



Executive Director's Report

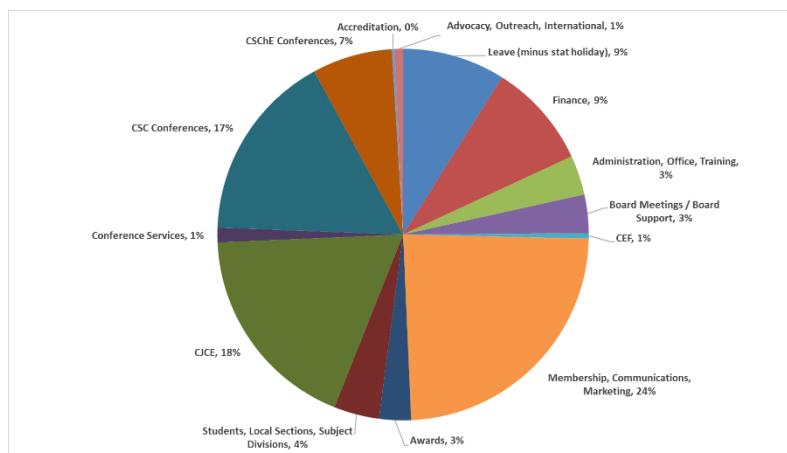
Ian Jobe

This past year has been a year further learning, growing and adapting. It has been another full year for the National Office staff team providing support to the three societies in a portfolio of projects and strategic initiatives in addition to the base work of running our enterprise of six corporations. CIC National Office also provides support to the Chemical Education Fund (CEF) – the charitable foundation of the CIC and the Canadian National Committee for IUPAC (CNC-IUPAC).

The portfolio of projects was supported with a reported 24,000h+ of service amongst the 13 people of the National Office in 2019.

The work was very aligned to the themes of the CIC Strategy approved in June 2019:

1. Collaboration, mutual support, and efficiencies amongst the societies.
2. Support strategic initiatives of the societies
3. Support activities of committees
4. Establish policy through tri-Society representation to practise EDI, bilingual communication and advocate for chemical sciences and chemical practitioners nationally and globally.



With outcomes aligned to the priorities of the CIC and the societies:

- Membership Engagement
- Financial Sustainability
- Capacity Building

For the National Office staff team, some of the key activities in the portfolio aligned as follows:

Activities	Membership (engagement, memberships)	Financial Sustainability	Capacity Building
Conferences <ul style="list-style-type: none"> • Quebec City (CSC) – May 2019 (remote org. cmte) [2,422 participants] • Halifax (CSChE) – October 2019 (local org. cmte) [634 participants] • Winnipeg (CSC) – May 2020 (local org. cmte) [facility/hotel fees avoided; cash deposits recovered] 	2,422 participants 634 participants cancelled Mar'20	\$117K surplus \$60K loss >\$200K costs avoided	assessing effectiveness of different organization models

Activities	Membership	Financial	Capacity
<ul style="list-style-type: none"> • Ottawa (CSCHE) (local org. cmte) <i>[planning for virtual event Oct-Dec with in-person program if conditions permit; favourable hotel attrition situation arranged]</i> • Montreal (CSC) – August 2021 (national org. cmte) <i>[IUPAC general assembly and world chemistry congress; virtual / in-person program planned]</i> 	✓	✓	developing skills and capacity in virtual events
<p>Conferences with Partners</p> <ul style="list-style-type: none"> • IEA (Ottawa) – June 2019 <i>[CIC services, conference completed, and CIC Services paid]</i> • WATOC (Vancouver) – August 2020 <i>[CIC services, postponed to July 2021]</i> • High Polymer Forum (Gananoque) – August 2020 <i>[postponed to August 2021]</i> • Commonwealth Chemistry (Trinidad) – May 2020 <i>[postponed to May 2021; Early Career Chemist virtual poster competition in planning for 2020]</i> • Pacificchem2020 (Pacifichem Inc) – Dec 2020 <i>[CSC hosted 3rd org. cmte mtg in Whistler (June 2019); monitoring COVID pandemic situation for Dec2020 event]</i> • ABCChem 2021 (ACS etc.) – December 2021 <i>[CSC active in Management and Technical committees]</i> 	✓	✓	conference services for CIC extending reach enhancing conference and event skills enhancing relationship with international associations
<p>On-line presence (website); New website launched May 2019 continuous improvement to increase membership relevance and utility; templates for subject divisions and local sections developed, system design and systemic branding</p>	✓	engagement drives traffic; traffic drives revenue from advertising	website skill development and growth
<p>Integrated Communication Planning and Implementation</p> <ul style="list-style-type: none"> • CIC News communication with members and stakeholders - re-format and continuous improvement, content pivot to people and the community, production workflow improvements, refreshed advertising • Social media communication plan developed in fall 2019; almost 20% increase in followers from Nov'19 with 4,000+ followers now; Linked In strategy in development and launching • Refreshed / branded communication templates – emails, announcements, notices, etc. – promotional items for subject divisions, local sections, ... 	✓	reduced resource load on improved production workflow	building network of CIC contributors (students, YPs) improved workflow productivity new skills and capability building library of branded templates and frameworks for multi-purpose
<p>Membership Engagement – Attraction and Retention Membership renewal and pushes</p> <ul style="list-style-type: none"> • communication tools (multi-media) – print, web • on-line refresh and adaptations (web) • membership value promotional email signatures, media. 	✓	✓	

