



## **REPORT**

# **STRATEGIC PLANNING RETREAT Agricultural and Food Chemistry Division (AGFD)**

**April 30 & May 1, 2016**

**Prepared for:**

**The AGFD Leadership Team**

**By**

**Amber Hinkle and Kathleen Schulz**

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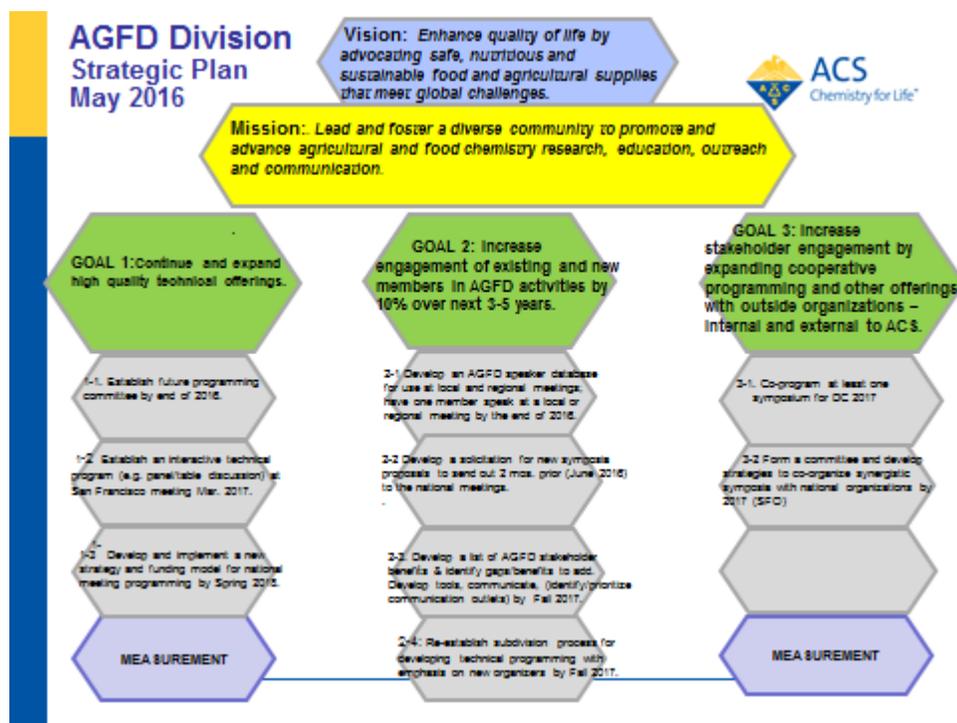
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## Executive Summary

This report contains results of a facilitated Strategic Planning Retreat for ACS Agricultural and Food Chemistry Division (AGFD), held in Washington, DC, on April 30-May 1, 2016.

The body of this report presents key outcomes from the retreat, e.g., final decisions and action items. The Appendix contains supporting information e.g., pre-work, intermediate steps and actions, and information, which may be useful to guide actions after initial implementation.

The resulting AGFD Strategic Plan for 2016-2021 is:



# REPORT

## 1. Background

The ACS Agricultural and Food Chemistry Division (AGFD) held a Strategic Planning Retreat in Washington, DC, on April 30 and May 1, 2016. The retreat was facilitated, and used ACS LDS™ methodology, as taught in the ACS Strategic Planning Workshop. The planning methodology was reviewed with participants at the beginning of the workshop. Facilitators then guided participants in applying the strategic planning concepts to the AGFD situation. Facilitators were Amber Hinkle and Kathleen Schulz.

