

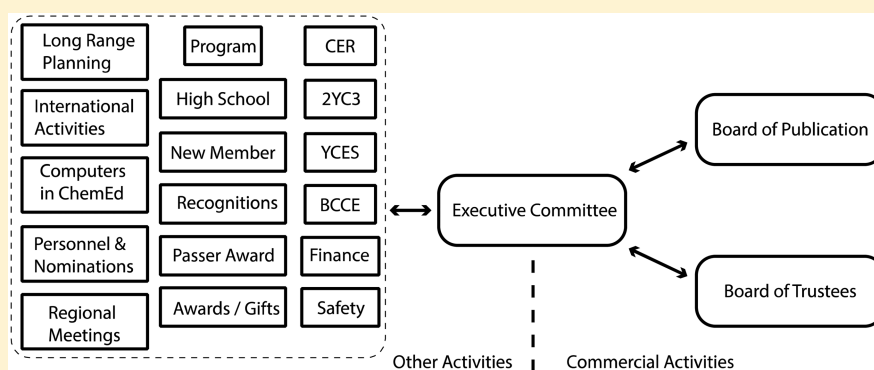
The Division of Chemical Education Executive Committee, Board of Publication, and ACS Examinations Institute Board of Trustees: A Historical Perspective from 1985 to 2015

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Supporting Information



ABSTRACT: The compositions and responsibilities of the Division of Chemical Education Executive Committee, ACS Examinations Institute Board of Trustees, and Board of Publication are described, along with salient features of Board operations. Between 1985, when the ACS Examinations Institute was established, and 2015, each of these leadership groups have seen changes in terms of both the number of members and their duties. In particular, the fiduciary responsibilities of the Board members have become more prominent. The Division members who have served on the Division's Executive Committee, Board of Publication, and ACS Examinations Institute Board of Trustees during the period 1985–2015 are documented in the [Supporting Information](#). These individuals, whether elected or appointed, have served the Division in a variety of roles in order to improve the teaching and learning of chemistry, the measurement of student learning, and the dissemination of information among chemical educators.

KEYWORDS: *General Public, History/Philosophy, Administrative Issues, Professional Development, Women in Chemistry*

INTRODUCTION

You can't leave footprints in the sands of time while sitting down.

—Nelson Rockefeller

From time to time it is good to look back in history to see where we have been. Such is the nature of this paper whose purpose is to provide description of the Executive Committee and each Board entity along with consideration of changing roles across 30 years. The year 1985 was a propitious one for the Division because it was the year in which the Examinations Institute and Board of Trustees were established. The [Supporting Information](#) materials contain an archival list encompassing the period 1985–2015 of Division members who have given of their time and talents on the Division's Executive Committee, the Board of Publication which oversees the publication of the *Journal of Chemical Education* and other Division publications such as *JCE Software* and *Chemical Education Xchange*, and the Board of Trustees, which oversees the ACS Examinations Institute (ACS-EI). This list was

compiled from primary sources such as meeting minutes, and particularly in the early portions of the time period covered may not mesh identically with the memories of still active members of the Division. [Figure 1](#) pays homage to the Division members who have served on the Executive Committee, Board of Trustees, and/or the Board of Publication. Word clouds give greater prominence to the words that appear more frequently; thus at a glance, one has a sense of the Division members who have given of their time and talent in service on the Executive Committee or the Boards. This choice does not attempt to enumerate credit for any specific projects or accomplishments, but rather emphasizes time spent in service.

