Goal Area 1. Member Recruitment/Retention
Goal Area 2. Member Value Proposition
Goal Area 3. Effective Communication
Goal Area 4. Leader in Molecular Measurement Sciences

Goal Area 4 resulted from discussions of the importance of having a goal that addresses the scientific thrust of ANYL.

b) ANYL Goals 2019-2023

Final Goals Determined

Goal 1: Attract and retain a diverse and engaged membership. [Impact, H; Resources, H]
Goal 2: Provide members tangible benefits for their membership. [Impact, H; Resources, M]
Goal 3: Communicate inside and outside the division in a consistent and sustainable manner. [Impact, H; Resources, H]
Goal 4: Be the recognized leader in the broader molecular measurement science community. [Impact, H; Resources, H]
6. Strategies

a) Process Overview

Next, participants considered and developed a portfolio of strategies to implement ANYL’s chosen 2019-2023 plan goals. A silent brainstorm by all participants was used to generate proposed implementation strategies for each Goal.
What We’re Going To Do Here

1. Start with your goal statements and complete Situation Analysis. Brainstorm strategies—6 to 18 month horizon programs to implement the goals. Three Post-It notes for each goal (1 idea per Post-It). Place on Goal FC.
2. Group the strategies into generic “buckets”
3. Vote for top three strategy categories for each goal (1st choice – green dot; 2nd choice – blue dot; 3rd choice – red dot)
4. Small groups write SMART strategy statements
5. Refine language and evaluate potential impact and resources
6. Place on Opportunity Map

Breakout teams collated and sorted the ideas, grouping similar items into broader categories, and named the categories. Using a weighted vote, three top strategies were identified for each goal, for focus in the initial year(s) of the ANYL 2019 strategic plan. These and the remaining strategy ideas were captured in pictures/pdf files of the flip charts, which were sent separately to participants. Facilitators recommend that these remaining ideas be considered for later implementation after the initial strategies are successfully completed. After successfully completing strategies chosen for 2019-2020, this list can be used as a starting point for discussions of additional strategies for implementation.

In small working groups, participants prepared strategy statements from the brainstorm categories information, then made them SMART, and ranked each for impact and resources required. The full group reviewed, refined (as needed) and developed final goal/strategy statements for the 2019 Strategic Plan. Note: Use original flipchart PDFs as authoritative source documents as needed.
b) Results

**Goal 1: Attract and retain a diverse and engaged membership. [Impact, H; Resources, H]**

**Strategy 1:** Develop and implement a new welcoming and orientation program for new ANYL members in the next 6 – 12 months. [Impact, H; Resources, M] [Champion: Olija]

Tactics:
- Survey Divisions
- Contact DAC

**Strategy 2:** Establish a part-time paid position analyze and coordinate new member retention, including maintaining current rosters, outreach to new members and new member orientation (18 mos). [Impact, H; Resources, M] [Champion: Paul]

**Strategy 3:** Develop materials that articulate to decision makers the ANYL value proposition by the Spring 2020. [Impact, M; Resources, L] [Champion: Bryan]

**Goal 2: Provide members tangible benefits for their membership. [Impact, H; Resources, M]**

**Strategy 1:** Organize lunch-time events at national meetings to provide enhanced networking opportunities by Fall 2019. [Impact, M; Resources, M] [Champion: Matt/Rachel]

Tactics:
- Develop a financial model
- Investigate other similar activities

**Strategy 2:** Develop and implement interactive modules, webinars, and training exercises on analytical techniques, early career, and industry relevant skills. (within one year of start) [Impact, H; Resources, H] [Champion: Karen/Doug]

Tactics:
- Find out what is available inside and outside ACS
- Look for where ANYL can be unique
- Look at ACS LDS offerings

**Strategy 3:** Have graduate student members organize virtual issues of an ACS analytical journal covering their area of expertise. (within 18 most of start) [Impact, M; Resources, M] [Champion: Emily]

Tactics:
- Coordinate with ACS Pubs and editors
- Ties to Goal 3

**Goal 3. Communicate inside and outside the division in a consistent and sustainable manner. [Impact, H; Resources, H]**

