

President's Report to the Membership, 2017

By tradition, the President of the AHRD provides an annual report to members at the time of the *Research Conference in the Americas*. In this report, my Board colleagues and I will provide an overview about AHRD Finances, Membership, Special Interest Groups (SIGS), Communications, Journals, Conferences (in the Americas and international), Professional & Academic Program Development, the Awards program, and other key aspects of AHRD.

I wish to recognize and express my appreciation and admiration for the talents and contributions of our tremendous 2015-2016 Board members (in alphabetical order): Jeff Allen, Ross Azevedo, Marilyn Byrd, Yonjoo Cho, Julie Gedro, Robin Grenier, Holly Hutchins, Ron Jacobs, Jessica Li, Jason Moats, and Tom Reio. In addition, Darren Short (AHRD President, 2012-2013) remained involved with the Board in an ex-officio capacity.

In addition to the active management and oversight of all that you read about below, the Board is currently deeply engaged in development of strategy, which is a primary goal during my presidency. The Board is working to develop a strategic plan (see Figure 1 on page 7) that can be implemented over the next 4+ years (with the commitment of Incoming President Julie Gedro to continue the strategy she, too, is a critical part of setting)—and hopefully longer pending the will of future incoming president(s). Our work involves evaluating what we've accomplished during the past few years, studying the current dynamics affecting AHRD and HRD more generally, and working to determine the most critical things that we can all do to ensure a thriving future for AHRD.

I've challenged the Board to take up the idea of "rigor and relationship" and integrate that into our strategic thinking. We're working to better explicate and understand the needs of AHRD members and translate those into implications for what can be done to continually improve the experience, engagement, and development of our members. We're working to amplify the ways that AHRD can foster strong relationships between members and even outside our membership through strategic partnerships. And, we're doing all of this for the express purpose of creating a community that is deeply committed to knowledge sharing and working together to continually improve our collective rigor so that AHRD members can generate high quality scholarship and facilitate excellent scholarly practice.

In the coming months, you'll hear from the Board to solicit your feedback and, hopefully, support for the strategic goals that emerge. After 20+ years of experience with AHRD (and more than 13 years on the AHRD Board), it is my firm belief

that the Board and I are only temporary caretakers of this organization we care so much about. Thus, we invite your questions, concerns, ideas, and input about the current and future state of AHRD *anytime*—just reach out to any of the Board members and make sure your vital voice is heard!

In addition, I hope that each of you who calls AHRD your professional home will quest to find the areas of AHRD that you can personally contribute to in order to make this organization all we wish it to be—both now and in the future. If you don't feel like you know what that role is yet or you're ready to increase your engagement with AHRD, please contact any Board member and/or me personally and we'll help to figure out how you can contribute to this important community and our collective aims. We appreciate each of you for being a member of the Academy of Human Resource Development!

AHRD Finances

Table 2 on pages 8-9 provides the financial statement for the 2015-2016 fiscal year, which ran from July 2015 to June 2016. The net income for the year was \$31,200.31. This was largely due to the cost savings from the 2016 Conference in the Americas of \$22,719.48, even with greater than expected participation and registration, which, together resulted in conference net income of \$46,000.41. This level of cost savings would not have been possible without the effective management provided through Ewald Consulting staff, and this helped us to exceed our budgeted conference net income by \$23,500.41.

As in previous years the largest AHRD expenses stem from the management of the main office and associated professional fees (\$98,846.44) and the four journals (\$28,564.70), representing 57% of the year's total expenses.

In 2014, the Board adopted an investment policy and approved an investment of \$100,000 of our cash assets to a conservative money market program through Wells Fargo Bank. At this time, the investment continues with modest gains exceeding what we would have otherwise received through a savings account. In Summer 2016 we diversified the allocation of our long-term investment, shifting about one-third to a slightly more assertive position. At the end of the financial year, the balance in that account was \$102,367.94. We noted the growing balance in our checking account and recently invested an additional \$37,293 in our portfolio.

AHRD Membership

Report submitted by Wendy Ruona (with appreciation for analyses and reflections of Ross Azevedo)

Table 1 on page 7 shows membership trends from 2004 to the present. Our current total membership (as of January, 2017) is 497 (with 2 SIG-only and 5 Emeritus-only memberships).