All of these volunteers helped to guide the Division in service of its members whether overseeing the assessment activities of the ACS-EI, determining new directions for the *Journal of*

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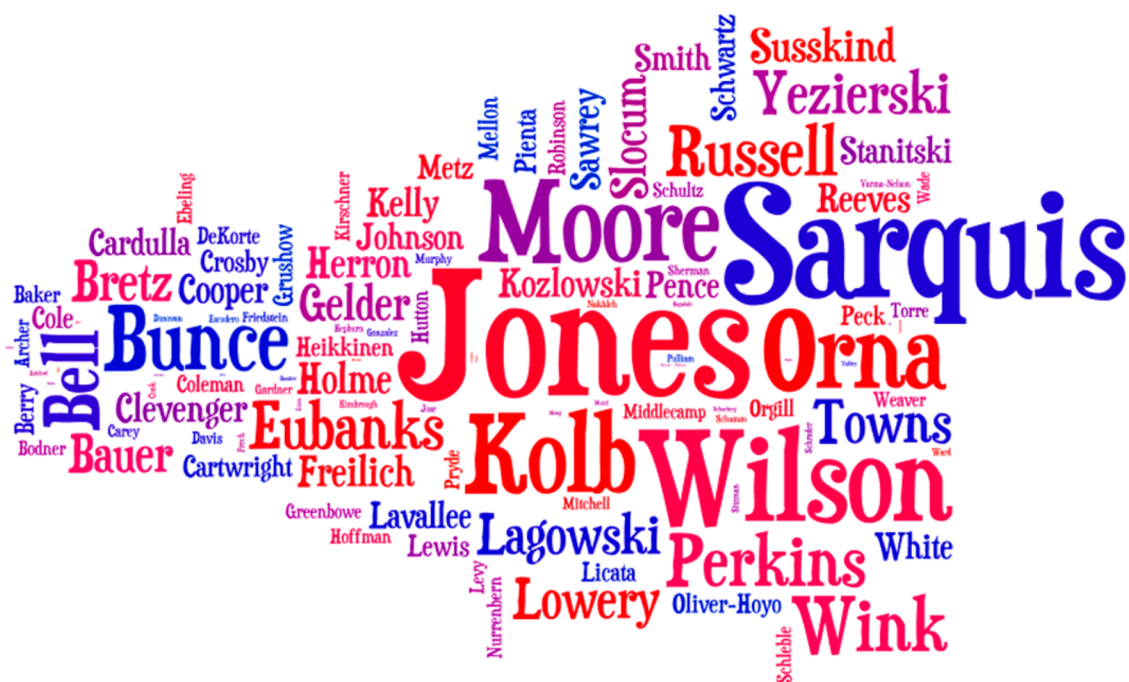


Figure 1. A word cloud of the last names of Division members who have served on the ACS Division of Chemical Education Executive Committee, the Board of Publication, and/or the Board of Trustees in the period 1985–2015. The more frequently a person served, the greater the weight given to their name in the cloud. (Created on wordle.net using the font Duality and arranged alphabetically.)

Chemical Education, developing and sustaining initiatives that enhance faculty's ability to help students learn chemistry, or executing the fiduciary responsibilities of their positions. All of them deserve thanks for their contributions, leadership, and initiative.

Description of Primary Sources

The [Supporting Information](#) for this article contains a listing of those who have served on the ACS Division of Chemical Education Executive Committee, the Board of Publication, and the Board of Trustees and the position to which they were elected or appointed. If an Executive Committee member simultaneously served on a Board, it is noted. Past versions of the Division bylaws were obtained from the ACS Committee on Constitution and Bylaws to determine the establishment and changing composition of the Boards across time. The listing of Executive Committee members, Board of Publication members, and Editors and Editor-in-Chief of the *Journal of Chemical Education* was derived from the *Journal of Chemical Education*. In December of each year, the *Journal* lists those members and the name of the editor or editor-in-chief. Thus, it is possible to go back in time and reconstruct the members of the Executive Committee and the Board of Publication. The information about the ACS-EI Board of Trustees membership was gleaned from the historical files of the Examinations Institute, including meeting minutes in the final years prior to the establishment of the Board of Trustees. The first author was the Secretary of Permanent Records for the ACS-EI Board of Trustees during her time on the board and thus had access to the historical files and records and the second author served as the Director of the ACS Examinations Institute from 2002 to 2015. Finally, the listings were crosschecked against Division newsletters¹ and ACS Division of Chemical Education Executive Committee meeting minutes when possible. Division Secretary Resa Kelly and past Division Secretary Donald J. Wink were helpful in clarifying the records of the Division, and

Journal managing editor Jon Holmes was helpful in clarifying information about the *Journal* and the Board of Publication.

