



Rubber Division, ACS Past Chairs – Themes and Accomplishments

2020 Chair – Brian Barkes, GFL Americas, LLC

Brian's theme for 2020: *Making Connections & Building Relationships*

His primary goals were:

- Continued Growth of our Education Programs – With our new Elastomer Training Center smart classroom in full operation, we will continue to offer world-class rubber education with a global reach. Also, 2020 will be a focus for growth and development of new educational platforms.
- Strategic Planning – Our 5-year strategic goals will mature this year and new goals will be established for the next development cycle.
- Management Transition – 2020 marks the first time in 19 years that Rubber Division, ACS will have new leadership at the Director level. Steering and Executive Committees are committed to helping Lakisha Barclay-Miller make a smooth transition to Executive Director.
- Communication and Outreach – This includes support of new programs like The Rubber Zone, the Young Professionals Program, and Women of Rubber and Get Involved programs that will continue in 2020 along with direct interactions with key sponsors and partners.

His accomplishments will be posted here at a later date.



2019 Chair – Michael Morrow, MBG Associates LLC

Mike's theme for 2019: *Building the Foundation from Chemistry to Componentry*

The Division's primary accomplishments under his leadership were:

- The most important objective was to hire someone who would take the place of the Executive Director at the end of the year. Upon request from the Selection Committee Chair, staff worked with the Selection Committee to provide a draft position description, key aspects for the Executive Director search and pros and cons for internal and external candidates. Following this, the Selection Committee conducted the advertisement, resume review, interviews and selection. This goal was accomplished with the Steering Committee decision to hire the Director of Finance & Admin to become the new Executive Director effective January 1, 2020.
- Completed renovation and setting up the Elastomer Training Center (room layout, TVs, tables, zoom setup, cameras and software) and rebuilt the Rubber Division, ACS education programs. This involved developing new contracts from scratch, developing courses, re-gaining instructor commitments, re-establishing outreach resources and initiating new programs. Eight courses were set up and broadcasted through "zoom" via the Elastomer Training Center, with 122 attendees in person or online. Also, began contracting for 11 courses to be held in the ETC in 2020, including four new courses and one new instructor.
- Implemented two bylaw changes that were important to Division membership initiatives and overall management. These included the new Higher Logic "online only customer" category for individuals who are not Rubber Division, ACS members, but wish to use our new Higher Logic online program and adding three new Past Chair positions to the



Steering and Executive Committees. Based on excellent relations with ACS, the result was the quickest turn-around approval of bylaw change requests in the past 19 years, e.g. received final ACS approved Division bylaws in less than a month.

- Developed and conducted the first Women's Preconference Workshop, with 56 attendees who listened to a panel of women in the rubber industry sharing best practices and lessons learned, as well as participated in a half-day interactive learning session. The innovative title of the workshop was "WORDS Matter: How the Women of the Rubber Division can Connect, Collaborate & Communicate with Confidence." WORD is an acronym for 'Women of Rubber Division'. This workshop was a first step in recognizing the evolution toward diversity in the rubber industry and the need to get more women involved in the Rubber Division.

- Developed and conducted the first-time Young Professionals Open Forum, with 55 attendees learning more about the new committee and its intent, as well as offering their ideas on needs of young professionals in the rubber industry. This also included establishing a new Young Professionals Committee and developing a committee charter to guide future young professionals' initiatives.

- Conducted a new interactive Presentation Skills Workshop, with 34 attendees learning about engaging with their audiences, strengthening communication skills and delivering effective presentations in today's world. It included a panel discussion with experienced Rubber Division, ACS technical program speakers, focusing on best practices for communicating scientific information.

- Conducted new "Get Involved" sessions during the 2019 International Elastomers Conference, with 51 attendees who heard from current and past officers and directors about how they got involved in the Rubber Division, what their positions entailed and how this helped them in their careers.

- Obtained final approval for the Rubber Division's Service Marks for "Rubber Expo, International Elastomer Conference and Elastomer Training Center". This now places them officially on the Supplemental Register. Once the marks have acquired distinctiveness (five years of substantially continuous and exclusive use of the marks), a new application will be filed seeking registration on the Principal Register. These marks provide protection to the Division including deferring others from using or applying for a similar mark and the Division is entitled to use the ® symbol.

- Worked with a videographer to produce our first-ever post event IEC video that was sent out to attendees and posted on our social media channels. This video has proven to be an excellent summary capture of the 2019 IEC as well as a promotional resource to entice others to exhibit and/or attend future IECs.

- Released a video on April 4th, jointly developed by R.D. Abbott and the Rubber Division, titled "Rubber: It's Not Just Tires". This video highlights uses and prominence of rubber in daily life in a creative way, visually highlighting the important uses of rubber in our world, as well as careers that are available. Created a press release, email blasts and social media posts as primary marketing channels for the release. The video is hosted on our Rubber Division YouTube channel which links to most all marketing communications for viewing the video. [ted-on-the-importance-of-rubber](#). Also, redesigned the main careers landing page of our website to feature the new video and promote the rubber industry.

- Formed an educational partnership with ARDL as the first step in implementing the Chair's goal for Chemistry to Componentry. Also started the process for a new "Componentry Manufacturers Group" that will include processors who will help in our educational program related to their specific processes.

- Combined the Strategic Partnership Committee and Education & Publications Committee to form the new Strategic Education Committee, reflecting future partnerships' focus on education, in line with the pathway toward Chemistry to Componentry. This included starting development of a new committee charter to reflect this change.

- Created a new Rubber Division, ACS Oral History Interviews page for Historic Audio File Hosting on our website. Completed adding Goodyear Medal audio interviews for 2012-2019. Also, continuing to digitize other tapes in our archives. The webpage went live in November 2019.

- Expanded relationship between the Rubber Division ACS and the International Rubber Conference Organization beyond past monetary support and IRCO membership. This included attending the IRCO Conference and board meeting in London, manning a booth and sponsoring the IRCO dinner briefly speaking to 400 international attendees about the Rubber Division. Also included visitations to the TARRC labs and meetings with key university reps to discuss a proposed European Student Chapter.

2018 Chair – Jerry McCall, R.D. Abbott Company, Inc.

Jerry's theme for 2018: Investing in the Future

The Division's primary accomplishments under his leadership were:

- Completed renovation of the top two floors of the new Rubber Division, ACS headquarters building at 306 N. Cleveland Massillon Road in Akron Ohio. Staff moved into the building in June and terminated the long-standing lease with the University of Akron. Renovation of the lower level started in December and will house the new Elastomer Training Center's SMART Classroom. This was a major step as the Division moves forward in continued health, growth, increased international activities and new value for the rubber industry. A true "Investment in the Future"!



- Restructured staff titles, roles and responsibilities to better match the continuing evolution of programs and services. This included separating the Expo and Meetings functions into the Exposition & Future Sites Director and Meetings & Events Manager; changing the membership position to full time as Membership Director with additional responsibilities of Student Chapters, Outreach and Scholarships; terminating the University of Akron Librarian Contract and bringing the position inhouse to serve as Technical & Student Programs Manager; promoting the staff assistant to Training & Development Manager to run the new SMART classroom and expand all education programs to increase outreach from K-12 to Universities and industry-wide activities; and making the Finance Manager position the new Director of Finance & Administration with increased responsibilities in operational administration and HR functions of the Division.

- Initiated, developed and implemented the new "First Timers Program" at the 2018 IEC in Louisville. This was a very successful membership retention program aimed at recognizing new members who were participating in the various Division IEC events for the first time as attendees, speakers, exhibitors or sponsors. It helped over 600 First Timers feel at home, gain a desire to return to the conference, engage in activities and meet their company goals.

- Increased overall individual membership by 11% in this year (from 2,340 in October 2017 to 2,594 in October 2018); and Corporate Membership increased by 10% (from 51 corporate members in October 2017 to 56 in November 2018). In celebration, the Division created special awards that were presented during the 2018 IEC to 27 companies celebrating 5 years as Corporate Members!

- Reached out to existing and potential new global strategic partners. One major accomplishment was the commitment of the President of Versalis to support the new Bioelastomer Award. This has been an action item for the past four years and finally happened! A second was working with the Division's partner, The Society of Rubber Science and Technology, Japan, to provide contacts for potential plenary speakers at their annual conference that resulted in the Division's former Program Planning Committee Chair serving as the plenary speaker. The Division also worked with the Plastic & Rubber Institute of Malaysia to cooperate and promote both organizations via websites and newsletters. Staff met with the Society of Plastics board members and attended their TPE conference to begin discussions for a potential partnership High School Education Programs or in a joint conference.