The Board is critically reflecting on the membership trends overall. There is no question that membership numbers between 2012-2017 are below the high numbers of 2005-2011. What this indicates for the future of AHRD is challenging to sort out. Careful study of membership satisfaction (conducted through rigorous data analysis led by Holly Hutchins 2011-2013 and by Seung Won Yoon, Board Member 2013-2016) reveals relatively little to be greatly concerned about in terms of the core of what AHRD offers in terms of member value and benefits. Of course, there are *certainly* things to improve upon and innovations to be developed. The Board has, is, and will continue to work hard to identify how to continue to make AHRD the preferred professional home for HRD scholars and scholar-practitioners, especially through a *Member Experience and Development Committee* we're establishing. One of the first specific things this committee will lead is a survey of member needs and satisfaction in 2017.

What is more troubling to some Board members is whether the decline in members—a loss of 25 per year on average during past five years—indicates a more significant change in the field. We continue to see volatility in academic programs nationwide and a shrinking professoriate in HRD (at least as judged from the Board's collective experience, input from members of the *Program Excellence Network*, the number of our valued members who have retired or are actively planning for it, and the number of faculty positions posted on AHRD's website in the past few years). Thus, we're asking challenging questions like whether the field is shrinking and/or changing in substantive ways? And, if so, what are the potential implications for AHRD? Is considerable growth possible and desirable? And, if so, what would it take? The AHRD Board is establishing a *Member Growth & Strategic Alliances Committee* to research these complex questions and stimulate different and innovative action around growing our AHRD members/community. We invite member input and ideas about potential growth opportunities.

Another membership benefit we've worked on reflects a deepening of our strategic partnership with the *University Forum for Human Resource Development (UFHRD)*. Effective in late 2017 or early 2018, AHRD will offer a 30%

discount for members of UFHRD who wish to be members of AHRD. UFHRD is currently working on a reciprocal offer for AHRD members who wish to be members of UFHRD. We believe this has the potential to grow AHRD membership; and, most importantly, that it meaningfully advances AHRD's vision by fostering knowledge sharing, research, and potential international partnerships.

Special Interest Groups

Report submitted by Jessica Li

The purpose of the SIGs is to engage members, renew levels of membership energy, to be an exciting opportunity for AHRD members to come together and share ideas on research topics, to provide leadership, and build meaningful networking relationships and friendships. For six years, SIGs have experienced continued growth and evolution. Affiliation with a SIG has grown to 90% of AHRD members, with most members signing up for two or more SIGs.

Under the coordination of Jessica Li, the SIGs continue to provide opportunities for enhancing the experience of members with kindred interests. SIGs have organized webinars throughout the year to share learning opportunities and contributed to the conference through Symposia, Food 'N Thought sessions, Preconference Workshops, and have served as active track chairs and reviewers during the conference submission process.

SIG activities have expanded members' networking opportunities, leading to research partnerships, topic-specific webinars, and journal publications. Of particular note during 2016 is that the Critical HRD and Social Justice Perspectives SIG initiated the *Laura Bierema Excellence in Critical HRD Award* and the Korean SIG organized a grant to encourage student research. The HRD Theory SIG is under new leadership and we expect to see much from this renewed effort. The China, India and Korean SIGs are collaborating on a series of book projects.

Communications

Report submitted by Robin Grenier

Communication within AHRD continues to improve and expand. The AHRD *Digest* continues to provide timely information such as news and events, requests for research participation, and regular contributions from journal editors. Robin Grenier continues to serve as Editor-in-Chief of the *Digest* and has provided leadership in various other communications and branding issues.

Members are encouraged to contribute to the *Digest*. In particular, more contributions from members and SIG lead-

ership would be welcomed in order to expand the range of content and perspectives. The addition of a communication plan in 2015 has helped to standardize the publication process, but the formatting guidelines and deadlines for publication need to be continually communicated to leadership and members in order to ensure a quality, timely publication.

AHRD's digital presence using social media continues. The AHRD Facebook page had over 1300 followers from 45 countries as of late February 2017. The social media presence on Facebook could be improved if funds were budgeted for boosting (marketing) certain posts for AHRD membership drives and conference submissions and registration. In addition to Facebook, AHRD has a Twitter feed, but it has limited use, centered mostly during the conference week. The social media presence could be improved with the addition of volunteers willing to manage a particular medium — such as someone to oversee the Twitter feed, Instagram, LinkedIn, etc.