Like many other aspects of The American Chemical Society, including some local sections, regional meetings, and other technical divisions, the Division of Chemical Education is incorporated as a separate nonprofit corporation, registered as a 501(c)3 organization in the District of Columbia. This designation means that members who serve on the Executive Committee are executive officers of this corporation. The creation of the Board of Publication (in 1933) and the Board of Trustees (in 1986) was done in order for the Division to maintain appropriate oversight of the aspects of the work of the Division that have commercial footprints in its role as a nonprofit corporation. In this sense, the Executive Committee delegated certain financial oversight activities to the Boards. For this reason, members of the Boards are appointed by votes of the Executive Committee rather than votes of the membership.

Of course, the Division also carries out many activities that do not have a direct commercial presence. A large committee structure oversees these activities as well, as depicted in the graphical abstract. The work of the committees is very important and the volunteers who do that work provide exemplary service to the Chemistry Education community. The work presented here focuses on the activities of the Executive Committee and the two Boards because they have important fiduciary responsibilities, and we postulate that this distinction may not be as apparent to members of the Division and readers of the *Journal*.

■ EXECUTIVE COMMITTEE

The members of the Division who have served on the Division's Executive Committee are listed in the [Supporting Information](#), as the tables of data are large enough to preclude publication in print. [Figure 2](#) shows the composition of the Executive Committee. According to the bylaws of the Division,



Figure 2. Members of the Division of Chemical Education Executive Committee. Members of the Division elect the Officers, Councilors, and Alternate Councilors. The Board of Publication appoints the Editor of the *Journal of Chemical Education* and the ACS-EI Board of Trustees appoints the Director. The Executive Committee appoints the Program Chair. The Board Chairs are members of the respective boards via appointments from the Executive Committee and are chosen as chair by the members of each Board.

the officers of the Division—the Chair, Chair-Elect, Immediate Past Chair, Secretary, Treasurer, and Member at Large—shall be members of the ACS and the Division of Chemical Education.² The Executive Committee has four Councilors (the Secretary is one of these four) and four Alternate Councilors who may represent the Division at ACS Council meetings. The Editor-in-Chief of the *Journal of Chemical Education* and the Director of the ACS-EI are also nonvoting members of the Executive Committee as they represent management of the business functions of the Division.

In 2011 the bylaws were amended to expand the Executive Committee through the addition of the Chair of the Board of Publication, the Chair of the Board of Trustees, and the Chair of the Division Program Committee to the Executive Committee.² Additionally, the Director of the Examinations Institute and the Editor-in-Chief of the *Journal of Chemical Education* became nonvoting members of the Executive Committee.² This latter action was taken because the Executive Committee is charged with oversight of the legal and financial affairs of the Division, and thus, the fiduciary responsibilities associated with the oversight of assets and resources and the disbursement of funds ultimately fall to the Executive Committee. The Editor-in-Chief and the Director represent management for their entities and, therefore, do not vote on the oversight committees. The Executive Committee appoints members of the ACS-EI Board of Trustees and the Board of Publication. In order for the Executive Committee to have an unfettered discussion of candidates for the Boards and the Chair of the Program Committee, in 2011 the bylaws were amended to require recusal of the Editor-in-Chief, Director, and Chair of the respective Board or Committee during discussions and votes regarding the membership of the Board of Publication, the Board of Trustees, and Chair of the Program Committee.