Fourteen people from AGFD participated in the retreat, as follows:

### *Retreat Participants*

Mike Appell	Alyson Mitchell
Britt Burton-Freeman	Mike Morello
Neil Da Costa	Agnes Rimando
Kathryn Deibler	Navindra Seeram
John Finley	Steve Toth
Lauren Jackson*	Mike Tunick
	Lucy Yu

Bosoon Park, Division Chair

\*Retreat Organizer

## 2. Approach

AGFD's strategic planning process started with information gathered in a pre-work survey sent to participants and other selected AGFD leaders prior to the planning retreat. This information was augmented by facilitator study of background materials provided prior to the retreat, and environmental scan for divisions provided by facilitators. The background materials included information on the AGFD website and results of a survey of division member needs conducted immediately prior to the retreat. Other pre-retreat preparations included reference to previous AGFD strategic plan(s), and phone calls and emails between the AGFD retreat planning team and facilitators. Through these activities, retreat details were finalized, and existing information and ideas were gathered for proposed AGFD mission, vision, strengths, weaknesses, and goals prior to the retreat.

At the retreat, the facilitators led participants through the ACS Leadership Development System™ Strategic Planning Process, as documented in the Retreat Participant Guide. Steps in the planning process, in the order covered in the retreat, were:

- Vision, Mission, Core Values
- Environmental Scan (Using STEP tool)
- Challenges and Opportunities Analysis (Using TOWS tool)
- Goals
  - Identification of Preliminary Goals
  - Down-selection (via discussion and/or voting)
  - Checking Down-Selected Goals vs. SMART Criteria
  - Opportunity Mapping
  - Final Goal Selection
- Strategies
  - Identification of Strategies for Final Goals (Brainstorm)
  - Down-selection (via discussion and/or voting)
  - Checking Goal/Strategy Statements vs. SMART Criteria
  - Opportunity Mapping
  - Final Goal/Strategy Selection for 2016-2021
- Implementation Planning
  - Identification of Champions
  - Next Steps

### 3. Vision and Mission

#### a) Vision

At the retreat, facilitators presented vision-related information from the AGFD website and discussed requirements for writing vision statements with participants. After further discussion, participants agreed on the following vision statement:

#### ***AGFD Vision Statement – May, 2016***

Enhance quality of life by advocating safe, nutritious and sustainable food and agricultural supplies that meet global challenges.

#### b) Mission

At the retreat, facilitators presented AGFD pre-work input on proposed mission statements (see report Appendix or retreat Participant Guide). Retreat participants reviewed and discussed the information presented and agreed on the following mission statement:

#### ***AGFD Mission Statement – May, 2016***

Lead and foster a diverse community to promote and advance agricultural and food chemistry research, education, outreach and communication.

## 4. Current Situation

Prior to considering goals, participants analyzed AGFD's current situation by structured brainstorming for Environment Scan (STEP Tool) and Challenges/Opportunities Analysis (TOWS Tool). These tools provided categories for brainstorming, to ensure focus and that nothing was missed. The resulting data were used as reference points for the retreat discussions.

### a) Results of AGFD's Environment Scan (STEP):

#### Social

- Aging of expert practitioners; losing farmers
- Schools/Informal education venues (e.g. 4H, FFA) - varied emphasis on food science
- Food sourcing knowledge (people don't know where their food comes from)
- Mistrust/misinformation – media
- Reliance on questionable information (e.g., Wikipedia)
- Quest for more global (unique) food – more travel
- Industry consolidation – globalization
- Multidisciplinarity – increase/shifting mix
- Increased awareness of food-health connection

#### Technological

- Information overload
- Many on-line (et al) education tools
- Big data
- Sustainability
- Geographical dispersity of practitioners
- Climate change
- Increasing awareness that chemistry provides solutions to non-chemical problems (e.g. culinary)

#### Economic

- Mergers, company closings
- Inequitable distribution of food supply (Protein problem) – global &/vs. USA. Obesity & Hunger, Byproduct and waste food
- Inadequate funding for agricultural and food research
- Impact of wealth distribution on health, agricultural & food science
- Changes in world population (e.g., aging population)-cost medical care vs. traditional medicine, bioactives, prevention
- Waste food and byproducts