In the coming year, Robin Grenier will focus on promoting the new membership category, devise a plan for marketing and communicating the AHRD anniversary celebration, and continue to work with the AHRD office on website updates, including implementing a pilot test of advertising of HRD-related academic programs on the site.

AHRD-Sponsored Journals

The four AHRD-sponsored journals—*Human Resource Development Quarterly*, *Human Resource Development Review*, *Advances in Developing Human Resources*, and *Human Resource Development International* (co-sponsored with the *University Forum for Human Resource Development*)—are among the key ways AHRD helps to lead the profession through research.

While the oversight and strategy of each journal is ultimately a responsibility of its respective editorial board, the AHRD Board remains committed to doing all we can to enhance the quality and impact of our journals. One of the important contributions is our community that works to fill many key roles in each of these journals (editors, editorial boards, reviewers, etc.) and which enables these journals to have the growing impact they do. We also realize how critical our conferences are in providing developmental feedback that can enhance scholarship prior to submission to one of these premier journals. We hope AHRD members are as proud as we are about our collective contributions to sharing and distributing rigorous knowledge around the globe!

Human Resource Development Quarterly (HRDQ):

There were 227 manuscripts processed between February 2016 – January 31, 2017, from authors in 42 countries. In May 2016, the HRDQ citation impact factor SSCI was reported at 1.135. HRDQ continues to grow its editorial board and to innovate — such as moving to an Author Licensing Service to enable the journal to make provision for a hybrid open access position, piloting a Methods section in the journal, and supporting a themed issue on transfer of learning in Volume 28(1) (March, 2017).

Human Resource Development Review (HRDR):

HRDR (in collaboration with Sage Publications) has launched a celebration of the 15th anniversary of the journal that includes a year-long social media campaign in both social media outlets (Facebook and Twitter) and highlighting milestones in the history of journal's publications (including #ThrowbackThursdays featuring some of the earliest notable articles in archived collections, #FlashbackFridays noting many "firsts" in HRDR milestones, and #FunFactFridays to share snapshots of the journal's history. Former Editor-in-Chiefs will be also featured via reflections on the journal's website and past reviewers of the year will be recognized with scholar bios.

HRDR released three virtual special issues, *Theorizing 21st Century HRD: Emerging Issues and Debates* (January 2016), *The 'doing' of HRD: Pluralistic Perspectives on Organizational Social Issues* (July 2016), and *HRD Beyond Organizations: Collaborative Research for Social Justice* (January 2017). Finally, HRD is proud to have released seven author podcasts in collaboration with Sage Publications and sponsored the doctoral pre-conference at UFHRD in Manchester, UK (June 2016), the Writing for Publication pre-conference workshop at the Asia MENA Conference in Ifrane, Morocco (November 2016), and the AHRD 2016 mobile app that included the first social media contest, "Think Theory. Think Social. Think HRDR." HRDR also awarded two AHRD 2017 conference registrations to winners.

Advances in Developing Human Resources

(ADHR): As the AHRD journal focused on Research-to-Practice, ADHR last year published four themed issues focused on gender and diversity, women in leadership, leadership development and the history of HRD. Our Impact Factor tripled, from .25 to .75 and ADHR will be submitted to Social Science Citation Index and Emerging Sources Citation Index for consideration. ADHR Issues allow for in depth treatment of advancing issues and we welcome issue proposals.

Human Resource Development International (HRDI):

HRDI has been accepted for inclusion in the SCOPUS databases, and is now also listed by ESCI. This is significant as we strive towards SSCI recognition. HRDI will now be fully discoverable via the Web of Science with an identical indexing process to any other indexed journal, with full citation counts, author information and other enrichment. Articles in ESCI-indexed journals are included in authors' H-Index calculation, and also any analysis conducted on Web of Science data or related products such as InCites. HRDI is also celebrating its 20th anniversary, and will have a special anniversary issue to celebrate this milestone at the end of the year.

Americas Conferences

Report submitted by Julie Gedro and Jason Moats

The 2017 AHRD International Conference in the Americas was designed with the intention of furthering President Wendy Ruona's emphasis on "rigor and relationships"; thus, the Conference Team worked with Track Chairs, reviewers, and authors to ensure that we have a conference that has high quality research and scholarship within a climate of respect, support and development.