- After attempting for the past decade to trademark specific Rubber Division names, the Division was finally able to

work with attorneys to make this happen via a “Word Mark”. This will protect future illegal uses of our trademarked names to include the International Elastomer Conference, Rubber Expo and Elastomer Training Center. These were filed by BDB Law on August 1, 2018 through the U.S. Patent and Trademark Office (USPTO).

- Worked with R.D. Abbott on a joint effort video to clearly show the importance of elastomers in today’s world. This video highlights prominence of rubber in daily life in a creative way, visually showing important uses of rubber in our world, as well as careers that are available. Once completed (majority of the work has been done this year, however, the release and marketing of the video will be early 2019), the Division will introduce it via email blasts, social media and other media outlets.

- Developed a new sponsorship opportunity for Hexion Inc. titled “Student Colloquium Presentation Awards Sponsor”, generating new revenue, expanding student recognition and improving corporate member relations.

- Successfully negotiated last minute contract with the Knoxville TN Convention Center and hotels as the 2020 IEC site. This was accomplished following failed negotiations with the Atlanta GA Convention Center due to their extreme rental and associated costs.

- Developed and offered a new service of Free Information Technology Webinars to Division members, working with Simplex IT to cover topics relevant to anyone in the rubber industry business. The intent is to offer these webinars monthly to members to provide added resources on how to remain secure while staying on the cutting edge of technology.

- Terminated future sales of technical publications directly by the Division after recognizing that other agencies like Amazon have established themselves as the place to purchase, including all 124 publications the Division carried. It was also evident that ACS does not sell technical publications directly but has other publishing companies offer them during the ACS National Meetings. This change sets the stage for the Division establishing a “Publishers Pavilion” at the IECs, with recognized publishing companies exhibiting. This continues the Division’s service to members in providing a resource for technical publications, without the added costs of inventory, packaging and mailing physical publications.

- Renamed the Division’s online newsletter which is now called “The Rubber Zone” - Rubber Division, ACS Member Newsletter. This was aimed at recognizing the importance of the contents within it and more directly showing the importance of elastomer in today’s world.

2017 Chair – Bill Stahl, Rainbow Master Mixing, LLC

Bill’s theme for 2017: Cutting Edge: Education, Development, Growth & Encouragement

The Division’s primary accomplishments under his leadership were:

- Approved the Division’s first new Rubber Group to form as a new Subdivision in several decades, the Bourbon Trail Elastomer Group. Also, after several years of effort, the Division also approved reinstating the Energy Polymer Group (formerly called Energy Rubber Group) as a Subdivision.

- After four years of dedicated, hard-work, the Division finally had its revised Bylaws approved by the American Chemical Society, not an easy task!

- Approved the purchase of the Division’s own dedicated headquarters facility in Bath, Ohio. This is the first time that headquarters will not be located on the University of Akron’s campus. It will also include a new “smart classroom” for the Elastomer Training Center. After much searching and negotiations, the 3-story brick building was purchased and a design firm hired to produce engineering and architectural drawings. The facility will be renovated and Division headquarters moved in 2018. This is an important step for the division as we look to continued health, growth, increased international activities and new value for the rubber industry.

- Hosted and managed the International Rubber Conference Organization (IRCO) meeting and events that brought in



decision-making delegates from 30 countries to the International Elastomer Conference in Cleveland, Ohio. During the special IRCO dinner, Councilor John Long received the IRCO Medal for his many contributions and achievements.

- Held the 4th Advanced Materials in Healthcare Conference, working closely with our previous "Supporting Partners" to market the conference, as well as finding new marketing channels via LinkedIn, Twitter, and utilizing resources with Rubber World and RPN. The conference kicked off with a keynote from Dr. Gordon McLennan of the Cleveland Clinic speaking on "Polymers in Healthcare". Decision was made to incorporate future advanced materials in healthcare programs into the Division's fall technical symposia as a dedicated session.

- Implemented several enhancements to the International Elastomer Conference that resulted in more value to exhibitors and additional revenue to the Division. One example was offering meeting rooms that were not being used to exhibitors, which allowed more companies to hold special meetings. Another was implementing the International Elastomer Conference Online Marketing (eShow) system that established an online marketing program for exhibitors. A third example was offering a free combined single Student Chapter Booth on the show floor. Previously, each Student Chapter was offered an individual free booth; however, that presented problems as the students were committed to other events such as the Student Colloquium and Poster Session. With this, plus the increasing number of new Student Chapters, it made more sense to have one combined booth with set hours for the different chapters that could be realistically manned while saving costs as well.

- Facilitated and held the Division's first formal signing agreement with an overseas partner, the Society of Rubber Science and Technology, Japan. Their Society President and Head of International Exchange attended and officially signed the documents along with Rubber Division Chair Bill Stahl. The event was highlighted in the Japan Rubber Weekly newsletter and helped promote the Rubber Division in Japan.

- Organized and managed the Division's second High School Student Outreach Day, with 162 students from 7 schools. Contacted and secured \$13,000 sponsorships in support of this program. Additionally, obtained donations of all materials needed for the Student Outreach Day, from eleven companies.

- Visited India, China, Poland and the UK to meet with current and prospective partners to discuss education programs and country-wide student chapters. This included speaking at their conferences, to their boards and to universities. Based on this, Division approved two new international Student Chapters: Brazilian Universities/ABTB-Brazilian Association of Rubber Technology Student Chapter and Lodz University of Technology, Faculty of Chemistry Student Chapter in Poland. Managed and held 3 educational training courses in India, presented a "Seminar on Rubber Education" hosted by the Indian Rubber Institute in Chennai and participated on a discussion panel attended by IRI officials, industry professionals, students, academia, and government officials. The Rubber Skill Development Council asked for the Division to collaborate to make rubber education consistent across the board in India with the intent to develop a rubber technology apprenticeship program that is approved in the U.S. and then used in India to make their technicians more employable.

- Developed and marketed several new promotional videos. One working with ACS on their Reactions video titled "How Rubber Gave Us Sports", which was released on September 5th, strategically timed with the opening of the NFL season. A second was working with Chair Bill Stahl who was interviewed at the ACS National Meeting for the ACS Divisions' video on his experience as a Rubber Division member and officer. A third was continuing to promote the Legacy Video titled "Rubber and Elastomers: Insights from Industry Legends", co-sponsored by the Rubber Division, R.D. Abbott, Dow Corning, Rubber World Magazine, LORD Corporation and Hallstar. A fourth was continuing to market the Rubber Division Promotional Video that was produced in-house several years ago, including coordinating with ACS to retweet it to their 49,400 followers as well as Rubber & Plastics News retweeting to all of their subscribers.

- Implemented actions that resulted in the fall International Elastomer Conference being the best since 2007. Managed hotel contracts in-house, yielding rebate revenue of \$118,712 vs budgeted revenue of \$105,000; highest ever technical program number of speakers at 137 presentations; best High School program with highest number of students ever at 162 from 7 local schools; overall attendance at 4,722, exceeding the 2015 attendance of 4,676; personal contacts and promotion resulting in many new exhibitors and companies increasing booth space, resulting in 279 exhibitors vs 269 in 2015; total booth space of 67,000 square feet compared to 59,100 square feet in 2015 and 53,500 square feet in 2013; budgeted \$1,474,200 in booth revenues for 2017 while making \$1,525,700; and education courses were filled, some having to expand to meet the demand, with 9 courses held and a total of 246 registered participants bringing in \$81,675 revenue vs the budgeted \$60,000.