Notable Service

There are Division members who have exhibited a high degree of commitment to the Division based upon the longevity of their service between 1985 and 2015. John W. Moore served on the Division's Executive Committee from 1984 to 2009, serving as Secretary (1984–1989), Councilor (1990–1994), Chair (1995–1997), and Editor of the *Journal of Chemical Education*

(1996–2009). This is a remarkable run of service to the Division across 26 years. I. Dwaine Eubanks served as Chair from 1984 to 1986, then went on to become the second director of the ACS Examinations Institute serving from 1988 to 2002. Anna Wilson has served as Treasurer of the Division from 2000 to 2017, having won re-election in 2014.

Chair of the Division of Chemical Education

The Division members serving as Chair-Elect, Chair, and Immediate Past Chair between 1985 and 2017 are listed in Table 1 by the year in which they served as Chair. Between 1985 and 2017, 39% of the Chairs have been women, with 2016 being the first time that the Chair-Elect, Chair, and Immediate Past Chair positions have simultaneously been occupied by women. There has been one Chair who was the member of a high school faculty, Ron Perkins in 1995 from Greenwich High School. Three chairs came from the community college ranks. Doris K. Kolb served in 1991 and was on the faculty at Illinois Central College, and John Clevenger served in 2004 and was a faculty member at Truckee Meadows Community College. Lucy T. Pryde Eubanks served as chair-elect in 1991 and was a faculty member at Southwestern College in California, a community college. She moved to Clemson University in 1992. Purdue University has led the way with four chairs in the past 30 years: William R. Robinson, Susan Nurrenbern, George M. Bodner, and Marcy Towns. Iowa State University, Clemson University, University of Northern Colorado, and University of Wisconsin—Madison have all had two chairs each.

Each Chair-Elect is an ex officio member of a Board (meaning that person is a board member due to the office held) as stated in the Division bylaws.² The algorithm for determining the chair's service was developed by Jerry A. Bell and John W. Moore in the period 1984–1985. Focusing on the year in which a person was elected, if the year is divisible by three with a remainder of two, then the Chair-Elect serves on the ACS-EI Board of Trustees. For example, MaryKay Orgill was elected in 2015, a year which is divisible by three with a remainder of two. Thus, she serves on the ACS-EI Board of Trustees. If the year of election is divisible by three or divisible by three with a remainder of one, then the person serves on the Board of Publication.

Table 1. Chairs of the Division of Chemical Education, 1985–2017^a

Year	Name	Institution	Board
1985	I. Dwaine Eubanks	Oklahoma State University	Publication
1986	Wilbert Hutton	Iowa State University	Publication
1987	Stanley Kirschner	Wayne State University	Publication
1988	Jerry Bell	Simmons College	Publication
1989	A. Truman Schwartz	Macalester College	Publication
1990	Henry Heikkinen	University of Northern Colorado	Trustees
1991	Doris K. Kolb	Illinois Central College	Publication
1992	Lucy T. Pryde	Clemson University	Publication
1993	Donald E. Jones	Western Maryland College (now McDaniel College)	Trustees
1994	Adrienne Kozlowski	Central Connecticut State University	Publication
1995	Ron Perkins	Greenwich High School	Publication
1996	John W. Moore	University of Wisconsin—Madison	Trustees
1997	Ron Archer	University of Massachusetts	Publication
1998	Mary Virginia Orna	College of New Rochelle	Publication
1999	J. J. Lagowski	University of Texas—Austin	Trustees
2000	Diane Bunce	Catholic University of America	Publication
2001	Conrad Stanitski	University of Central Arkansas	Publication
2002	Mickey Sarquis	Miami University—Middletown	Trustees
2003	William R. Robinson	Purdue University	Publication
2004	John Clevenger	Truckee Meadows Community College	Publication
2005	Mort Hoffman	Boston University	Trustees
2006	Loretta Jones	University of Northern Colorado	Publication
2007	Melanie Cooper	Clemson University	Publication
2008	Tom Greenbowe	Iowa State University	Trustees
2009	Mark Freilich	University of Memphis	Publication
2010	Susan Nurrenbern	Purdue University	Publication
2011	Arlene Russell	University of California—Los Angeles	Trustees
2012	George M. Bodner	Purdue University	Publication
2013	Frank Torre	Springfield College	Publication
2014	Donald J. Wink	University of Illinois—Chicago	Trustees
2015	Marcy H. Towns	Purdue University	Publication
2016	Cathy Middlecamp	University of Wisconsin—Madison	Publication
2017	MaryKay Orgill	University of Nevada—Las Vegas	Trustees