A total of 243 refereed submissions were submitted (64 posters, 177 full manuscripts, and 2 symposia). Of these, 144 full manuscripts were accepted (of which 83 are published as abstracts only); 53 posters, and 1 symposium. The acceptance rate of refereed submissions was 81.5%.

A total of 33 non-refereed proposals were submitted (12 professional development workshops and 21 FOCUS sessions). A total of 25 proposals were accepted (16 focus sessions and 9 professional development workshops). The acceptance rate of the non-refereed proposals was 75.7%. This acceptance rate was lower due this year due to limited space and time availability.

For comparison, the 2016 International Research Conference delivered 202 refereed submissions (72 refereed abstracts, 128 full manuscripts, and 2 symposia) and 56 non-refereed submissions (9 FOCUS, 8 Food 'N Thought, 28 Interactive Roundtable Dialogues, and 11 Professional Development Workshops). These totals included 29 refereed submissions accepted from the Asian Conference that had been canceled in December 2015. If these submissions are removed, the 2017 conference shows a 2% increase in refereed submissions. However, there is a significant decrease in non-refereed submissions of greater than 50%.

We are grateful, too, to those who submitted Pre-Conference proposals, and we were judicious in our selection of the Pre-Conferences to ensure the greatest likelihood of participants for those events.

Because of the increased concern and ambiguity around APA Standard 6.02 on self-plagiarism, this year authors were given a choice to have their refereed papers published either as full manuscripts or only in abstract form. We implemented this to address the concerns that have been expressed over the years about this issue, and to permit authors flexibility and choice around publishing of their work.

We are grateful to our Track Chairs, who have wonderfully managed the substantive work that goes into reviewing submissions and helping authors bring their papers to camera-ready status.

Throughout the conference planning, our partners at Ewald Consulting, led by Kathie Pugaczewski and Carissa Wolf, provided much-appreciated support and oversight. Our 2018 annual conference will be in Richmond, Virginia, the 2019 annual conference will be in Louisville, Kentucky, and we will shortly turn our attention to identifying possible locations for our 2020 conference.

AHRD-Affiliated International Conferences

Report submitted by Ron Jacobs

Based on the Board-approved Global Strategy Statement (2014), the AHRD implemented changes in how we brand and organize professional conferences under our name. First, we worked to clarify and remove wording from some international conferences that had been formerly marketed as sponsored by "chapters" since AHRD does not have a structure nor potential partners for international chapters at this juncture. Second, the Board formalized the idea that the coordinator of an international conference is conference-specific—that is, not a permanent Board-appointed role as we've had for many years under the excellent leadership of AAhad Osman-Gani and Mesut Akdere. Finally, in order to support current and future conference international conference coordinators, Ron Jacobs, with assistance from Rajashi Ghosh, developed a (1) conference template to ensure consistency when making agreements with international partners and (2) a conference planning checklist that specifies the milestones and timelines. These documents have been utilized for planning for the upcoming conference in India, and the results suggest that all stakeholders have a better sense of expectations and what needs to be done.

The Board appreciates and commends the efforts of Mesut Akdere and Hyung Joon Yoon for a successful conference in Morocco in October 2016. Please note that the conference was branded as the 2016 AHRD International Conference in Asia and MENA. The organizers had many challenges to overcome but, in the end, the conference was well received by all that attended. We appreciate having been partners with administrators, faculty, and staff at Al Akhawayn University in Infrane, Morocco, who were so generous with their efforts to host conference.

Upcoming conferences and conference planning efforts include the following, all of which are listed in the AHRD website under Events:

- *18th International Conference on Human Resource Development Research and Practice across Europe* – organized by our partner, UFHRD, June 7-9, Lisbon, Portugal
- *2017 International Research Conference in Asia* – organized by AHRD and the Academy of Human Resource Development, November 8-10, Ahmedabad, India
- *2017 International Research Conference in East Africa* – organized by AHRD and IFTDO, August, Addis Ababa, Ethiopia (Watch for more details)
- *2018 International Research Conference in Asia* – organized by AHRD and the National Institute for Development Administration, Bangkok, Thailand
- *2018 International Research in the Caribbean* – organized by AHRD and the University of West Indies, Jamaica (watch for more information).