2016 Chair – Leo C. Goss, Jr., Lanxess

Leo's theme for 2016: PASSION: The Fuel for Advancement

The Division's primary accomplishments under his leadership were:

- Division was finalists for two ACS ChemLuminary Awards to include the "Global Engagement Award" that honors a Division in recognition of their efforts in the international realm and the "Outstanding Leadership Development Program Award" that honors a Division for outstanding efforts to promote leadership development through the ACS Leadership Development System among its members. In addition to this honor, we were able to develop and present a poster at the ACS National Meeting ChemLuminary Awards Ceremony, highlighting our programs and overall Division value to the other ACS and potential Rubber Division members.
- Developed, approved and implemented a new Science & Technology Award titled the "Bioelastomer Award" which recognizes the contributions of scientists in the field of biotechnology and biomaterials as these relate to elastomers and rubbery materials.
- Developed and opened a new Elastomer Training Center at Division headquarters intended to have a centralized location where many of the organization's courses for students, industry professionals and educators will be held and to augment the Division's current extensive education program of online and on-site courses. Added new topics, materials and instructors. A side benefit of the center is that it has reduced staff travel expenditures and logistics costs vs holding all courses at hotels in different locations.
- Worked with Malaysia and developed an MOU and Bylaws, obtained approval from the Executive Committee and welcomed the Plastic & Rubber Institute Malaysia (PRIM) as a new Affiliated Technical Partner of the Rubber Division. This now makes 4 Affiliated Technical Partners with PRIM, Canadian Society of Chemistry (CSC), Brazil Rubber Association (ABTB) and Indian Rubber Institute (IRC).
- Assigned Champions to each of the four goals under the 2016-2020 Strategic Plan and began work to implement action items. This included having the Champions provide updated status on goals at the Executive Committee meetings.
- Established a new Strategic Partnership Committee that replaced the former Partnership Development Committee. The committee was established, members identified and selected to serve on it, a new Committee Charter written and approved and the committee met at the spring and fall meetings. Additionally, 3 Subcommittees were established, time frames established for 2016 and actions begun to implement Goal #2 of the Strategic Plan.
- Developed a new membership brochure under Goal #1 of the Strategic Plan. It was completed and used at the 2016 IEC, with distribution at our Rubber Division booth.
- Worked with existing partners to develop and co-host the 7th Rubber Modified Asphalt Conference in Michigan. This was in partnership with the Rubber Manufacturers Association, Rubber Pavements Association, Asphalt Institute, National Asphalt Pavement Association and Liberty Tires. The conference was a success and continues our efforts to expand rubber markets for the rubber industry.
- Rewrote the Division's Bylaws to conform with new ACS guidelines and incorporate changes approved by the Executive Committee in previous meetings. This was an arduous process but it was finally completed, approved by our Executive Committee/General Membership and submitted to ACS for final approval.
- Implemented actions that resulted in the largest and most profitable Even-Year International Elastomer Conference since its inception; e.g. budgeted \$525,000 in booth revenues while actually bringing in \$646,731, compared to \$499,075 in 2014 and \$309,760 in 2012! Some examples include changed to the Division receiving commissions and hotel room rebates at the 2016 IEC for a total additional revenue of \$72,000; moved to a new Decorator and negotiated a \$25,000 signing bonus from Shepard Decorating; expanded and targeted event promotion that helped attendance grow to 2,951, just shy of our goal for 3,000 attendees; expanded marketing and stepped up exhibitor sales calls that helped increase exhibit booth space to 31,100 square feet; offered a free combined single Rubber Group Booth on the show floor that reduced the burden on Rubber Groups time while offering the opportunity to put their brochures in the booth and sign up for 2-hour slots during the 3 day expo; and simplified IEC registration for all attendees with one stating "I commend



you on the ease of registration. You have really made it super easy and friendly. Thank you. I REALLY appreciate your efforts.”

- Awarded a new pilot financial grant from ACS titled the “Stop Over Travel Grant” for cooperating with scientists internationally. We submitted a request for the grant via the ACS International Activities Committee and were awarded \$500 each for to reimburse Dr. Waddell and John Long for their travel to Japan for the 2016 International Rubber Conference (as U.S. IRCO representatives).

- Awarded an ACS Innovative Project Grant to help cover staff 2017 travel costs for establishing education programs and new student chapters in India, Brazil, China and Malaysia. This resulted in our winning a \$7,500 grant that will help build on the staff efforts accomplished in 2016 with India and Brazil, regarding education and student chapters.

- Changed procedures to start charging \$100 for a Career Fair Tabletop to help cover costs, which included a table, two chairs and one free Thursday Expo admission badge for the company representative managing their table at the Career Fair. We had 14 companies registered for the Career Fair, with a total revenue of \$1,400 vs no revenue in previous years. The primary intent remains to provide a service venue for industry and prospective employees to come together for job openings. This in turn will help facilitate professional opportunities for growth in our industry.

- Worked with Virginia Polytechnic Institute and State University to become a new Student Chapter under the Rubber Division. An official plaque was presented to the chapter’s student president and faculty advisor at the 2016 IEC. This makes four active student chapters within the Rubber Division (University of Akron, Ferris State, UMass-Lowell and Virginia Polytech).

- Worked with a consultant to completely redesign and redevelop our new Rubber Division website, which went live prior to the 2016 IEC. The site continues to receive numerous kudos based on its simplicity, easy access and being responsive so that it can be viewed properly on whatever device is used. Examples include “You did an awesome job on our new website! CONGRATULATIONS!!!”, “Best redesign I’ve seen so far!” and “Congrats, looks great and much faster than the old one.”

2015 Chair – Terry DeLapa, Alpha Technologies

Terry’s theme for 2015: Enhancing the Vitality of the Rubber Division - Vitality is the power or ability to continue to be successful; the power of enduring.

The Division’s primary accomplishments under her leadership were:

- Led the Division as the first female Chair in its 106-year history!

- Led the Strategic Planning Working Group to include a retreat run by American Chemical Society facilitators and several follow on meetings. The result was the Division’s “2016-2020 Strategic Plan” approved by the Executive Committee at the fall meeting in Cleveland. Four major goals were identified along with specific actions that will help direct Division activities over the next five years. These included Goal #1 Develop and Implement a recruitment and retention plan that entices individuals, companies and organizations to be active members, Goal #2 Develop strategic partnerships and collaborations with industry leaders globally, Goal #3 Assure the Rubber Division is the premier global elastomeric resource providing cutting edge education, science, technology and business-related information, programs and activities and Goal #4 Develop and communicate messages that convey the relevance, critical importance and value of elastomers to the global community. Champions and working group members were solicited and appointed for each goal. Implementation of the Strategic Plan will begin in 2016.

- Implemented new technology via several new online systems that improved operations while reducing costs. Examples included the new accounts payable system Bill.com which is electronic and saves manhours; new “business credit card” that saves \$5,000 annually and the Division receives money back directly off its bill; new “member database” Membersuite that ties all online systems together and saves \$22,000 annually; change to “anymeeting.com” for conference calls which is less than half the cost of “GoToMeeting”; and new exhibitor registration system that allows exhibitors to log in and update all of their own contact information, see the show floor online and which booths are open, select their booth, sign the contract and make the required down payment to secure it.

- Expanded the education outreach program to include 10 educational workshops held at Rubber Group meetings and at member company sites which resulted in 148 attendees and \$81,027 in revenue; 7 workshops held during the 2015 International Elastomer Conference which resulted in 156 attendees and \$58,379 in revenue; held meetings with ACS



and the China United Rubber Corporation to conduct educational workshops during their “RubberTec China Expo” in November 2016 which is also a new partnership and revenue source; and negotiated and signed Memorandum of Understanding with the Indian Rubber Institute to develop an education partnership for India and the surrounding region which will showcase the Rubber Division name in a region difficult to reach on our own and provide new revenues from each training session.

- Expanded student outreach to include a first-ever High School program titled “Experience Elastomers: A Day of STEM-Based Rubber Inquiries” that involved 148 students (plus faculty) from 9 local area high schools and included hands-on experiments led by ACS Polymer Ambassadors and other members during the 2015 IEC in Cleveland; became board members of the Akron Council of Engineering and Scientific Societies (ACCESS), which is comprised of local non-profit societies, school representatives and businesses as part of the STEM program to encourage students’ study of science, technology, engineering and math (STEM); worked with 5 universities regarding forming new Student Chapters which resulted in Virginia Tech joining and the other four interested; partnered with ACS to develop and host “ACS on Campus at UA”, including managing much of the program and participating as a panel member; held the best student colloquium to date, with 11 oral presentations and 18 technical posters; and held the best Career Fair to date, with 32 companies participating, taking resumes and considering hiring many of the students.

- Led the Division in its continuation of growing the International Elastomer Conference, making 2015 the highest year in IEC revenues to date with \$1,934,879 in 2015 versus \$1,546,821 in 2013. Two examples of measureable outcomes that added to this success were the revenue for expo booths, \$1,439,900 in 2015 versus \$1,222,335 in 2013 and the total square feet of booth space, 59,100 square feet in 2015 versus 53,500 square feet in 2013. Additionally, the Division switched to manage its own hotel contracts and receive the rebates in lieu of going to a contractor, which brought in \$106,475 in new revenue.

- Held the Third Advanced Materials In Healthcare Conference during the International Elastomer Conference, which continued its success with the number of registered attendees at 140 in 2015 compared to 69 registered attendees in 2013.