^aThe institution and Board appointment are listed. In the period of 1986–1989, the Immediate Past Chair served on the Board of Trustees for one year. Beginning in 1990, a Chair-Elect who was elected in a year divisible by three with a remainder of two serves on the Board of Trustees.

Secretary of the Division of Chemical Education

According to the bylaws of the Division, the Secretary records the proceedings of the Division, Executive Committee, and the Board of Publication.² Additionally, the Secretary serves as a Councilor for the Division and is an ex officio on the Board of Publication. The primary responsibility of the Secretary is to record and carry out the official business of the Division in accordance with the bylaws.² Since 1985, five faculty have served as Secretary, as recorded in Table 2. Keith O. Berry was

Table 2. Secretaries of the Division of Chemical Education, 1985–2016

Name	Years of Service
John W. Moore	1985–1989
Keith O. Berry	1990–1993
Jerry Sarquis	1993–2004
Donald J. Wink	2005–2010
Resa Kelly	2011–2016

unable to finish his second term and Jerry Sarquis was appointed in 1993 and subsequently won election in 1994.

Treasurer of the Division of Chemical Education

The Treasurer serves on the Executive Committee and Finance Committee and serves as an ex officio on the Board of

Trustees.² The primary responsibilities are fiduciary in nature, meaning that the Treasurer is responsible for coordinating and monitoring the financial activities of the Division, maintaining records, and reporting financial activities to the IRS and the Society. Since 1985, only three members of the division have served as Treasurer: Mary Virginia Orna (1985–1996), Larry Peck (1997–1999), and Anna Wilson (2000–2017).

Fiduciary Responsibilities

The Treasurer of the Division creates a yearly budget for the Division (not including the budgets for the *Journal of Chemical Education* nor the ACS-EI) that the Executive Committee discusses, revises, and approves. Through this budget the activities of the Division, such as the Biennial Conference on Chemical Education, support for the ACS Regional High School Teacher Awards, staff, and outreach have been and are supported. Between 2011 and 2015, the average expenses of the Division were approximately \$250,000 and the average income was \$280,000. At the end of 2015, the Division held \$2.2 million in its investments and bank account.

THE ACS EXAMINATIONS INSTITUTE AND BOARD OF TRUSTEES

The ACS-EI Board of Trustees can trace its roots back to 1930 when the Division of Chemical Education established an Examinations Committee.³ The Division of Chemical

Education established ACS Examinations Institute and ACS-EI Board of Trustees in 1986 through a change in the Division bylaws (voted on and approved in 1985). An operations manual for the ACS-EI and Board of Trustees was developed in 1992 and approved in 1993 by the Board of Trustees. This document summarizes the policies and procedures for the Board of Trustees.

The Board of Trustees establishes policies for all aspects of the ACS-EI operations, including fiscal management and appointment of the ACS-EI Director. The four Directors and one Interim Director in the history of the Examinations Institute are listed in Table 3. The Director is responsible for day-to-day

Table 3. Directors of the ACS Examinations Institute

Name	Years of Service
Theodore A. Ashford ^a	1986
Jeff C. Davis (Interim)	1986–1987
I. Dwaine Eubanks	1988–2002
Thomas A. Holme	2002–2015
Kristen Murphy ^b	2015–

^aProf. Ashford served as chair of the Examinations Committee for 40 years prior to the establishment of the ACS Examinations Institute.³

^bKristen Murphy is the first woman to serve as the Director of the ACS-EI.

activities of the ACS-EI, programmatic and fiscal management, and is accountable to the Division through the Board.