The final thought in this report is to reaffirm our underlying intent to increase the footprint of AHRD, for the goal of advancing scholarship on human resource development globally. AHRD does not ever engage in these efforts for financial gain; in fact, the Board is adamant about not incurring any risk in these various initiatives. Rather, the goal is to advance the mission of AHRD in advancing scholarship in human resource development as a means to better inform practitioners and policy makers. Though AHRD is a relatively small professional organization compared to AMA or AERA, for instance, I think all of us will agree on the criticality of the issues we address in our work. In that respect, we are bound to do as much as we can as an organization to carry out the intent of our Global Strategy Statement.

Professional & Academic Program Development

Report submitted by Holly Hutchins

Program Excellence Network (PEN): PEN Chair Cyndi Gaudet (University of Southern Mississippi) and Holly M. Hutchins (AHRD Board member, University of Houston) have been working with PEN members to provide development and support for academic programs. PEN will kick off its 2017 Conference Meeting with a focus on AHRD Program Benchmarking Study (led by Kim Nimmon, University of Texas-Tyler) as well as exploring the role that PEN may want to play in supporting professional development within AHRD. PEN Chair Gaudet will also guide program leaders through facilitated discussions on trends and issues impacting AHRD academic programs. Finally, the Board is pleased to invest its belief in PEN and its member institutions even more by offering new opportunities to advertise their programs on the AHRD website and a decrease in the membership fee from \$160 to \$99.

Developmental Mentoring Initiative: The Developmental Mentoring Initiative (DMI) (led by Rajashi Ghosh, Drexel University and including Program Team Members Kevin Rose and Matt Bergman, both of University of Louisville, and Holly Hutchins, University of Houston) was launched in 2015 in response to member input and designed to address faculty professional development and mentoring across faculty life cycle. DMI partnered eight pairs in 2015, eight pairs in 2016, and received eight applications for the 2017 cohort. Each cohort begins with an initial session at the *Research Conference in the Americas* and is supported by additional development throughout the year. In 2016, DMI provided a webinar featuring renowned mentoring researcher Dr. Belle Rose Ragins. Mentoring pairs connect throughout the year on specific goals they agreed on to contribute towards their mutual development and benefit.

Graduate Student Development: We are again offering two important graduate student development experiences at the AHRD Conference. First, the pre-conference session of the Graduate Colloquia (GC) (led by Toby Egan, University of Maryland) is set to engage 11 students in exploring research perspectives, dialogue with HRD researchers, and conduct work and reflection on their current research projects. Since 2015, the GC has primarily focused on doctoral and masters students focused on research and/or whose goal is a research career in academia or practice. Graduate students who are more practitioner-focused are invited to the *Engaging Research in Practice: Approaching HRD as a Scholar-Practitioner* session (led by Sarah Minnis, Anthology Consulting LLC and Tomika

Greer, University of Houston). This in-conference 3-hour professional development workshop will focus on developing scholar-practitioner competencies, conducting applied research, and engaging discussions with HRD practitioners on trends and issues in the field. We are proud to offer two distinct and powerful experiences in support of HRD graduate students.

AHRD Awards

A highlight of the *Conference in the Americas* is the opportunity for members to celebrate and applaud excellence in HRD research and scholarship during the Awards ceremony. We appreciate the members of each Award committee who devoted their talents and time to the challenging job of selecting the awardees this year. The Board continues to implement improvements to the awards program (as recommended by a task force hard at work during 2014-2015). Additionally, the Board has recently approved a new task force to make recommendations to enhance the suite of awards AHRD offers to recognize overall distinguished contributions (this includes the Early Career Scholar Award, Outstanding HRD Scholar Award, HRD Scholar Hall of Fame, and the AHRD Service Award).

Other Information

Ewald Consulting: On July 1, 2016 AHRD renewed its contract with Ewald Consulting to continue to provide association management and services through June 30, 2019. The Board has carefully weighed this decision multiple times over the years as well as prior to renewing this contract for a three-year term. We continue to confidently believe that this is a worthy investment that is critical to the success and fiscal health of AHRD.

AHRD Standards on Ethics and Integrity Task Force: This task force (led by Toby Egan and Darlene Russ-Eft) continues the important work of revising AHRD's *Standards on Ethics and Integrity* that was originally approved in 1999. Additional feedback from members is invited and encouraged during this conference (including during a special Focus session on Thursday afternoon) or directly to the committee. These revised standards are on track to be approved in 2017.