- Completed the International Elastomer Conference “prospectus” highlighting the past five years (2010-2014) of conference statistics as well as showing key information about the Rubber Division. In addition to serving as a valuable marketing tool for our conferences/expositions, it will also aid companies and individuals in the rubber industry to make decisions on exhibiting and/or attending future IECs to enhance their marketing activities. This is due to specific data collected showing who attends, individual job functions, types of companies (customers and competitors), U.S. versus non-U.S. participation, business/service profiles and more. This was the culmination of over 2 years of research, design and production. The final prospectus received numerous positive comments such as “Great job on a really nice document!” This prospectus will be updated each year with new data from future International Elastomer Conferences.

- Worked with R.D. Abbott Company Inc. and a video company to create a “Legacy Video”. This included identifying prospective rubber industry veterans for interviews, setting up recording sessions held during the 2015 IEC in Cleveland and participating as an interviewee. The intent of the video was to capture these industry veterans sharing “pearls of wisdom” for the next generation of elastomer professionals. The primary audiences intended to reach with this video are students and entry-level rubber professionals; however, it will also be of interest to other chemists, executives, technicians, engineers and sales associates. Upon completion of the video, it will be promoted online (e.g., via YouTube, social media sites, press releases, Rubber Division website, etc.), in print via Rubber World Magazine, and during industry training and special events.

- Initiated development of our new website to include revamping the Student Services section; redeveloping the Sponsorship section; cleaning up the membership section; cleaning up and reorganizing the meetings section; and revamping the Education section. Also, worked more closely with several Rubber Groups to determine their needs and keep their sections clean and up to date. This preliminary work was necessary to determine the final structure, streamline the process and lead to a successful build-up of the planned final new website. The goal for roll-out is in the early part of 2016. The improved website will significantly enhance members’ and other users’ experience on the Rubber Division website as evidenced by positive comments like “I am finding the Rubber Division IEC website to be an invaluable resource for our planning and strategizing—GREAT job!”

2014 Chair - Doug Ruch, ChemRep, Inc.

Doug's theme for 2014: Industry Outreach - Communicating Division Value

The Division's primary accomplishments under his leadership were:

- Led the Division in new programs, culminating in its receiving the ACS' National ChemLuminary Award in "Recognition of Innovation and Outstanding Service to Members". This is the fourth prestigious ACS ChemLuminary Award won by the Rubber Division in the past 11 years.
- Developed new partnership with the International Institute of Synthetic Rubber Producers. Staff worked with the Executive Director of IISRP to build their first-ever technical session which was held during the Division's 2014 IEC and included twelve speakers. This was the first time for such a partnership with IISRP and it proved very lucrative for both associations. The IISRP Executive Director, Jim McGraw, said "that his members appreciated the opportunity to have helped to organize and attend the Technical Session, it was a huge success and IISRP intends to once again do this at the 2015 IEC."
- Initiated staff training program as an overview of the rubber industry. Staff contacted local company members and arranged for staff tours with eight different companies. These visits proved to be extremely beneficial in staff gaining a better understanding of what the rubber industry does, while companies gained more knowledge about the Rubber Division and staff.
- Developed and implemented a new onsite corporate training program at participating company's facilities for their sales, support and manufacturing teams. Special training was offered to Corporate Members via sessions held at three Rubber Groups and one at an individual company's training site. Program is being ramped up for 2015, with plans for three additional training courses as well as tours of other customer company sites.
- Expanded use of social media tools to provide participation and communication of Division activities and programs. This increased effort by staff helped increase participations as follows: Rubber Division LinkedIn Site had 4,000 participants in 2014 vs. 2,400 in 2013; Twitter had 356 followers in 2014 vs. 211 in 2013; and 554 unique visitors used the Division's Mobile App for the 2014 IEC.
- Developed a new International Elastomer Conference Website. After several years of talking about developing a separate website that would truly highlight the entire International Elastomer Conference, this year staff made it happen! The new website was completed and used prior to and during the 2014 IEC in Nashville, making it much easier to follow while enhancing attendees', exhibitors' and others' experiences and participation in the conference.
- Developed and launched a new Rubber Division Video. Another goal discussed over the past several years was to produce a short video to highlight key aspects of value about the Division. Once again, staff accomplished it this year! The final video was unveiled at the Business & Awards Meeting in Nashville. Staff also created a YouTube channel and have posted this video to it. The video will be shown on other social media and during staff Rubber Group visits.
- Enhanced Corporate Member value at the 2014 IEC by adding new services. These included increased signage, exclusive registration kiosk, lounge with refreshments, corporate table at welcome reception and housing info for the events was released early along with single registration for their members. Also enhanced value for all attendees and exhibitors by adding a Charging Station and Wi-Fi Lounge on the Show Floor, Exhibitor lounge with Wi-Fi and refreshments, overall conference meter board that listed/grouped all aspects of the conference on one board and an oversized exhibitor floor plan with exhibitor listing at the expo entrance for attendees to quickly locate exhibitors. With all of the enhancements, this year's IEC resulted in the largest even-year fall attendance ever, with 2,754 registrants compared to 2,559 in 2012 and 1,646 in 2010.
- Increased participation in Division sponsorships by revamping the overall sponsorship program, increasing value for annual sponsors, contacting existing sponsors and identifying new sponsors. This resulted in an increase in overall sponsorships and after 14 years of trying, staff finally brought in the Division's first-ever "Platinum Level" 12-Month Sponsor, with a 2-year commitment of \$7,500 in the first year and \$10,000 in the second year. Additionally, a new \$5,000 sponsor was obtained for the IEC educational symposia that included six workshops with 152 registrants.
- Increased Division interface with the American Chemical Society by working with ACS to conduct a focus group meeting during the 2014 IEC. This included advertising the event, recruiting participants for the study and providing a room and lunch for the participants, at no cost to the Rubber Division. As a result, ACS worked with the Division and posted its



spring and fall meetings via their electronic media sent to 57,000 ACS members.

2013 Chair - Leonard Thomas, Caterpillar (retired)

Leonard's theme for 2013: A New Generation for the Division

The Division's primary accomplishments under his leadership were:



- Led the Division to its highest odd-year revenues since 2007, continuing the positive financial growth over the past three years. Two examples of measureable outcomes that added to this success were the revenue for expo booths, \$1,222,335 in 2013 versus \$1,055,890 in 2011 and the total square feet of booth space, 59,400 sf in 2013 versus 54,300 in 2011. Similarly, the spring meeting held in Akron was successful, generating surplus revenues and continuing a 4-year trend of generating a surplus at spring meetings. Many other changes were implemented as well that collectively added to the Division' financial health such as reviewing and changing to a new IT company that is local, less expensive and more responsive to staff internet, financial and membership access needs.
- Took a bold step forward in bringing all fall events under one encompassing brand name that portrayed the global value while allowing for new events to be added in the future; the "International Elastomer Conference". This included the International Rubber and Advanced Materials in Healthcare Expo, Technical Symposia, Educational Symposia, Student Colloquium/Job Fair and new separate Advanced Materials in Healthcare Conference. The Division received an excellent testimonial to this change from a magazine Editor, stating the following "The 2013 International Elastomer Conference seemed to do pretty well. I base that judgment on statistics, the "buzz" on the exhibition floor, the size and interest of the audience at various technical sessions, and the fact I've been to at least 65 Rubber Division meetings and 25 major or smaller exhibitions."
- Developed and offered the first-ever "Advanced Materials in Healthcare Conference" as a separate conference within the International Elastomer Conference. This proved to be the right decision, with 69 attendees, while bringing in members from the healthcare industry, generating new revenue for the Division and expanding technical knowledge and new markets for the rubber industry.
- Initiated and developed a new mobile app for all conference attendees. Post-conference analytics regarding use of the app were outstanding for our first year, with 1,081 unique visitors and 17,145 page views. Positive feedback from many users during the conference was evidence that this new mobile app brought the division to another level when it comes to attendee experience and also aligned us with the current technological times.
- Developed a new Corporate Membership Program. Staff met and worked over a 10-month period with key committee members to analyze, develop and present a detailed proposal for starting this new program. This was an initiative that the Division has considered doing for over 10 years, as well as being one of the 2013 Chair's Goals to "Implement a New Corporate Membership Program". The new program was approved by the Executive Committee at the 2013 fall meeting. Its intent was to gain increased involvement from the industry corporate level so as to increase their knowledge and direct relations with the Rubber Division, thereby adding more value for our members and their organizations.
- Added numerous new services to the show floor to enhance attendee and exhibitor experiences. One was a first-ever Show Floor Theater, strategically placed in a back corner, which drew attendees through the rows of exhibitors. The Theater allowed for key sponsor presentations as well as holding the Business & Awards meeting on the show floor (largest attendance in past 13 years). Another was a new feedback program whereby staff and key Exhibits & Meeting Sites members met with exhibitors in the Show Floor Theater. This meeting proved invaluable in listening to and learning of various exhibitor issues and desires as well as responding to exhibitor questions. Two other additions were the new Exhibitor Lounge with space to relax during the show and allowing exhibitors to serve beverages on the show floor.
- Initiated and approved the first-ever Student Chapter at the University of Akron. After 12 years of attempting to start a student chapter, approval was finally obtained from the Division's Executive Committee and the University of Akron senior management. Efforts included developing bylaws, setting up Student Chapter officers and Faculty Advisor, developing annual meeting schedules and dues, and gaining commitment from the UA College of Engineering's Dean. The new chapter is up and running and is working with both the Rubber Division and the Ohio Rubber Group.

