Strategic Plan

Fiscal Year 2015-2017

Talitha Hampton, President
Malinda Gilmore, Chair of the Board
National Organization for the Professional Advancement of Black Chemists and Chemical Engineers

www.NOBCChE.org/Strategy
A Message from the President

Dear NOBCChE Community:

As FY2015-2016 begins and we start the spring semester, I wanted to take this opportunity to thank you for all you do for NOBCChE. This is an exceptional organization with a caring community that stretches around the world.

I also want to thank all those who participated in developing our strategic plan for the next two years. As we continue to transition, we will build a framework and set our direction for the next 10 years, including the strategic planning co-chairs Dr. Kemal Catalan and Dr. Malinda Gilmore, the entire Strategic Planning Council, the Council’s chair Dr. Nigel Clark, the NOBCChE executive board and the many people who participated in forums or provided feedback. During our 2015 conference in Orlando, I reviewed the framework in more detail and engaged NOBCChE members, leaders, and stakeholders to begin the process of implementing strategic initiatives that will help move us toward the plan’s vision.

It has been clear to me from the start of this process that so many people care deeply about our great organization. With a strategic framework in place, we can pursue actions and changes that enhance our culture and community.

The transition of the planning process to implementation marks the symbolic beginning of a journey—one that pursues five strategic priorities: Strong Organizational Infrastructure, Policies and Governance, Strategies for Returning to Growth, Talent Pipeline and Capability Development, Membership Value Proposition, and Enhancing the NOBCChE Brand. We will develop objectives within our strategic priorities by utilizing an operational execution framework that is grounded in goals, objectives, performance measurement, and continuous improvement. Please visit our strategy website to learn more about our goals and objectives at [www.NOBCChE.org/strategy](http://www.NOBCChE.org/strategy).

It is important to thank all who worked on previous strategic plans that have guided NOBCChE over the past 42 years. The progress from those efforts added to the strong foundation upon which we are now building. As FY 2015-2016 gets under way, we will communicate more about the next steps. This will, of course, be an ongoing process through 2017 and beyond and I will enlist the help of many. I urge you to get involved as members across our network engage in developing, focusing, and implementing strategic initiatives. In the coming months and years, we will be evaluated not only by the goals we selected, but by how we pursued them.

So at this pivotal time in NOBCChE’s history, I am excited about our shared vision for the future, and look forward to working with everyone on pursuing our vision and mission with excitement, energy, and optimism for the future.

Best wishes for a happy and healthy new year!

Talitha Hampton, MSE
President, NOBCChE
[www.NOBCChE.org/President](http://www.NOBCChE.org/President)
About NOBCChE

An ad hoc committee passionate about the professional advancement of Black chemists and chemical engineers was organized in April 1972 to ascertain the interest of Black professionals in establishing a formal organization dedicated to the professional advancement of Black chemists and chemical engineers. An enthusiastic response prompted the committee to expand and reconvene in September 1972 to establish a structured organization and devise a means of securing funds to finance its development.

In December 1973, the organizations executive board met to plan the first annual conference which was held in New Orleans. The annual conference provided a rare opportunity for Black chemists and chemical engineers to discuss issues of significance to their careers, present technical papers, and formulate priorities and optics for future meetings. Practical and theoretical goals began to coalesce, and a national program was developed. The organization has held Annual Conferences since then and is planning for the 42nd Annual Conference in Orlando, Florida, September 21-26, 2015 and the 43rd Annual Conference in Raleigh, North Carolina, November 8-11, 2016.

The official name became the National Organization for the Professional Advancement of Black Chemists and Chemical Engineers with the acronym, NOBCChE (pronounced No-be-shay). NOBCChE was incorporated in 1975 under the laws of the State of Georgia and has tax-exempt status, 501 (c)(3) as a non-profit professional society. The executive board determined the goals of the organization were to promote the professional advancement of African-Americans in chemistry, chemical engineering, life sciences and STEM related fields. As such, it wanted to identify Blacks in industry, government, and academia who were making significant contributions in those fields. Today, the vision of NOBCChE is to be an influential organization ensuring that all people of color are fully engaged in shaping the global scientific community and enabling our mission of building an eminent cadre of people of color in science and technology.