Activities	Membership	Financial	Capacity
<p>Operational Workflow Continuous Improvement</p> <ul style="list-style-type: none"> • Migration to MailChimp - more features (design options, analytics, etc.) lower cost - increased reliability and accuracy; enhanced management features; enhanced analytic potentiality • Awards (CIC, CSC, CSChE, grad/UG students, competitions, silver medals) - increased utility of ScholarOne; enhanced documentation of workflow; template development and improved archiving: system development identifying multitude of improvements for 2020-2021 implementation • The Can. J. Chem. Eng. - workflow improvement from 2019 elimination of backlog positioned team well to have capacity for redeployment of staff to CIC function from Nov-May'20 (Awards, communications) • Business technology - full implementation of Microsoft 365, mail server migration to the cloud, VOIP telephone technology, enhanced zoom capability (webinar, etc.) 	<p>✓</p> <p>✓</p> <p>✓</p>	<p>lower cost, great value</p> <p>enhanced utility of ScholarOne costs</p> <p>continued, on time, high quality production of the journal</p> <p>lower cost telephone</p>	<p>reduced workload</p> <p>enhanced utility of volunteer resources (reviewers)</p> <p>resource flexibility and management, skill development and back-up capacity</p> <p>enhanced productivity and accessibility</p> <p>new skills and capability</p>
<p>Operations Fixed Cost Reduction / Skill Capacity Building</p> <ul style="list-style-type: none"> • CIC News – use of more student and YP writers vs. free lance writers • Office rent - sublet whole or part; virtual office transition 2020 accelerated due to short-term full office sublet / COVID; new office address (new suite #, same building) • Organizational Restructuring (staffing, skill development and effectiveness improvements) – restructuring plan supported and implemented to extent possible as budgets were approved and as COVID situation developed. 		<p>~\$100K y/y lower rent</p> <p>~\$170K y/y redn in salary</p>	<p>headcount change: 13 to 10 in 2019; interim measures need to be resolved</p> <p>keeping staff means able to develop programming and skills for new reality and driving member value and engagement</p>
<p>Financial Management</p> <ul style="list-style-type: none"> • Cash Flow analysis – enhanced analysis undertaken including 5y projection (pre-COVID); post COVID plan for new reality needs development • Organizational structure cost analysis in progress to support CIC Board Governance Task Force initiative through CIC Finance Committee 	<p>✓</p>	<p>✓</p>	<p>building new skills and capability</p>
<p>Chemical Education Fund (CEF) – the charity of the CIC Office support to the operations (grant management and disbursements).</p>			

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<p>COVID-19 PIVOT Business Continuity</p> <ul style="list-style-type: none"> • Operations variable cost review across all budgets <ul style="list-style-type: none"> - transition to complete virtual office arrangement (flexible, valuable to employee, productive); - access to emergency government funding programs • CIC ViRTUAL launch May2020 <ul style="list-style-type: none"> - program development, delivery; support to programming - integrated platform; on-line, zoom, on-demand, live and member-only forums - phase one: CIC AGM, CSC AGM, subject division AGMs, support to GIDW symposium series (since April) - phase two (in development): symposiums series in additional subject areas, prof. dev. Webinars, student programming, lecture series, award lecture series, ... - support to partner programming, e.g., RSC Desktop (lecture) Series, Commonwealth Chemistry poster competition. • “CCEC 2020 ViRTUAL” <i>October-December with in-person if conditions permit</i> <ul style="list-style-type: none"> - new reality with physical distancing will be substantially different experience - increased accessibility, increased participation = increased value and engagement? - integrated program; chemical engineering; EDI program (NRC partnership), energy and environment, education, ... 	<p>events continue despite COVID</p> <p>increased accessibility to programming across Canada and globally</p> <p>increased variety of program options (live/on demand) (award-plenary lecture, panels, series, symposia...)</p>	<p>~\$200K in gov. COVID grants;</p> <p>\$40K gov. COVID loan</p> <p>~\$20K in additional cost cuts in 2020</p> <p>increased flexibility to manage events</p> <p>increased pool of attendees; increased reach and revenue overall</p>	<p>building new skills and capability</p>												
<p>Partnering – foster stronger relationships locally and globally</p> <table border="0"> <tr> <td>Advocacy</td> <td>CCR, PAGSE, NCLC, CSAE</td> </tr> <tr> <td>Resource Groups</td> <td>CWIC, IYCN</td> </tr> <tr> <td>Learned Societies</td> <td>ACS, RSC, Pacifichem Inc, ABCChem Federation of Commonwealth Chemical Science Societies IChE, WCEC</td> </tr> <tr> <td>Industry Associations</td> <td>CIAC</td> </tr> <tr> <td>Government</td> <td>NRC</td> </tr> <tr> <td>Academia</td> <td>Canadian Council of University Chemistry Chairs (CCUCC), Association of Canadian Chairs of Chemical Engineering (ACCCE)</td> </tr> </table>	Advocacy	CCR, PAGSE, NCLC, CSAE	Resource Groups	CWIC, IYCN	Learned Societies	ACS, RSC, Pacifichem Inc, ABCChem Federation of Commonwealth Chemical Science Societies IChE, WCEC	Industry Associations	CIAC	Government	NRC	Academia	Canadian Council of University Chemistry Chairs (CCUCC), Association of Canadian Chairs of Chemical Engineering (ACCCE)	<p>✓</p>		<p>building strong community and relationship</p> <p>new skill and capacity building</p>
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I invite you to review the CSC President and CSC Treasurer reports (May 2020) for strategic and additional information.

May 28, 2020