- Researched, developed and implemented a new educational program whereby the Rubber Division offers its own CEUs for Division Courses. This new program uses a universally recognized formula, which also allows students to use for professional advancement, promotions and resumes. The program also uses our current database software in order to keep records of CEUs given and saves the Division expense per student in costs for the CEU Certificate.
- Proposed and implemented a new partnership with Rubber & Plastics News and TeamNEO to jointly sponsor a “VIP Luncheon” during our fall expo in Cleveland. Both organizations served as co-hosts with the Division, including splitting all costs, developing an invitation list of senior managers and identifying a keynote speaker. The event was successful and will be continued every two years at future Division fall expos.

2012 Chair - Joe Walker, Freudenberg-NOK GP

Joe's theme for 2012: Redefine-Reenergize-Rebuild

The Division's primary accomplishments under his leadership were:



- Continued the financial turnaround that resulted in the highest two-year budget cycle net revenue over expense (over \$251,000) since the 2005-2006 cycle. This was based upon many factors occurring in 2012 that yielded significantly higher revenues than budgeted. The successful 2012 spring meeting had 239 attendees, a 25% increase over the 2011 spring meeting attendance. It also included 37 people registered for two education workshops. This was the first time the Division held an education workshop at the spring meeting in over 3 years. The 2012 fall expo was an outstanding success with a 49% increase in attendance over 2010 (2,492 attendees in 2012 vs. 1,671 attendees in 2010). All activities at this fall expo exceeded expectations with 488 technical registrants in 2012 vs. 356 in 2010, 22 Companies at the Job Fair in 2012 vs. 18 in 2010, 159 exhibitors in 2012 vs. 138 in 2010, and 20,900 SF booth space in 2012 vs. 16,300 in 2010. This was the highest even-year booth sales in the past 12 years. One attendee wrote the following testimonial, “Just a quick email to say thank you for your excellent organization of the Rubber Expo last week and getting so many visitors there as we seem to have done very well. We look forward to seeing you all again next year in Cleveland.”
- Initiated on-line exhibitor booth sign-ups. This offered exhibitors an early opportunity to sign up for future shows, while retaining the ability to sign up at the fall expo if desired. It also has allowed staff to visit exhibitors during the show due to reduced time for on-site signups. One exhibitor wrote the following: “We are very pleased with the booth selection for Rubber Expo 2014 – Nashville and the new process of conducting assignments prior to the expo. It's just so much more efficient than the old way for us and you. See you in Cincinnati.”
- Hired new Marketing Manager in 2012 who worked with all staff to create a more focused message on value of the Rubber Division's events and services. This included reaching out to past attendees, members, exhibitors as well as current and potential members, sending a single branding message that the Division's Vision is “Enhancing science, technology and business across the evolving elastomeric community”. This message was backed up by educating people and organizations that the Rubber Division is more than just traditional rubber, new programs and networking opportunities have value for their growth and that they will find all of this offered in our technical meetings, expositions and educational courses. Outreach included personal contact via phone calls, emails, the Division's LinkedIn site, website and other Social Media venues.
- Analyzed staff management time, costs and purpose of the original Local Coordinating Committee. Following the analysis, it was recommended to disband the LCC. In addition to the original purpose no longer being applicable, this action resulted in eliminating unnecessary staff man-hours plus a monetary savings of over \$7,000 for the Division annually for all future years!
- In early 2012, action was taken to finalize fall meeting contracts (and locations) for 2013 and beyond. Although the intent was to go with the new Medical Mart & Convention Center in 2013, it was evident after extensive negotiations that it was a poor contract that would have cost the Division three times the typical convention center costs. This resulted in negotiations with the I-X Center to get a proposal for 2013-2015. Based upon this, contracts with the I-X Center were signed that resulted in over \$100,000 in savings for the Division, with an opt-out clause for 2015. Following this, the Medical Mart & Convention Center made a new offer for 2015 and beyond. This time, negotiations went well and contracts were signed with them for 2015, 2017 and 2019, with opt-out clauses for the outer years.
- Separated the Marketing and Membership functions, with Membership Manager as a part-time position. With this,

many actions were initiated to aggressively step up membership recruitment and retention. The result is that membership has grown in 2012 to 2,000+ members as compared to the low of 1,600 members in 2010. The following shows just some of the membership actions in 2012: implemented a new monthly newsletter that updates members on key Division activities, upcoming events, member opportunities and benefits, contests such as the Member-Get-a-Member program plus a welcome section for new members; initiated a bi-annual marketing program to past members; terminated the traditional "Membership/Area Directors Caucus" and changed it to a "Membership Joint Committee Caucus", allowing a new direction whereby the chairs and staff representatives from key committees meet with cross-functional communication and exchange of ideas; established social media capability for members (and non-members) to join our e-marketing list via text messages; and sent a personal welcome to all who requested permission to join the Rubber Division ACS LinkedIn site.

- Major educational initiative implemented to offer new courses, bring in new instructors and reach out to Rubber Groups and others in the industry. Worked with instructors to offer six new courses at the 2012 fall meeting, including Introduction to Compounding and Testing of Elastomers, Rubber Bonding - Intro to Application, Silicone Basics, Introduction to Dispersions, Cure Chemistry for Rubber, and Protecting Your Intellectual Property. The six courses had 141 registrants, the largest number in the past 12 years. Also worked with several Rubber Groups to offer courses at locations outside the Division's two meetings. This proved to be a very effective way of extending the educational mission to Division members and others in the industry, as well as providing a service to the Rubber Groups and generating new revenues.

- Initiated and implemented a name change to the Division's annual fall meetings ("International Elastomer Conference", approved by the Executive Committee) to encompass a larger audience and allow for more effective marketing of the event to other exhibitors/attendees in addition to those in the rubber industry. This was based upon recognizing that the Division has expanded our resource offerings to encompass the evolving broader elastomeric industry. This new event name also better reflects the Division's new Vision and Mission. This change allows more direct representation of what the event truly is and all that it offers, including the long-standing International Rubber Expo. It also allows the flexibility to bring on new partners in the future.

- The Rubber Division was recognized in 2012 by receiving two prestigious awards. First, was the American Chemical Society's national "ChemLuminary Award", received during the ACS Convention in Philadelphia. The award was based upon adding value for members with the expanded expositions & technical programs, high school & university programs, job fairs, increased Educational Workshops and member outreach. This award was due to the combined efforts of all, from the Executive Committee and other member volunteers to the Rubber Division staff. Second, was receiving the "Cleveland Champions" Award, sponsored by the city's Office of the Mayor and PositivelyCleveland. This was for hosting the Division's odd-year expos in Cleveland, meeting numerous foreign country rubber and polymer industry representatives throughout the year, and working together to bring more rubber industry companies to Northeast Ohio. The award ceremony included showing a video interview promoting both Northeast Ohio and the Rubber Division.

2011 Chair - Walter Waddell, ExxonMobil Chemical

Walter's theme for 2011: Steer a Tight Ship

The Division's primary accomplishments under his leadership were:

- Developed new 2012-2015 Strategic Plan for the Division which was approved by the Executive Committee. This plan will assist key committees in moving forward with action items to further improve programs and services to members while continuing to monitor expenses and revenues for financial viability.

- Turned the financial downturn around to the highest positive major expo year revenue over expense since 2007. This was a result of many factors from decreasing expenses (e.g. negotiations with the I-X Center for proforma expense reductions, negotiations with AIP for elimination of journal archive costs, and bringing more work in-house) to a major focus on increasing revenues (e.g. sponsorships, exposition, meetings and education). Both the spring and fall meetings were once again financially successful.