Strategic Partners: The Board is interested in continually expanding the potential network and relationships for our members. In 2015, AHRD became a part of the *International Federation of Training and Development Orga-*

nizations (IFTDO). In 2016, AHRD became a reciprocal strategic partner with the *American Association for Adult and Continuing Education (AAACE)*. As mentioned above, we're also deepening our strategic partnership with the *University Forum for Human Resource Development*. If there are other strategic partnerships the Board might pursue to enhance the "rigor and relationships" of AHRD and its members, please let the Board know.

Political Advocacy: There has been some member input encouraging the AHRD to take political stands and/or engage in political advocacy. AHRD has no formal policy to guide the Board on this matter, nor is there a precedent for this type of action. Thus, AHRD Board Members have begun a process to thoughtfully consider whether AHRD can and should engage in political advocacy as related to our mission and the ethics we espouse and, if so, how. Member input into these important questions is critical, and we encourage you to share your perspectives with any of the AHRD Board Members via e-mail or at this conference.

Table 1

MEMBERSHIP 2004-2017

Date	Regular Membership	Student Membership	Regular - HDI Membership	Total Membership
March 2004	330	218	18	566
March 2005	359	343	16	718
March 2006	376	222	27	625
March 2007	446	224	29	699
March 2008	376	216	15	607
February 2009	432	253	27	712
March 2010	434	234	55	723
January 2011	430	138	58	629 (3 SIG)
January 2012	385	145	11	551 (5 SIG)
January 2013	373	200	12	587 (2 SIGs)
January 2014	339	187	13	542 (3 SIGs)
January 2015	323	173	9	509 (3 SIGs, 1 Emeritus)
January 2016	320	189	15	530 (3 SIGs, 3 Emeritus)
January 2017	285	194	11	497 (2 SIG, 5 Emeritus)

Figure 1

Strategic Focus Areas & Teams (2017-2020+)



Table 2

END OF YEAR FINANCIAL SUMMARY

	FY 2004-2005	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
INCOME						
Conference Fees	\$94,787.39	\$90,450.36	\$108,022.17	\$82,583.49	\$114,020.00	\$89,960.00
Membership Dues	\$85,700.00	\$85,360.00	\$103,286.00	\$140,030.00	\$122,550.00	\$109,810.00
Dividend & Interest	\$0.00	\$1,008.29	\$527.33	\$913.75	\$878.32	\$2.79
Other	\$0.00	\$3,117.28	\$12,332.92	\$10,182.06	\$1,147.46	\$2939.58
Royalties	\$0.00	\$0.00	\$0.00	\$0.00	\$1,709.87	\$22,445.59
TOTAL INCOME	\$180,487.39	\$179,935.93	\$224,168.42	\$233,709.30	\$240,305.65	\$225,157.96
EXPENSES						
Credit Transaction Fees	\$0.00	\$3,053.67	\$4,128.89	\$6,479.59	\$7,613.43	\$7,699.96
Committee Expenses	\$0.00	\$1,830.17	\$0.00	\$0.00	\$0.00	\$0.00
Awards	\$2,320.98	\$2,590.41	\$1,946.84	\$2,342.88	\$2,498.49	\$3,783.12
Board Meetings	\$9,972.83	\$17,659.71	\$10,452.94	\$14,963.56	\$9,981.70	\$7,623.35
Management (Personnel)	\$41,147.07	\$39,676.97	\$38,660.85	\$42,800.56	\$47,694.93	\$78,000.00
Office Expenses	\$3,985.63	\$3,604.13	\$2,994.45	\$8,949.08	\$13,349.00	\$5,204.08
Publications (AHRD Journals)	\$42,809.50	\$43,081.77	\$50,462.44	\$63,571.19	\$52,943.83	\$70,472.15
Professional Fees (accountant, Insurance, Web Hosting)	\$9,178.25	\$1,596.80	\$3,596.73	\$4,959.50	\$14,029.00	\$5,490.40
Research Grants	\$0.00	\$0.00	\$10,000.00	\$0.00	\$0.00	\$0.00
Travel (Other)	\$1,564.30	\$1,724.77	\$3,666.89	\$2,431.94	\$1,461.02	\$5,911.06
Other		\$2,057.61	\$4,196.11	\$3,655.00	\$7,427.13	\$5415.00
Conference	\$48,867.78	\$50,598.98	\$66,828.60	\$74,141.20	\$69,102.52	\$57,424.04
TOTAL EXPENSES	\$159,846.34	\$179,214.93	\$196,934.74	\$224,294.50	\$226,184.99	\$247,023.16
INCOME MINUS EXPENSES	\$20,641.05	\$721.00	\$27,233.68	\$9,414.80	\$14,120.66	-\$21,865.20
ASSETS & LIABILITIES						
TOTAL ASSETS	\$130,713.67	\$131,435.02	\$158,193.60	\$167,608.40	\$182,244.06	\$172,896.77
ACCOUNTS PAYABLE						\$12,517.91
TOTAL LIABILITIES & EQUITY	\$130,713.67	\$131,435.02	\$158,193.60	\$167,608.40	\$182,244.06	\$172,896.77
Conference Profit	\$45,919.61	\$39,851.38	\$41,193.57	\$8,442.29	\$44,917.48	\$32,535.96