#### Political

- Global food trade (terrorism, economic fraud/testing & methods, traceability/source id. , standards/harmonization)
- Need for more science-based food policy (labelling; standards/harmonization; definitions, domestic/global; health, regulatory aspects-ingredients; educating policy makers)
- Impact of sustainability & climate change (byproduct, waste streams; energy & water; agricultural sustainability; new crop opportunities)
- Population growth (food security, nutrition)
- Changes in R&D funding (domestic & global, student support))

b) Results of AGFD's Challenges and Opportunities Analysis (TOWS). Note: Refer to original flipcharts or Final AGFD SPR Summary Report for verbatim listing of these items.

### External Threats

- Reliance on questionable information (e.g., Wikipedia)
- Industry consolidation (social aspect/impact, globalization)
- Information overload
- Geographical dispersity of practitioners
- Mergers and closing of companies
- Inadequate funding for agricultural and food research
- Need for more science-based food policy...
- Changes in R&D funding (domestic & global, student support)

### External Opportunities

- Aging of expert practitioners; losing farmers
- Schools/Informal education venues (e.g. 4H, FFA) - varied emphasis on food science
- Food sourcing knowledge (people don't know where their food comes from)
- Mistrust/misinformation – media, questionable info.
- Quest for more global (unique) food – more travel
- Multidisciplinarity: increase/shifting mix
- Increased awareness of food-health connection
- Information overload
- Many on-line (et al) education tools (opportunities)
- Big data
- Sustainability, climate change impacts
- Geographical dispersity of practitioners
- Increasing awareness of chemistry as solution
- Inequitable distribution of food supply, Obesity/hunger...
- Impact of wealth distribution on health, ag, food sci
- Changing world population growth, demographic changes
- Waste food and byproducts
- Global food trade (terrorism, economic fraud...)
- Need for more science-based food policy (labelling, standards...)

### Internal Weaknesses

- Membership dropping (not recruiting/retaining students, others)
- Subdivision leaders not engaged
- Outreach, communications low
- Low use of social media
- Competition with other groups (e.g. boutique societies, others)
- Benefits of AGFD membership not well defined
- Low service to members who can't attend national meetings

### Internal Strengths

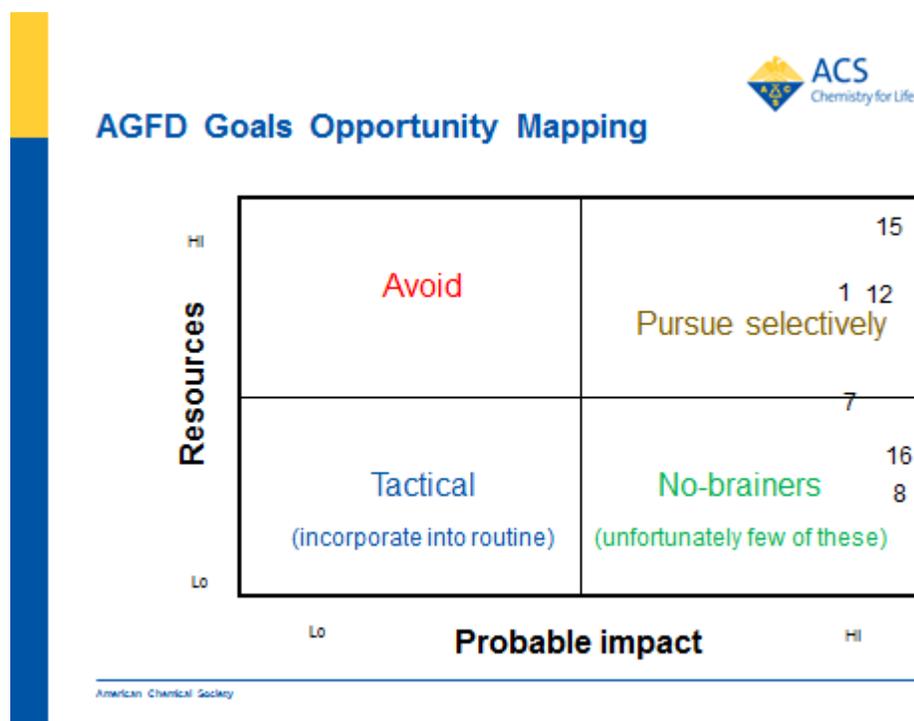
- Diverse membership (industry, academe, government)
- Pedigree within ACS (History, A founding division)
- Leadership within Division
- Associate with high quality/impact journals
- Quality & diversity of technical programs
- Engagement with ACS as a whole (participation of members in committees)
- High quality volunteers
- Importance of food and agriculture to everyone
- Awards program