The Division members serving on the ACS-EI Board of Trustees from 1985 to 2015 are listed in the [Supporting Information](#). From 1986 to 2013, the Board was composed of five members appointed by the Executive Committee. From 1986 to 1989, the Treasurer and Member at Large served as did the Immediate Past Chair (see the [Supporting Information](#)). Beginning in 1990, the Treasurer; Member at Large; and the Chair-Elect, Chair, or Immediate Past Chair whose election occurred in a year divisible by three with a remainder of two served as ex officio members.² Initially, the Division's Executive Committee appointed five members who each served a three-year term, unless a special appointment was required to fulfill a term. After establishing the Board in 1985, the Executive Committee appointed one member in years divisible by three and two members in years not divisible by three to produce staggered terms. In 2013 the Division bylaws were changed, which resulted in the Board increasing to six members with two members appointed each year by the Division's Executive Committee. It is interesting to note that since 1987 the Board of Trustees has had a high school teacher as a Board member, although there is no requirement in the Division bylaws or the ACS-EI Board of Trustees Operations Manual to do so (see the [Supporting Information](#)).

Board of Trustees Officers

The Board of Trustees has two officers, a Chair and a Secretary of Permanent Records. The Chair of the Board of Trustees is chosen by the Board from the appointed members at the fall ACS meeting in even-numbered years to serve a two-year term in the following calendar years. As of 2012, the Chair of the Board of Trustees serves as a voting member of the Division's Executive Committee. The Secretary of Permanent Records is chosen yearly (although as a practical measure, the same member is often reappointed) at the fall ACS meeting from the remaining appointed members of the Board of Trustees and is responsible for storing, archiving, and maintaining all Board of Trustees

records. The task of taking minutes at Board of Trustees meetings is shared among appointed members.

Fiduciary Responsibilities

The Board of Trustees has a number of important fiduciary responsibilities and is empowered via the Division bylaws to carry out these responsibilities on behalf of the Executive Committee. Consequently, the Chair of the Board reports to the Executive Committee. The Board of Trustees is the legal entity of the Examinations Institute and authorizes contracts with individuals and companies for goods and services, including sponsored research agreements. It maintains contracts with Director of the Institute, the Associate Director, the Business Operations Manager, and any other necessary personnel. The Board negotiates and maintains contracts and memoranda of understanding with the host institution regarding the intellectual property components of the Institute. The Board is responsible for discussing, revising, and approving a yearly budget prepared by the Director that includes the price structure of examinations and study guides. The Board and Director discuss and approve the investment of financial reserves and the Director and Chair of the Board of Trustees receive quarterly reports from the investment firm that manages these assets. Finally, the Director is empowered to initiate legal action to protect the interests of the ACS-EI. In such cases, the Director consults with the Board about actions taken and the estimated costs of any further actions.

The role of Board members has changed over time from primarily being focused on product development and distribution toward significant fiduciary duties, including responsibilities pertaining to the administration, investment, and protection of ACS-EI resources and assets. For example, the recent decision to use funds from reserves of the ACS-EI to permanently endow the ACS Award for Achievement in Research for the Teaching and Learning of Chemistry was taken by the Board after consulting with the Director and with the Executive Committee. Even more recently, the Board of Trustees voted to establish a permanent business office for the Institute and a commercial condominium property has been purchased to serve as this permanent home. The Business Operations Manager is a business professional who oversees the commercial aspects of the Institute, while the Director continues to provide all leadership with respect to development of new or revised assessment products.