**Strategy 1:** Establish a communication subcommittee of 3 professional and 3 student members, focusing on updating website, social media, and newsletter with 6 months. [Impact, H; Resources, L] [Champion: Zachary]

Tactics:
- Ties to G3-S3
- Need some resources (technical individual?)
- May need an additional strategy
**Strategy 2:** Develop a quarterly newsletter that highlights division activities, members, and re-enforces value proposition with link-outs to social media by July 2019.  
[Impact, H; Resources, M] [Champion: Lane]  
Tactics:  
- Ties to G3-S1

**Strategy 3:** Define and implement a sustainable approach to update the ANYL website with new information, news, programming, and other events on a regular basis.  
[Impact, H; Resources, M] [Champion: Kristin]  
Tactics:  
- Distribution of effort  
- Ties to G3-S1  
- Consider adding other social media

**Strategy 4:** Develop a strategy for Linked-In issues  
[Impact, ; Resources] [Champion:]

**Goal 4:** Be the recognized leader in the broader molecular measurement science community.  
[Impact, H; Resources, H]

**Strategy 1:** Create more opportunities focusing on programming priorities by delineating and defining responsibilities for programming (end of 2019).  
[Impact, M; Resources, M] [Champion: Kimberly]  
Tactics:  
- Young scientists’ sessions at meetings  
- Continual improvements  
- Stronger co-sponsorships

**Strategy 2:** Develop a list of analytical focused meetings/conferences and division member liaisons to initiate partnerships.  
[Impact, H; Resources, M] [Champion: Adam/Paul]  
Tactics:  
- Two phase strategy

**Strategy 3 (DEFERRED):** Investigate and initiate new forms of communication of the wide-ranging importance of analytical chemistry to reach the wider scientific community, as well as, the next generation of analytical chemists. (18 months)  
[Impact, M; Resources, M] [Champion:]
Two of ANYL’s goal/strategies fall in or border the “No-brainer” quadrant, and thus should be considered for immediate implementation. Three require Medium resources; four have High probable impact.

Facilitators encourage the ANYL leadership team to continue discussions based on resource requirements and ANYL’s total implementation capacity (e.g. people, time, financial and other resources) and consider phased implementation as needed to ensure successful completion of these nine goal/strategies. This can be accomplished by adjusting target dates and staggering start dates as needed to ensure success.
The ANYL 2019 Strategic Plan developed during this retreat is shown below.

**The ANYL Strategic Plan**

**Vision:** Advancing the science of chemical characterization and measurement to shape the future.

**Mission:** Promoting analytical chemistry globally by enhancing professional opportunities, educating members and society, and fostering collaborations.

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<thead>
<tr>
<th>Goal 1: Attract and retain a diverse and engaged membership. (I=H, R=M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 1.1: Develop and implement a new welcoming and orientation program for new ANYL members in the next 6 – 12 months. (I: H, R: M)</td>
</tr>
<tr>
<td>Strategy 1.2: Establish a part-time paid position analyze and coordinate new member retention, including maintaining current rosters, outreach to new members and new member orientation (I: H, R: M)</td>
</tr>
<tr>
<td>Strategy 1.3: Develop materials that articulate to decision makers the ANYL value proposition by the Spring 2020. (I: M, R: L)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 2: Provide members tangible benefits for their membership. (I=H,R=M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 2.1: Organize lunch-time events at national meetings to provide enhanced networking opportunities by Fall 2019. (I: M, R: M)</td>
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<tr>
<td>Strategy 2.2: Develop and implement interactive modules, webinars, and training exercises on analytical techniques, early career, and industry relevant skills. (I: M, R: M)</td>
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<th>Goal 3: Communicate inside and outside the division in a consistent and sustainable manner. (I=H, R=M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 3.1: Establish a communication subcommittee of 3 professional and 3 student members, focusing on updating website, social media, and newsletter with 6 months. (I: H, R: L)</td>
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<tr>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 4: Be the recognized leader in the broader molecular measurement science community. (I=H, R=M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 4.1: Create more opportunities focusing on programming priorities by delineating and defining responsibilities for programming (end of 2019). (I: M, R: M)</td>
</tr>
<tr>
<td>Strategy 4.2: Develop a list of analytical focused meetings/conferences and division member liaisons to initiate partnerships. (I: H, R: M)</td>
</tr>
<tr>
<td>Strategy 4.3: (DEFERRED): Investigate and initiate new forms of communication of the wide-ranging importance of analytical chemistry to reach the wider scientific community, as well as, the next generation of analytical chemists. (I: M, R: M)</td>
</tr>
</tbody>
</table>