## 5. Goals

### a) Process Overview

Participants started with a proposed list of sixteen draft AGFD goals in three broad areas (Communications, Engagement, Education and Research), provided by facilitators from pre-work. Prior to voting on the goals from pre-work, retreat results for environmental scan, strengths/weaknesses, opportunities and threats were reviewed to ensure that the goals list adequately reflected this information. During this review, ten recurring themes were noted: Networking; Communication; Volunteer Opportunities; Outreach; Liaison with other groups; Short courses/workshops; Sustainability, Use of resources (educate, knowledge), Source I.D.; Diversity (scope), Increasing membership opportunity (need); Groups/Communities; Large number of opportunities vs. threats for AGFD.

Next, the list of sixteen goals was narrowed to six by multi-voting (See Appendix of this report for vote totals and all goals considered). These six goals were made SMART (see SMART criteria in Retreat Participant Guide) and each was ranked High-Medium-or Low, first with respect to probable impact if achieved, and second, resources required. These goals were then plotted on an Opportunity Map (shown below) and further discussed. During discussion, several were combined and one was eliminated, resulting in three goals for strategies brainstorming and final selection of Goals/Strategies to be implemented in 2016-2018.



b) Results

The list of AGFD's SMART goals chosen for 2016-2021 is shown below.

**Goal 1 (Original Goals #1, 15, 16):** Continue and expand high quality technical offerings.

**[Impact, High; Resources, Medium-High]**

**Goal 2 (Original Goal #7):** Increase engagement of existing and new members in AGFD activities by 10% over next 3-5 years..

**[Impact, High; Resources, Medium]**

**Goal 3 (Original Goal #8):** Increase stakeholder engagement by expanding cooperative programming and other offerings with outside organizations – internal and external to ACS.

**[Impact: Very High; Resources: Low-Medium]**

c) Additional Notes on Goals

**Goal 1:** Note this is a Tech Focus goal. Consider networking as a strategy. Include symposia, white papers, workshops, etc. "Include idea: To attract and engage members of AGFD & related fields."

**Goal 2:** Note this is a Member Focus goal. Possible measures & other ideas: Increased symposia attendance, membership participation in webinars/workshops. Local and international meeting, increase symposia offerings, website and other social media hits.

**Goal 3:** Note this is a Partnering Focus goal. Ideas: Culinary programs, possible others in ACS e.g., MEDI, Carbohydrate division. Possible external groups: Experimental Biology, Diabetes-related groups, etc. Include general public in stakeholders.

## 6. Strategies

### a) Process Overview

Participants brainstormed strategies for the three SMART goals chosen for 2016-2018. Then, via discussion and multi-voting, 9 strategies were selected for possible implementation in 2-16-2018. The resulting goal/strategy combinations were then made SMART and opportunity mapped.

A list of all strategies considered for AGFD's three goals is included in the Appendix of this report. After successfully completing strategies chosen for 2016-2018, this list can be used to choose additional strategies for implementation.

Champions and other volunteers were identified for each goal/strategy combination. Champions are responsible to complete and lead execution of a project plan, or to recruit Project Leads to do so. A template for project planning is included in the Appendix and Retreat Participant Guide and has been emailed to participants.