■ THE JOURNAL OF CHEMICAL EDUCATION AND THE BOARD OF PUBLICATION

The innovative notion of a journal that would publish papers related to the interests of members of the Section and later the Division of Chemical Education began with Professor Neil E. Gordon in 1921 (Gordon went on to found the Gordon Research Conferences).⁴ In 1923 he polled 750 ACS members who had declared an interest in the Section of Chemical Education and 56% voted in favor of an independent journal. By 1924, the first issue of the *Journal of Chemical Education* was published by the Division and Neil E. Gordon was the first Editor.⁵ The *Journal* continued to be independently published by the Division until 2009 when the Division through the Board of Publication entered into a co-publishing agreement with ACS Publications, resulting in the first jointly published issue in 2010.

Since 1924, eight men have served as Editor or Editor-in-Chief as listed in Table 4.⁶ Each of the Editors or Editor-in-Chief had a

Table 4. Faculty Who Have Served as Editor or Editor-in-Chief for the *Journal of Chemical Education*^a

Name	Years of Service
Neil E. Gordon	1924–1933
Otto Reinmuth	1933–1940
Norris Rakestraw	1940–1955
William F. Kieffer	1955–1967
W. T. “Tom” Lippincott	1967–1979
Joseph J. Lagowski	1979–1996
John W. Moore	1996–2009
Norbert J. Pienta	2009–

^aThe title became “Editor-in-Chief” when the *Journal* began co-publishing with ACS in 2010.

supporting cast—departmental editors, contributing editors, associate editors, publications coordinator, and/or *Journal* staff—charged with reviewing manuscripts, managing peer reviews, communicating with authors and the Editor/Editor-in-Chief, encouraging faculty to write manuscripts for submission to the *Journal*, obtaining advertisements, coordinating publication, managing content, improving graphics, and so forth. (See, for example, ref 4.) Currently, Editor-in-Chief Norbert J. Pienta directs and interacts with eight Associate Editors, six staff members, and 22 members of the Editorial Advisory Board.⁷

The Division established a Board of Publication in 1933 through a change in bylaws of the Division.⁸ At that time, the bylaws stated (ref 8, p 753):

The entire management of this Journal, including the appointment and replacement of the Editor, shall be in the hands of the Board of Publication, consisting of the Chairman [sic] and Secretary of the Division, and three other members to be chosen by the Executive Committee for terms of three years.

The current mission of the Board of Publication is to establish policies and procedures for the *Journal* and appoint an Editor-in-Chief. A table of the Board of Publication members, 1985–2015, is in the [Supporting Information](#). The composition of the Board has changed as the bylaws of the division have changed. Prior to the bylaw change in 1985, which established the Board of Trustees, the Board of Publication consisted of the Chair-Elect, Chair, Immediate Past Chair, Secretary, Treasurer, and three members appointed by the Executive Committee. From 1986 to 2013, the Board of Publication consisted of three ex officio members, the Secretary of the Division who serves as secretary for the Board, and two members of the chair succession. In 1985 the bylaws were modified to include the Chair and Chair-Elect on the Board of Publication. By 1990, based upon the minutes of the Board of Trustees, the Executive Committee, and the listing of Board of Publication members in the *Journal*, it appears that the Chair-Elect, Chair, or Immediate Past Chair whose election occurred in a year divisible by three and the person whose election occurred in a year divisible by three with a remainder of one both served on the Board of Publication. This was formalized via a bylaw change in 1993.⁹

To stagger the terms among appointed members, one member was appointed in a year divisible by three and two members in years not divisible by three each of whom serves a three-year term. In 2013 the Division bylaws were changed to expand the Board of Publication to six appointed members; thus, two appointments are now made each year.² The Board of Publication created and approved an operations manual in 2013 to guide their operations.

Board Officers

The Board of Publication has two officers, a Chair and a Treasurer, chosen from the appointed members of the Board. The Chair of the Board of Publication is chosen at the fall ACS meeting in even-numbered years to serve a two-year term in the successive biennium. The Chair of the Board of Publication serves as a voting member on the Division’s Executive Committee.

