I am deeply grateful to be considered for continued service as District V Director. My priorities in addressing the issues facing the Board are as follows.

• Ensure that ACS resources (human and financial) are deployed so as to maximize impact. An inexpensive program having negligible impact is not worth what little we may be spending on it, whereas a more expensive program that delivers on its promises, exceeds expectations, and favorably affects the chemistry enterprise is eminently worthy of our continued (or even increased) support. Good intentions alone don’t cut it; programs have to return value to the members.

• Ensure that the ACS Board sets a clear direction for Society management to pursue and that this direction focuses on an enhanced membership value proposition across all member demographics (e.g., academic, industrial, government, international, student) and on continuous improvement of the member experience.

• Ensure that ACS is implementing the latest technology to elevate the member experience and increase the value of our PUBS and CAS products, while devoting necessary attention to cybersecurity.

• Ensure that ACS governance focuses on transparency, on being open and responsive to the voice of the members, and on increasing member awareness of ACS programs and activities.

• Ensure that ACS maintains and, indeed, increases its efforts to inform and elevate the level of public policy discussions in the US. We need to be certain that our collective voices are heard in the halls of Congress, in the Executive departments and agencies, and in statehouses.

I hope you find something here that gives you hope for ACS and for the chemistry enterprise in the future. I have the time, experience, enthusiasm, and commitment to serve as your Director for another three years, and I sincerely thank you for your time and for your consideration of my candidacy!