***Facilitator note: Prior to implementation, we recommend AGFD leaders do the following:***

- (1) Select one champion (aka "Numero Uno") for each goal/strategy***
- (2) Complete the Champions graphic in the AGFD slide set accompanying this report***
- (3) Assemble project teams as appropriate and complete project plans for each goal/strategy***
- (4) Review the complete set of project plans and adjust as necessary***
- (5) Set a project Kickoff Date***

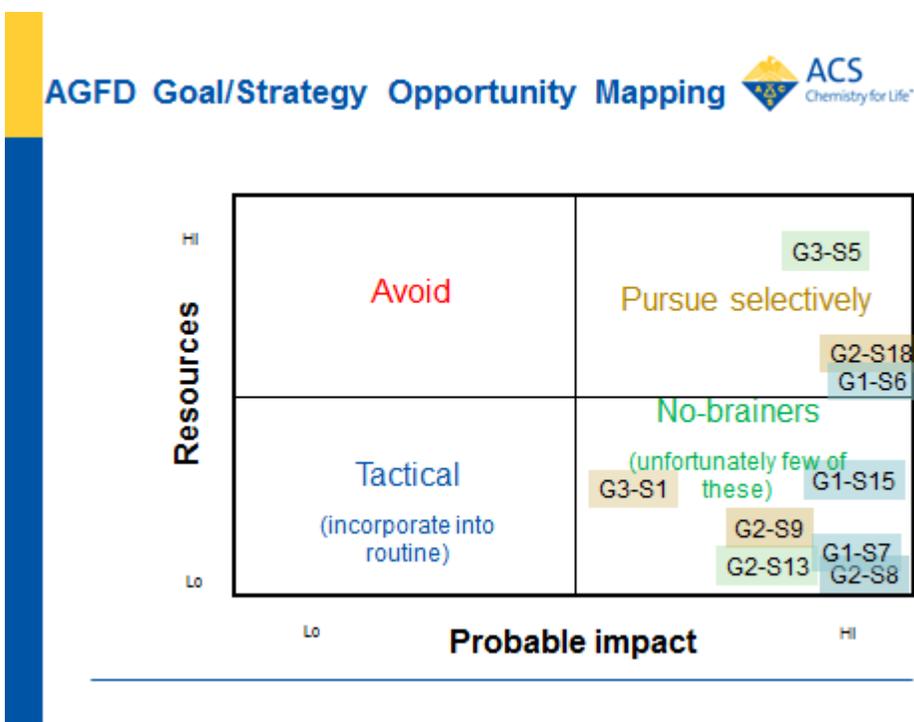
Note that "kickoff date" is the point when initial planning and decision-making is done and all project work starts. This occurs after AGFD leaders have agreed on the portfolio of projects at startup – i.e. after final opportunity map and preliminary plans discussion has been held and any schedule adjustments or phasing to realistically accommodate resource constraints have been made. At this time an accountability system is operational, project teams are in place and project plans are complete.

b) Results

Goal/strategies Opportunity Mapping & discussion: Six of AGFD's goals/strategies fell in the no-brainer quadrant, indicating AGFD should consider attending to them immediately. Three strategies with high impact require a range of medium to high resources, and fall in the "Pursue Selectively" quadrant. Group discussion concluded preliminarily that all strategies could be achieved, based on the criteria (dates, etc.) set. However it was agreed that G3-S5 will take longer than the 6-12 months and can be worked on steadily but with lower resources and an extended timeline.

**Facilitators recommend further discussion prior to kick-off to ensure that implementation activities do not exceed AGFD resources. This can be accomplished by adjusting 2016-2018 target dates and staggering start dates as needed to ensure success. Particular focus during project planning should be on when work on each strategy should begin relative to work on the other strategies.**

Opportunity Map for AGFD's 2016-2018 Goal/Strategy Combinations:



An outline of AGFD's Strategic Plan for 2016-2021, including strategies for 2016-2018, is shown below. It is represented graphically in the Executive Summary.