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
INCOME						
Conference Fees	\$119,155.99	\$126,966.00	\$136,318	\$157,745.00	\$124,222.51	\$122,780.93
Membership Dues	\$104,934.99	\$101,066.00	\$97,850	\$88,094.00	\$83,580.00	\$88,416.00
Dividend & Interest	\$0.00	\$0.00	\$0.00	\$0.03	\$804.28	\$1,550.73
Other	\$475.00	\$1,825.00	\$3,142	\$3,525.40	\$7997.00	\$8,749.00
Royalties	\$13,804.09	\$24,599.00	\$20,531	\$21,839.70	\$21,871.85	\$33,201.88
TOTAL INCOME	\$238,370.07	\$254,456.00	\$257,841	\$271,204.13	\$238,475.64	\$254,698.54
EXPENSES						
Credit Transaction Fees	\$7,349.65	\$7,300.00	\$7,515.00	\$8,640.69	\$8,110.27	\$7,959.43
Committee Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100.00
Awards	\$1,277.34	\$889.00	\$1,100.00	\$2,115.76	\$2,186.30	\$3,391.03
Board Meetings	\$7,016.84	\$719.00	\$5,765.00	\$7,837.82	\$8385.58	\$8,447.78
Management (Personnel)	\$82,604.96	\$82,385.00	\$82,000.00	\$84,459.96	\$86,150.04	\$87,870.00
Office Expenses	\$5,815.87	\$2,003.00	\$2,134.00	\$3,604.91	\$736.11	\$871.47
Publications (AHRD Journals)	\$50,421.92	\$44,895.00	\$34,766.00	\$39,783.32	\$28,349.80	\$28,564.70
Professional Fees (accountant, Insurance, Web Hosting)	\$14,096.25	\$5,043.00	\$7,433.00	\$9,702.06	\$8,079.21	\$9,916.84
Research Grants	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Travel (Other)	\$0.00	\$0.00	\$0.00	\$1,546.29	\$2,241.00	\$1,207.77
Other	\$430.00	\$1,860.00	\$1,647.00	\$1,302.90	\$0.00	\$1,244.00
Conference	\$89,369.01	\$81,723.00	\$79,711.00	\$77,899.22	\$99,228.30	\$73,925.21
TOTAL EXPENSES	\$258,381.84	\$226,816.00	\$222,071.00	\$236,892.93	\$243,466.61	\$223,498.23
INCOME MINUS EXPENSES	-\$20,011.77	\$27,640.00	\$35,770.00	\$34,311.20	-\$4990.97	\$31,200.31
ASSETS & LIABILITIES						
TOTAL ASSETS	\$140,486.78	\$171,508.00	\$208,131.00	\$242,625.27	\$262,326.15	\$269,392.03
ACCOUNTS PAYABLE	\$119.69	\$3,501.00	\$4,352.00	\$2973.95	\$23,030.01	\$5,885.00
TOTAL LIABILITIES & EQUITY	\$140,486.78	\$171,508.00	\$208,131.00	\$242,625.27	\$262,326.15	\$269,392.03
Conference Profit	\$30,123.50	\$45,243.00	\$56,606.00	\$79,602.39	\$24,994.21	\$46,000.41