In 2008 the Board of Publication, in conjunction with the Editor and the managing editor, voted to have one appointed member of the Board serve as the Treasurer. The Chair of the Board with the consent of the Board appoints the Treasurer who is responsible for managing the financial accounts (operating and reserves) and statements. The Treasurer is charged with keeping physical and electronic copies of contractual agreements, including the Editor-in-Chief and Associate Editors, memoranda of agreement with institutions, and the co-publishing agreement with the American Chemical Society. The Treasurer of the Board of Publication also serves as a member of the Division’s Finance Committee.

Fiduciary Responsibilities

The fiduciary responsibilities of the Board of Publication are similar to the Board of Trustees. The Board of Publication is empowered via the Division bylaws to carry out these responsibilities on behalf of the Executive Committee; thus, the Chair of the Board reports to the Executive Committee. The Board of Publication maintains contracts with Editor-in-Chief and other staff necessary for *Journal* operations. The Board negotiates and maintains contracts and memoranda of understanding with the host institution of the *Journal*.

From 1975 until 2009, the *Journal* had a Publications Coordinator who served as a consultant for the Board of Publication and was tasked with managing the business affairs of the *Journal*. This included invoicing advertisers, paying the printer, managing business alliances, marketing, and tracking subscriptions. In 2009 these duties were split into what became the managing editor (part of the *Journal* staff) and a Treasurer who was a member of the Board of Trustees. The Publications Coordinators are listed in the [Supporting Information](#).

Currently, the Board of Publication is responsible for discussing, revising, and approving a yearly budget prepared by the Editor-in-Chief and the Treasurer. The investment of financial reserves is managed by an investment firm and overseen by the Board through the Treasurer and is guided by an investment policy. The policy statement and strategy is reviewed each spring with the primary goal of protecting the interests of the *Journal*.

The role of Board members has changed over time from being focused on content, publication, and subscription issues toward fiduciary duties, including the administration, investment, and protection of *Journal* resources and assets. The development of an investment policy that protects the long-term viability of the Division’s publication functions has emerged as a fiduciary responsibility addressed by the Board. The negotiation with ACS Publications in 2009 involved consideration of the long-term health of the *Journal* and allocation of financial assets. Additionally, the recent decision to use funds from reserves of the *Journal* to permanently endow the ACS James Conant Bryant Award in High School Chemistry Teaching is another example of the Board using financial reserves in a new and visible way to achieve its mission.

Editorial Advisory Board

The *Journal* also has an Editorial Advisory Board (EAB). As the name suggests, this group has a mission of providing advice about editorial directions rather than fiduciary concerns. Certainly editorial decisions influence financial positions for any academic journal, and the Board of Publication is briefed on discussions that occur within the EAB, but the EAB is not directly responsible for financial decision-making.

CONCLUSIONS

In the early decades of the *Journal*, the minutes of the Division's Executive Committee, the business meetings, and the Board of Publication were published herein, creating a historical record of the Division. This paper attempts to recreate that historical essence by listing those who have served on the Division's Executive Committee and Boards from 1985 to 2015. Additionally, documenting changes in the membership composition of these entities and their evolving and expanding roles may help Division members understand the nature of the responsibilities of those members who are elected or appointed to serve the Division. For readers interested in current activities and decisions made by the Division's Executive Committee and Boards, Executive Committee meeting agendas (which contain minutes from the prior meeting and reports from both Boards and all committees) are posted on the Division Web site.¹⁰

ASSOCIATED CONTENT

Supporting Information

The Supporting Information is available on the ACS Publications website at DOI: [10.1021/acs.jchemed.6b00050](https://doi.org/10.1021/acs.jchemed.6b00050).

Lists of members who have served on the ACS Division of Chemical Education Executive Committee, the ACS-EI Board of Trustees, and the Board of Publication; to the extent possible, the term of each person is provided, the position held, and if the person simultaneously held another position on a Board or the Executive Committee (PDF)

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Notes

The authors declare no competing financial interest.

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