**GOAL 1: Continue and expand high quality technical offerings.**

[Impact, High; Resources, Medium-High]

**Strategy 1-1 (Orig. 1-6): Establish future programming committee by end of 2016.**

[Impact, High; Resources, Medium]      **CHAMPION: Steve Toth, Neil D.**

*Comments: Merge Future Programs and Business meeting. Cmte: Vice-Chair, MPPG Rep., Subdivision Chairs. Online or at meeting; Identify liaisons to MEDI, ANYL, ENVR, AGRO, TOXI (Use AGFD roster to identify AGFD members of other divisions to do this); communicate with/add current program chair; Archive past symposia, or link to existing ACS archive 2004-Present (N. Da Costa, Kathryn D.); Identify thematic opportunities, Invite Past-Chairs to Participate.*

**Strategy 1-2 (Original 1-15): Establish an interactive technical program (e.g. panel/table discussion) at San Francisco meeting Mar. 2017.**

[Impact, High; Resources, Low-Medium]

**CHAMPIONS: Alyson Mitchell, Mike T., Lucy Y., Kathryn D.**

*Comments: Matrix ideas – # of attendees (>50), survey (format?, useful), note lessons learned for future panel discussions (e.g., process notes – room, contact timing, etc. If successful, identify one for Philadelphia. Communicate summary, expedite e.g. Journal, on website, white paper... Consider Tree Nuts program.*

**Strategy 1-3 (Orig. 1-7): Develop and implement a new strategy and funding model for national meeting programming by Spring 2018.**

[Impact, High; Resources, Low]

**CHAMPIONS: Agnes R., Britt B-F.**

*Comments: Assess funding model relative to program activity [current practice – distribution vs. activity; current program activity (overlapping assignments, etc.). Minimize competition with ourselves. Revise model? If yes, propose options. Deliver assessment report & change options/recommendations by DC 2017. Decide plan & implementation by Spring 2018 (i.e. final approval Fall 2017; implementation Spring 2018.) Volunteers (as consultants): Steve T., Mike M.*

**GOAL 2: Increase engagement of existing and new members in AGFD activities by 10% over next 3-5 years.** [Impact, High; Resources, Medium]

**Strategy 2-1 (Original #2-13, 3-16):** Develop an AGFD speaker database for use at local and regional meetings; have one member speak at a local or regional meeting by the end of 2016. [Impact, High; Resources, Low]

**CHAMPIONS:** Navindra S., Lauren J., Mike A, Bosoon P

*Comment: Content – an AGFD topic; database on AGFD website. Connect with LSAC (Assumes local sections will pay travel). Develop checklist for speakers to promote AGFD (what to take, etc) – ideas: AGFD Slideset & video, AGFD & JAFC brochures.*

**Strategy 2-2 (Original #2-8):** Develop a solicitation for new symposium proposals to send out 2 mos. prior (June 2016) to the national meetings.

[Impact, High; Resources, Low] **CHAMPION:** Alyson M., Kathryn D., Britt B-F

*Comments: Matrix ideas: # of new proposals from first time organizers (>1), # of contacts to Future Program Chair (>1). Solicit organizers, speakers, volunteers for papers.*

**Strategy 2-3 (Original #2-18):** Develop list of division stakeholder\* benefits, identify gaps/benefits to add by Fall 2016. Develop tools and communicate, identify/prioritize communication outlets by Fall 2017.

[Impact, High; Resources, Medium]

**CHAMPION:** Mike M, Lucy Y, Mike A, John F.

*Comments: \*Stakeholders = Government, industry, academics, students*

**Strategy 2-4 (Original 2-9):** Re-establish subdivision process for developing technical programming with emphasis on new organizers by Fall 2017.