7. **Implementation Plan**

Moving forward and ensuring success with a strategic plan requires attention to several key components: (1) A clear, fully resourced plan, agreed to by the leadership group; (2) clear accountability – i.e., who is responsible to ensure that the entire plan and each of its strategies remain on track; and (3) a system for ongoing regular monitoring of progress vs. plan. The preceding sections of this report represent substantial progress toward a clear, fully resourced plan. Remaining are final action plans, with defined resource requirements, accountabilities and monitoring.

a) **Champions**

Champions for each goal/strategy, and for the entire plan, were identified and are named in the table below. Champions are responsible for preparing the project plan and recruiting a project leader, or leading the project themselves. That is, champions, fulfill requirement #2 above.
b) Project Plans

Facilitators explained the importance of establishing measures to track progress and understand effectiveness of the Plan. They described a performance measurement model and explained how measures are developed. They also discussed the research on successful plans and goal achievement.
Small teams led by The Champions then spent time starting to develop action plans for their goal/strategy using the project plan template provided (Appendix B, pgs 4-6, PG). Approximately 1 hour was available for Champions to explain their action plans and discuss the draft action plans with all the other Champions. Refined action plans were to be forwarded to the facilitators and the ANYL Strategic Plan Champions (Roland, Kimberly, and Anna) immediately after this retreat.
The following are potential pitfalls to be avoided during implementation:

**Some Common Implementation Pitfalls**

- Trying to do it all yourself; not delegating
- No accountability system (timeline/reminders)
- Not assessing and managing available time
- Not involving other Local Section members
- Not getting buy-in from the Local Section
- Measuring activities instead of results
- Not developing timelines and milestones
- Not developing detailed action plans for strategies
- No follow-up/follow-thru between face-to-face meeting work
- Not using volunteers’ motivations when engaging volunteers for their skills
- Not monitoring the progress of the strategic plan
- Not celebrating successes

American Chemical Society
d) Next Steps

Actions identified to ensure the successful launch of the ANYL Strategic Plan resulted in the following next steps list, with target dates for each action. A kickoff date of September, 2019, was set.

**ANYL Next Steps**

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPR Attendees Receive Plan</td>
<td>Facilitators</td>
<td>2 weeks</td>
</tr>
<tr>
<td>Notify who else?</td>
<td>EC/members</td>
<td>April EC mtg</td>
</tr>
<tr>
<td>Plan placed onto website</td>
<td>Roland/Lane</td>
<td>Sept. 1</td>
</tr>
<tr>
<td>Engage others in actions – who?</td>
<td>Members</td>
<td>Sept. 1</td>
</tr>
<tr>
<td>Rough Project Plans done</td>
<td>Champions</td>
<td>April</td>
</tr>
<tr>
<td>Approval of plan</td>
<td>EC</td>
<td>May EC mtg</td>
</tr>
<tr>
<td>Project Leads Identified</td>
<td>Champions</td>
<td>Mid-May</td>
</tr>
<tr>
<td>Project Teams Identified</td>
<td>Leads</td>
<td>July 1</td>
</tr>
<tr>
<td>Set up project management and accountability system/GANNT chart</td>
<td>SP Champions-Roland/Kimberly/Anna</td>
<td>May</td>
</tr>
<tr>
<td>KICK OFF</td>
<td>EC</td>
<td>July 1</td>
</tr>
</tbody>
</table>

8. **Wrap Up/Evaluation**

Facilitators returned to the group’s expectation list (See flipcharts, Day 1), and it was noted that most expectations had been met. The group then provided real-time feedback on the retreat as shown below:
The Facilitators closed by thanking the retreat participants for a productive session. The future of ANYL and this plan is in their hands. Retreat participants and other ANYL leaders own this plan. The future of ANYL and this plan is in their hands as they work to achieve ANYL’s Vision and Mission.