- Held a highly successful inaugural "Rubber Expo & Advanced Materials in Health Care" show. This new expanded expo was also held for the first time at the I-X Center in Cleveland and realized a 30% increase in attendance, 23% increase in



exhibitor booth space (including the first 30X50 sf booth), and 20% increase in total revenue. Other successes at the expo included the new "Advanced Materials in Health Care" technical symposium, new "Advanced Materials in Health Care" educational workshop, Job Fair (19 companies seeking to hire), Division Store whereby the new concept of a combined Store and Division booth helped bring in new members and product sales.

- Added three new partnerships that helped increase exhibitors and attendees at the fall meeting. First was with the China United Rubber Corporation to sell booths to Chinese companies (22 Chinese booths sold). Second was with a Telemarketing Company to contact 1700 prospective exhibitors (new and past) that resulted in numerous inquiries for attending or exhibiting. Third was with Rubber World to publish the fall meeting Show Planner, Show Guide and Show Daily in exchange for a comprehensive year-long marketing promotion plan and selling booths to the expo.
- Expanded the fall meeting "High School" initiative that brought in students from each Summit County high school within the Akron Junior Leadership Program. This was very successful in educating students on the rubber and related industries. The program included hands-on tire and rubber demonstrations with representatives from Bridgestone Firestone and a "Scavenger Hunt" through the expo show floor seeking technical information from various exhibitors. It also included lunch and transportation for the students.
- Expanded the Education & Publications Program that increased revenues while meeting the Division's mission to provide technical and educational information to members and others in the industry. Increased the number of publications to 115 in technical and business areas. Several new workshops and webinars were developed, including the one in advanced materials in health care and were offered at the Division's fall meeting. Started a new outreach program where these workshops were also offered on site during Rubber Group technical meetings. Marketing efforts for all educational programs were increased via targeted email blasts, incentives and a first ever Publications Catalog, resulting in a 110% increase in overall education and publication revenues.
- Increased sponsorship opportunities through new programs such as spring meeting reception corporate tables, coffee on the expo show floor, expo entrance wall panel sponsorships, Rubber Technology Training Award sponsorship (Connecticut Rubber Group) and more. This, coupled with an aggressive marketing effort, resulted in a 100% increase in revenues as well as providing more venues for exhibitors and others to promote their companies.
- Completed transition of the Rubber Chemistry and Technology Journal publishing to AIP, then was informed that the AIP board was terminating all contracts with organizations that did not relate directly to "physics". Took immediate action, developed an RFP, reviewed a number of proposals, negotiated a final contract with a new publisher (Allen Press) and began another transition process that would be finalized in first quarter 2012 and be transparent to members and subscribers.
- Marketed, managed and held a very successful "International Union of Pure and Applied Chemists" conference for the University of Akron, resulting in over \$20,000 in additional revenues. Managed all logistics for the Tire Society and its annual conference, resulting in another \$20,000 in revenue.
- Expanded Division's website content management process to include all staff being trained and assuming responsibility for updating their own functional area pages and news within the website

2010 Chair - Tim Dickerson, R. T. Vanderbilt Inc.

Tim's theme for 2010: Your Vehicle to New Opportunities

The Division's primary accomplishments under his leadership were:

- Developed, implemented and analyzed results of a new on line (Survey Monkey) Division Comprehensive Survey. Received over 600 responses which were then compiled into categories and analyzed. The analysis will be used in 2011 to develop a new Rubber Division Strategic Plan.
- Analyzed and restructured the Division staff based upon current needs and financial conditions. This resulted in combining two full time positions into a new Expo & Meetings Manager position (with a new part time assistant), combining two full time positions into a Marketing & Membership Manager position (with a new part time assistant), reducing duties and responsibilities for the UA Librarian and making this a part time position, and outsourcing IT services.
- Developed a Letter of Agreement to manage the Tire Society logistics. Once approved, began the transition over a four-



month period, assuming all logistical management responsibilities by mid-second quarter and yielding a new revenue source for the Division.

- Developed concept, formed CEO level partnership working group and obtained Executive Committee approval for a new "Rubber Expo & Advanced Materials in Health Care" show for the 2011 fall meeting. Identified new advanced materials and health care industry companies and individuals and implemented a marketing plan to gain them as exhibitors, attendees and sponsors for the new show. Formed a task force of key scientists and chemists which began developing a new "Advanced Materials in Health Care" technical symposium and a new "Advanced Materials in Health Care" educational workshop. Wrote and received an ACS Innovative Project Grant of \$7,500 to assist in the project.
- Developed a Letter of Agreement with the University of Akron's professor Judit Puskas for the Division to manage logistics for a "2011 International Union of Pure and Applied Chemists" (IUPAC) conference which offered another new revenue source for the Division in 2011. Worked with the task force to set up contracts and input the technical program into the on line Confex system for the conference and began marketing the conference.
- Developed an RFP with the China United Rubber Corporation (CURC) to teach educational courses in China; This would expand the Division's educational outreach and offer a new revenue source
- Worked to reduce expenses and increase revenues to bring the Division back on track financially, following the economic downturn of 2008-2009. Implemented many new programs to increase revenues and cash flow such as incentives to 2010 and 2011 exhibitors, developing new courses and increasing educational marketing, developing an RFP and selecting a new registration company to work with the Division AVECTRA database which improved operations and reduced expenses, and more. The educational courses revenue alone more than doubled from 2009.
- Transitioned to new publisher (AIP) for the Rubber Chemistry & Technology Journal, including archived articles. Brought RC&T Assistant position in-house
- Worked with five Rubber Groups to sponsor the Student Colloquium at the fall meeting. Major contribution came from the Energy Rubber Group, with additional contributions from Blue Ridge, Ft. Wayne, Ohio and Twin Cities. This support allowed the Division to hold another very successful Student Colloquium during a time of economic recovery.

2009 Chair - Gary Horning, Polymer Valley Chemicals, Inc.

Gary's theme for 2009: Reflections, Challenges and Expectations

The Division's primary accomplishments under his leadership were:

- Celebrated the 100th Anniversary of the Rubber Division. This included partnering with major sponsors; a black tie banquet at the John S. Knight Center with 320 in attendance (including the ACS Executive Director, UA President, Ohio Senator and CEO of the Austin BioInnovation Institute; a new Centennial Book titled "Rubber Mirror: Reflections of the Rubber Division's First 100 Years"; a 100th Anniversary Birthday Party Reception in Pittsburgh; addition of all past Goodyear Medalist interviews on our website; and dedication of a 100th Anniversary Time Capsule.
- Formed the Officer Progression Task Force that recommended a new five year progression for Division officers. This revision made it possible, whereby a member can serve as an officer of the Rubber Division for five years in lieu of the current seven year commitment. The new officer positions included the Secretary, Assistant Treasurer, Treasurer, Chair-Elect and Chair, serving in that order. Also, worked with the Director of Bylaws and Procedures to develop and obtain member and American Chemical Society approval for changes to the bylaws, reflecting these new positions and timing.
- Implemented a new membership category for Affiliated Technical Organizations, starting with the Indian Rubber Institute, whereby allowing IRI members to join the Division at a reduced fee based upon their entire membership joining the Rubber Division. This effort increases overall Rubber Division membership and expands networking opportunities for our members.
- Implemented a Memorandum of Agreement between the Rubber Division and the Tire Society, whereby the Rubber Division will manage the Tire Society logistics and Annual Conference for an annual fee of \$15,000-\$20,000 plus reimbursement for all expenses and any potential travel costs. Full implementation is effective as of January 1, 2010; however, the Division staff began the transition in 2009, including gaining approval to bring the Tire Society's database into the A vectra system and establishing links to each other's websites.