To learn more about NOBCChE visit our website: www.NOBCChE.org/About-Us.
Mission and Vision

Vision: To be an influential organization ensuring that African Americans and other people of color are fully engaged in shaping the global scientific community.

Mission: To build an eminent cadre of successful diverse global leaders in STEM and advance their professional endeavors by adding value to their academic, development, leadership, and philanthropic endeavors throughout the life-cycle of their careers.

Core Values

Our core values shape the culture and define the character of NOBCChE; they serve as a foundation in how we act and make decisions. NOBCChE members live these core values through individual behaviors.

- Integrity
- Transparency
- Accountability
- Inclusion and Engagement
- Innovative Thinking and Thought Leadership
- Results Orientation
- Continuous Improvement

Strategic Priorities

1. Organizational Infrastructure, Policies and Governance: Our need for strong and effective governance and policies that are robust and relevant to enable swift and transparent decision making. We cannot advance our mission without this.

2. Strategies for Returning to Growth: Our focus on key national programs, initiatives, partnerships, and business ventures to drive organizational growth and generate long-term value for the communities we serve.

3. Talent Pipeline and Capability Development: Our strategy to attract, develop and retain great people. We are an all-volunteer organization, but in order to get people to volunteer their time, we must be a high-performing professional organization that provides a return on the investment of that time. Our members are our greatest asset and emerging talent will be the future of this organization.

4. Membership Value Proposition: Our focus on providing value to our membership that is aligned with our mission.

5. The NOBCChE Brand: Our focus on building a brand that is professional and will help us tell our customers and stakeholders how we are different from the way we were and from other organizations. We have a great story to tell!
Operational Execution Framework

Our framework for execution establishes a disciplined process and logical set of connected activities to make our strategy work. It positions us to set clear priorities, collect and analyze data, and evaluate our strategy. To effectively deliver the NOBCChE strategy we will:

1. Develop clear objectives and measures of performance
2. Map the activities necessary to achieve objectives
3. Identify the resources required
4. Define responsibility for each activity
5. Sequence the activities
6. Implement and manage the overall operation
7. Evaluate progress against the objectives
8. Learn from evaluation
9. Provide evidence of our achievements

Goals and Objectives

NOBCChE organizational goals and objectives are our short-term and medium-term targets that we seek to accomplish. Our goals play a large part in developing organizational objectives.

Deliver programs that enable successful execution of our mission

- **Talent Pipeline & Capability Development**
  - Foster a culture that promotes organizational, professional, and operational excellence and advancement
  - Provide programs, training, and services that advance the professional careers of our members

- **Member Value Proposition**
  - Provide effective and timely communications to members
  - Establish chapters that are able to regionally respond to member needs
  - Ensure that member inquiries are handled in an attentive, timely, effective manner
  - NOBCChE services are conveniently accessible to members
  - Improve value to members to ensure renewal of membership

- **Enhance the NOBCChE Brand**
  - Improve awareness of the organization
  - Establish qualitative and quantitative research techniques to understand member satisfaction

- **Strategies for Returning for Growth**
  - Develop strategies that return the organization to financial growth
  - Ensure sufficient gross revenue to invest in added value to members and to fund adequate reserves
  - Expand the sources of new and existing revenue and the variety of revenue generating products offered
  - Optimize operations to ensure cost efficiencies

- **Organisation Governance & Infrastructure**
  - Develop infrastructure to optimize resources to support global marketplace and expanded growth
  - All board committees operate in the manner as outlined in the NOBCChE By-Laws
  - Be an open, efficient, and accountable organization that is in line with generally accepted practices and standards
Measures and Scorecard

Our measures are the actual metrics used to gauge performance on objectives. We access our progress using the NOBCChE scorecard.