[Impact: High, Resources: Low]

**CHAMPION:** Bosoon P., Mike T., Alyson M, Britt B-F

*Comments: This activity includes engagement of new members, is connected to G1-S6 (review first). Need to reiterate and clarify subdivision responsibilities.*

**GOAL 3: Increase stakeholder engagement by expanding cooperative programming and other offerings with outside organizations – internal and external to ACS.**

[Impact: Very High; Resources: Low-Medium]

**Strategy 3-1 (Original 3-1): Co-program at least one symposium for DC 2017**

**[Impact, Medium-High; Resources, Low-Medium]**

**CHAMPION: Co: Lauren J, Alyson M; Mike M (low co-)**

*Comments: Advancing analytical, methods in forensics (TOXI, ANYL, Chem&Law; Diabetes (MEDI). Matrix ideas: Coffee hour post-symposia attendance, # cross-divisional speakers, return offers to co-program.*

**Strategy 3-2 (Original 3-5): Form a committee and develop strategies to co-organize synergistic symposia with national organizations by 2017 (San Francisco).**

**[Impact: High; Resources: High]**

**CHAMPION: John Finley & Lauren J, Navindra S.**

*Comments: Scope of this strategy includes develop an implementation plan. Possible committee name = "Interorganizational Outreach". Need strategy to contact external organizations. Possible national organizations: AOAC, AOCS?, IFT, EB, ASP, ASN, etc. Project plan may need to refine/adjust dates & milestones listed here.  
Note: Mike M. can help with internal hurdles.*

## 7. Implementation Plan

### a) Pitfalls

Participants agreed the items listed below are pitfalls and need special attention to ensure successful implementation of the AGFD strategic plan. ***Facilitators also recommend special attention to setting up an accountability system (regular reporting, etc.) to ensure ongoing progress toward achievement of the goals/strategies AGFD selects for 2016-2018 focus after final opportunity mapping discussion (see facilitators' recommendation, page 11).***

#### **Pitfalls [Special Attention Needed]**

- Delegate; don't do it all yourself
- Deadline-setting. Impact of last minute delivery on the whole plan.
- Change management – Selling the Plan to Key Stakeholders (DICE)
- Understanding history/historical decision-making
- Clarifying accountability (RACI)

b) Next Steps

Participants discussed key factors for project implementation and agreed on next steps:

### Next Steps for AGFD Division

**Kick-off: TBD\***



Select Project Plan Champion/Proj. Mgr. (Lauren) and Template	Participants	5/1 <b>Done</b>
SPR Summary Report, Proj. Plan e-Template, Flipchart PDFs to Participants	Facilitators	5/2
Send SPR Photos Dropbox Link to Participants	Facilitators	5/4
Send SPR update email to Exec. Cmte	Chair (Bosoon P.)	5/5
Send Final Report & Slideset to Participants	Facilitators	5/16
Approve final SPR report & Accountability System (Venue, schedule, etc)	Retreat Group	5/30
Send strategic plan to Exec. Cmte with cover email	Chair (Bosoon P.)	6/1
Communicate SPR outcome to AGFD members (e-Letter)	Alyson M.	6/1
Communicate SPR outcome to AGFD members (website)	Mike A./Kathryn D.	6/1?

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### Next Steps for AGFD Division (contd)

**Kick-off: TBD\***



What	Who	When
Submit IPG Report	Lauren J.	5/30
Communicate SPR outcome to AGFD members - LinkedIn	Neil D.	6/1?
Communicate SPR outcome to AGFD members-Facebook	Mike T.	6/1?
Develop, send Cornucopia message	Mike T.	6/15
Complete detailed project plans. (Note: First assemble project teams, recruit Project Leads as appropriate).	Champions	6/30
* NOTE: TBD asap -Set Strategic Plan Kickoff date (i.e., detailed plans complete, integrated & adjusted as needed; accountability system in place).		

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## **APPENDIX**

***(See Separate Document)***