- Moved the Rubber Division headquarters to another location on the University of Akron campus that allows for ample parking as well as being more conducive to business operations, without losing the long term relationship with the University. This involved numerous location searches, contract negotiations and cost benefit analysis as well as the actual move. Due to effective contract negotiations and much of the move being done by Division staff, the resulting action reduced the Division's long term costs.
- Gained Executive Committee approval and negotiated a cost-effective contract to hold the Rubber Division's 2011 Major Exposition at the IX Center in Cleveland. This is the first time in Cleveland that the Division has not held the expo at the downtown Convention Center. This action was predicated on the new Convention Center not being constructed in time and to assure value to the expo and technical meeting attendees and exhibitors in order to make this a successful venue for all.
- Implemented three new electronic systems for the Rubber Division. These included a new membership database management system (Avecra), new technical paper management software (Confex) and a new user friendly web design (Karcher) that offers an on line Division Store. Together, they allow the Division to better capture and manage all member and non-member data; conduct electronic transactions for all Division programs and products; and have on line submission of technical papers as well as a tracking system, scheduling the program/meeting logistics and a new "Personal Scheduler" for attendees.
- Held the 4th Rubber Modified Asphalt Conference to expand technical knowledge and marketing opportunities between the rubber and asphalt industries and issuing of Certificates of Completion for Professional Development Hours for professional engineers
- Developed and recorded the Division's first webinars to include "Introduction to Design of Experiments", "Introduction to Rubber Technology for Non- Technologists" and "Managing an Effective Job Search" that would help our members who have lost their jobs; Initiated contract for "GoToWebinar" software to offer all webinars for a fee

2008 Chair - Al Feit, ALF Consulting

Al's theme for 2008: Formulating the Future on the Foundations of the Past

The Division's primary accomplishments under his leadership were:

- TPE Conference held to expand technical and marketing opportunities within rubber and related industries
- Developed Committee Business Plans to formally implement the Division's 2007 Strategic Plan. To maintain visibility and action, these plans are briefed at each meeting of the Steering Committee
- Accepted requests to give presentations at two rubber industry company meetings, targeting the benefits to companies and need to support their employees in Division activities
- Expanded role and value of Division education programs by establishing new annual Bob Gamache Education Symposia and working with the Akron Global Polymer Academy (AGPA) to move on line courses to the University of Akron system
- Worked with AGPA and the National Museum of Education to develop the first joint Rubber Band Contest to recognize outstanding innovations from fifth thru eighth graders, further promoting the rubber and polymer industries while generating interest in science to the students, teachers and parents; Represented the Rubber Division as a judge for the Rubber Band Contest
- Continuous meetings of the Centennial Task Force resulted in detailed plans being finalized for the Centennial Banquet, Fall Birthday Bash Reception and 100th Anniversary Book; Active fund-raising activities resulted in over \$100,000 in Centennial Sponsorships
- Expanded outreach to university students and faculty to include visits and promotion of benefits within the Rubber Division and industry as well as providing assistance, resulting in the formation of a new Student Chapter at Clemson University
- Formed the first Information Technology (IT) Task Force that resulted in detailed analysis of Division's web site and other electronic media via outside consultant as well as laying groundwork for new on line technical paper submission, database system and complete web redesign



- Formed the second Technical Program Task Force, resulting in analysis of the Division's spring meeting format and location that led to a new direction for future spring meetings in the Akron area
- Held exploratory meetings with the BIOT and POLY Divisions of ACS, at their request, to determine if future partnerships could be developed in regard to joint staffing structures
- Expanded outreach to the American Chemical Society to include extending annual visits to Division staff counterparts, assisting ACS with their development of a formal overseas affiliation process and a complete revamp of Division bylaws
- Worked extensively with Rubber Groups, ACS and Division attorneys to assure Subdivisions meet the new IRS requirements for Form 990N tax filing and retain status as Subdivisions from ACS, assuring retention of ACS liability insurance
- Implemented significant cost reductions and new membership marketing initiatives such as the Mini-Expo Member Appreciation and Solicitation Program to assure the Division remains fiscally viable during the serious economic downturn of 2008. Personally thanked Exhibitors for their support of the Division

2007 Chair - John Boruta, Rhein Chemie Corporation

John's theme for 2007: Opportunities - Imagine them...Challenge them...Act Upon them

The Division's primary accomplishments under his leadership were:

- Second Major Strategic Plan for the Rubber Division, establishing vision, mission and new direction and programs across the elastomeric community
- Implementation of Workforce Recruitment & Development Plan to include publishing three manuals, adding links in the online sections for internships, scholarships and education programs, and marketing efforts to universities, Rubber Groups and industry
- Outreach to senior leadership in rubber industry via visits and VIP Luncheon, resulting in increased support to Division and members
- Developed new roles and responsibilities of committees within updated charters, helping new member volunteers understand commitments and involvement
- Initial meeting of Rubber Division, ACS POLY Division and Clemson University to establish new joint Student Chapter at the university
- Highest attendance at a fall technical meeting in many years, including joint technical symposium held with the ACS POLY Division
- Hosting of International Rubber Conference at fall meeting to include new technical speakers, international dinner with keynote by ACS President and IRCO Medal presented by IRC Secretary-General
- Highly successful Rubber Expo with first ever international and rubber recycling pavilions, many first time global exhibitors and first year to come in above booth revenue budget
- 3rd Rubber Modified Asphalt Conference to expand technical knowledge and marketing opportunities between the rubber and asphalt industries and first time implementation of Certificates of Completion for Professional Development Hours for professional engineers
- Centennial Task Force implemented, seed money set aside for celebration plans, centennial logo selected via member wide contest and began writing of Centennial Book
- New membership database implemented to include cleanup of thousands of records and use of comprehensive interface system that will allow for improved tracking, mailing, and future web redesign and online Division Store
- Increased marketing efforts to industry leadership, leading to highest ever level of sponsorships supporting Division activities and implementation of formal appreciation process
- Lake Academy High School visit at the fall meeting, bringing local inner city high school students to the exposition and interfacing with industry representatives



- Partnership with ACS attorneys to resolve IRS classification issues with Rubber Groups, resulting in official guidance and documents being added to Operational Guide for Subdivisions

2006 Chair - P. Andrew Claytor, Teknor Apex

Andy's theme for 2006: Make a Difference...Today, Tomorrow, and for the Future

The Division's primary accomplishments under his leadership were:

- Received the American Chemical Society's 2005 ChemLuminary Award for outstanding accomplishments of a Division
- New format for spring meetings to increase attendance and add value for members, to include invited speaker only technical program, joint luncheon/technical program with the ACS Akron Local Section, luncheon-style banquet for Science & Technology Awards and first meeting held in Akron, Ohio
- Workforce Recruitment & Development Plan continuation to include marketing via RPN interview, webinar and VIP luncheon presentations and development of draft manuals for student recruitment, formation of student chapters and national internship program
- TPE Conference held in conjunction with Pharmaceutical Industry to expand technical knowledge and marketing opportunities between the rubber and pharmaceutical industries, resulting in a new partnership for TPEs and future polymer programs with the non-profit organization "Polymer Ohio"
- Partnership with ACS POLY Division to expand value to members to include POLY Division Chair and ACS President serving as judges for the joint Student Colloquium and POLY Division's board voting to partner in future technical programs
- Indian Rubber Institute approved as a new Affiliated Technical Organization of the Rubber Division, resulting in new partnership opportunities
- Division booth and Rubber/TPE educational workshops at the National Plastics Exposition, resulting in increased exposure and educational opportunities
- Division booth at International Tire Expo Conference, resulting in increased exposure
- Attendance at 2006 International Rubber Conference to increase exposure and begin planning for hosting IRC in 2007
- New directions for fall meeting to draw exhibitors to show floor and add value for exhibiting companies to include the addition of an internet café and daily raffles at the Division booth, special end of show raffle for exhibitors and expansion of Division Store to add business related publications
- Realignment of duties to establish Marketing Manager position separate from Meetings Management, resulting in increased focus on Division marketing, communication and branding
- First year to come in under Mini-Expo budgeted net deficit, adding to the first significant in the black two-year budget cycle
- Held the first ever Chair's Classic Golf Outing at Firestone Country Club in Akron as a networking and social event between the Spring Technical meeting and the TPE Conference



2005 Chair - David R. O'Brien, Excel Polymers

The Division's primary accomplishments under his leadership were:

- Business Summit to build value for those in the business side of the industry, offering high profile keynote speaker as well as other expert speakers on focused current industry topics
- 2nd Rubber Modified Asphalt Conference to expand technical knowledge and marketing opportunities between the rubber and asphalt industries, resulting in several rubber companies partnering with asphalt companies in new markets as well as Division being asked to speak before the Delaware legislature and Department of Transportation to promote a new Scrap Tire