Talent, Pipeline, Capability, & Workforce Development

- Provide programs, training, and services that advance the professional careers of our members
  - Establish the NOBCChE Academy pilot program with Westlake Middle School
  - Develop and Execute Regional Engagement Strategy (2 New Professional Chapters, 5 New Student Chapters)
  - Launch the NOBCChE Leadership Institute
    - Establish a Formal Student Mentoring Program
    - Establish Professional Development Workshop Series
    - Establish New Chems on the Block as a National Committee
    - Launch Student Development Workshop Series

- Build out volunteer base
  - Launch volunteer database
  - Establish the President’s Extended Leadership Team (XLT)

Member Value

- NOBCChE services are conveniently accessible to members
  - Develop a strategy for a membership portal
  - Provide effective and timely communication of relevant information to members

- Establish a portfolio of member services that facilitate professional advancement
  - Professional Travel Awards
  - Professional Coaching

- Improve value to members to ensure renewal of membership
  - Increase membership by 25%

- Establish and rebuild chapters that are able to regionally respond to member needs

The NOBCChE Brand

- Establish qualitative and quantitative research techniques to understand member satisfaction
  - Host 5 Virtual Focus Groups (NOBCChE Listens) to understand voice of the customer
  - Develop and send the NOBCChE Voice Survey by April 15, 2016 to establish baseline numbers
  - Develop metrics and organizational scorecard and hold all leaders accountable for them

- Use technology to grow awareness of the organization
  - Increase followers by 50% for Twitter, Instagram, LinkedIn, and Facebook
  - Increase site traffic and subscribers (website: 25%, e-brief: 25%, online event attendance: 15%)
  - Increase membership by 50%
Establish programs, partnerships, and participate in and host events that generate positive perceptions about the organization
- Meet partnership MOU targets
- Meet event participation targets and ensure publicity within 10 business days
- Use polls and testimonials to baseline success

Rebuild organizational trust
- All executive board meeting minutes and organizational financial data are available online
- Travel schedules for the President, Vice-President, and Board Chair will be published online
- Ensure that member inquiries are handled in an attentive, timely, effective manner
  - Communications and inquiries sent to answers@NOBCChE.org and info@NOBCChE.org are responded to within 2 business days
  - Social media inquiries are responded to within 24 hrs
- Use the Voice Survey to establish organizational trust baseline and improve numbers
- Send monthly communication to members about the activities of the organization
- Hold 3 town halls per year to communicate strategy, progress, and receive feedback from the membership

Strategies for Returning to Growth

Ensure sufficient gross revenue to invest in added value to members and to fund adequate reserves
- 2 new corporate partnerships
- Establish or renew 2 TEPs
- Achieve cash flow targets
- Achieve overall revenue targets

Expand the sources of new and existing revenue and the variety of revenue generating products offered
- Job postings
- NOBCChE Store
- Develop a strategy for Planned Giving and Trusts
- Establish company matching program

Optimize operations to ensure cost efficiencies
- Realize cost savings targets
- Conclude the 2015 conference with a $0 deficit

Compliance, Organization Governance & Infrastructure

Develop infrastructure to optimize resources to support a global marketplace and expanded growth of the organization
- Procure an online meeting solution to ensure meeting collaboration and efficiency
- All board documents for 2015-2016 are organized, digitally archived, and accessible in a secure cloud system within 14 days of data generation.
- Procure bookkeeping services by March 15, 2016
- Establish a new website service by July 2016
- Establish a Grants and Contracts Administration committee
☐ All board committees operate in the manner as outlined in the NOBCChE By-Laws
  o Nominations and national elections executed online and complete by May 30
  o 2015-2016 internal audit completed by June 30, 2016
  o 2015-2016 taxes filed by October 15, 2016

☐ Be an open, efficient, and accountable organization that is in line with generally accepted practices and standards
  o Establish a strategic plan and scorecard that is made available to all members
  o Develop and implement the following policies by April 15, 2016 (Document management and retention, Whistleblower, Travel, Award Payments)
  o The board will meet a minimum of 4 times during the fiscal year and minutes will be available within 30 days.
  o Complete the 2015-2016 annual report by June 30, 2016
  o Updates to the constitution are proposed and ready for organizational voting before or at the start of the national election
  o All organizational financial and governance information is available on the NOBCChE website for review