Management Program and increased use of Rubber Modified asphalt

- Workforce Recruitment & Development Plan proposal to address CEO concerns for a future qualified workforce, with an implementation plan drafted upon Steering approval of the overall concept and formation of a dedicated task group
- Division Sponsorship Program to eliminate multiple requests for company sponsorships from various sources and to build more value and opportunities for the rubber industry, focusing funds into educational, technical and workforce recruitment & development
- VIP Luncheon to attract more CEOs and other Senior Managers to the fall meeting, focusing on new programs within the Division and providing more value for supporting their employees with regard to Division membership and participation
- Show Planner, Show Guide and Show Daily produced by Rubber & Plastics News and Rubber World, respectively, expanding the marketing reach globally while reducing costs and gaining new revenues
- Division Store with new logo merchandise, technical papers and technical publications on the show floor to increase exposure, add professional branding merchandise and improve access to attendees and exhibitors
- High School Program to bring local inner city high school students to the fall meeting and exposition and increase their interest in the rubber industry, assisted by corporate sponsors and technical speakers/escorts from Division Student Chapters and Akron Global Polymer Academy
- First in the black spring meeting and increased two-year in the black budget cycle, based upon new programs as well as highly successful spring and fall meetings
- Complete revision of 2002 Steering and Nominating Charters to reflect comprehensive changes in Division structure and operations over past three years, to include all officer, area director and other key personnel duties and officer progression process
- Complete revision of 2001 Operational Manual for Subdivisions to provide more user-friendly information to Rubber Groups, to include significant reduction in volume by 70 pages while adding an Executive Summary of duties for Rubber Group Chairs
- Comprehensive review and rewrite of entire Division Bylaws to make more understandable to executive members and eliminate provisions that belong in the Steering Charter
- Comprehensive review and revision of 2001 Employee Handbook to incorporate new policies and programs that have been implemented over the past four years

2004 Chair - Paul V. Esposito, Harwick Standard Distribution Corp.

The Division's primary accomplishments under his leadership were:

- Established a new Marketing position within the Division, setting up the first targeted marketing effort
- New Partnership Development Committee, identifying and reaching out to global organizations
- Online Correspondence Courses in Rubber Technology, offering expanded service to individuals and companies in the rubber industry
- Online Symposia Technical Papers, increasing opportunity for individuals and companies to obtain technical information
- Rubber Group Site Editing Program, providing opportunity for Rubber Groups to electronically update officer and meeting information on the Rubber Division web site and add technical and marketing articles
- Electronic Voting for New Officers and Area Directors, providing a more state of the art approach to general membership balloting
- Rubber Modified Asphalt Conference, establishing partnerships between the rubber and asphalt industries in expanding knowledge and use of rubber in asphalt pavements



- Monthly Page in Rubber World Magazine, providing dedicated page for Rubber Division articles to reach global audience
- Student Colloquium at Fall Meetings, offering technical and networking opportunities to students in the rubber industry
- Brazil Rubber Association approved as a new Affiliated Technical Organization of the Rubber Division, resulting in new partnership opportunities

2003 Chair - Mark A. Petras, ChemRep, Inc.

The Division's primary accomplishments under his leadership were:

- Business Plans, assuring implementation of key Strategic Plan Actions
- New Budget Philosophy, codifying two-year In the Black Budget Cycles
- Online Comprehensive Survey of Member Needs, identifying future programs and services for members and the rubber industry
- Online Membership Directory, providing up to date database and networking opportunities for members
- Online Quarterly Division Newsletter, increasing technical, marketing and informational opportunities to members
- Online Career Center for Employers and Job Seekers, providing new employment service specific to the rubber industry
- Career Management Workshop at Fall Meetings, offering training to those seeking jobs in the industry
- Partnership w/Society of Plastics Industries, exhibiting at each other's national expositions and possible future technical joint ventures
- On Line Application Process for Rubber Group Members, allowing electronic renewal of Rubber Group membership
- Formation of new Student Affairs Committee, providing new directions and opportunities for students in the rubber industry
- Received the American Chemical Society's 2003 ChemLuminary Award for outstanding accomplishments of a Division
- The Rubber Division of the American Chemical Society is the most prestigious organization in the rubber industry. Through the Rubber Division, all of us stay current on trends in the industry. We also stay in touch with our contacts in the industry



2002 Chair - Richard J. Hupp, RJ Consulting Inc.

The Division's primary accomplishments under his leadership were:

- Strategic Plan for the Rubber Division, establishing new directions and programs
- New Fiscal Policies, reducing overall expenses while creating new programs and services
- New Committee Charters, establishing standardization along with revised duties for Division officers and committees
- Members Only Section on Rubber Division Web Site, offering increased technical, administrative and meeting information to our members
- Online Committee Charters, Lists, Agendas, Minutes and Volunteer Forms, offering more opportunities to members to help set direction and work new programs for the Rubber Division
- Online Rubber Chemistry and Technology Journals, with search capability on articles back to 1928
- Rubber Division Show Daily at Fall Meetings, offering expanded marketing opportunities to the industry and the Rubber Division



- Joint Rubber Division/Rubber Manufacturers Association Task Force on Processibility, working on testing and reporting standardization in the industry
- Full Set Technical Papers via CD Rom, providing a modern approach to technical papers for meeting attendees
- Scholarship Foundation, establishing designated investment fund for future undergraduate scholarships
- With all the benefits the Rubber Division gives its members, how can you possibly say no when asked to join a committee either as an officer or a member

2001 Chair - Rudy J. School, R. T. Vanderbilt, Inc.

The Division's primary accomplishments under his leadership were:

- New Rubber Division Structure, establishing new roles and authorities along with new operational requirements such as expanded non-profit association rules, Employee Handbook, 401K, Medical Insurance and new Staff Positions
- Hiring First Executive Director and new Professional Staff, providing new operational direction for the Rubber Division
- Long Term Lease Agreement with University of Akron, establishing 50 year option for Rubber Division headquarters in Polymer Engineering and Academic Center
- Rubber Division Marketing Logo, branding new directions within the Division
- Training Session for new Officers, Area Directors and Rubber Group Chairs, providing information and training on duties and responsibilities
- Rubber Chemistry and Technology Journal Management Analysis, establishing new direction and opportunities for managing the journal
- Recognition Program, providing official recognition to company supervisors for member service on the Executive Committee or as a Committee Chair
- Rubber Division website, providing state of the art format and expanded information to members and others in the rubber industry
- Formation of Student Chapter at the University of Massachusetts-Lowell, establishing second student chapter within the Rubber Division
- Established annual visits to the American Chemical Society by the Division Chair, Chair-Elect and Executive Director, building a more permanent relationship between the associations and a venue for sharing ideas and programs



2000 Toms B. Royal
 1999 Donald E. Mackey
 1998 Stanley M. Mezynski
 1997 J. Marshall Dean III
 1996 Daniel J. Hertz, Jr.
 1995 John M. Long
 1994 Thomas J. Dendinger
 1993 Roger K. Price
 1992 William J. Hines
 1991 Albert J. Brandau
 1990 Peter W. Spink
 1989 John W. Messner
 1988 Robert A. Pett

1987 Thomas Jones
1986 Charles P. Rader
1985 Eldon R. Sourwine
1984 Lloyd D. Treleven
1983 Thomas N. Loser
1982 Harold J. Herzlich
1981 Donald W. Gorman
1980 Ralph S. Graff
1979 Ralph E. Anderson
1978 Franklyn B. Floren
1977 H. Webster Day
1976 Earl C. Gregg, Jr.
1975 Benjamin Kastein
1974 Francis M. O'Connor
1973 Eli M. Dannenberg
1972 Albert E. Laurence
1971 John H. Gifford
1970 Paul G. Roach
1969 Thomas R. Rogers
1968 Glen Alliger
1967 Dale F. Behney
1966 Norman S. Grace
1965 E.B. Newton
1964 James D. D'Lanni
1963 G.H. Swart
1962 George E. Popp
1961 W.S. Coe
1960 William J. Sparks
1959 E.H. Krismann
1958 R.F. Dunbrook
1957 B.S. Garvey, Jr.
1956 Arthur E. Juve
1955 John M. Ball
1954 J.C. Walton
1953 S.G. Byam
1952 Waldo L. Semon
1951 J.H. Fielding
1950 F.W. Stavely
1949 Howard I. Cramer
1948 H.E. Outcault
1947 Walter W. Vogt
1946 Willis A. Gibbons
1945 Willis A. Gibbons
1944 Harold Gray
1943 John T. Blake
1942 J.N. Street
1941 R.H. Gerke
1940 E.B. Curtis

1939 George K. Hinshaw
1938 A.R. Kemp
1937 Harlan L. Trumbull
1936 Norman A. Shepard
1935 Sidney M. Cadwell
1934 Ira Williams
1933 Lorin B. Sebrell
1932 Ernest R. Bridgewater
1931 Herbert A. Winkleman
1930 Stanley Krall
1929 Arnold H. Smith
1928 Harry L. Fisher
1927 Raymond P. Dinsmore
1926 John M. Bierer
1925 C.R. Boggs
1924 Elwood B. Spear
1923 William B. Wiegand
1922 Clayton Wing Bedford
1921 W.W. Evans
1920 Warren K. Lewis
1919 John B. Tuttle