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**AMERICAN NATIONAL  
STANDARDS INSTITUTE**



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**1999 ANNUAL REPORT**



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The American National Standards Institute (ANSI) is a private non-profit organization that administers and coordinates U.S. voluntary standards and conformity assessment activities. Its mission is to enhance U.S. global competitiveness and the American quality of life by promoting, facilitating, and safeguarding the integrity of the voluntary standardization system.

**WE HAVE ENTERED A NEW MILLENNIUM,** and sweeping change is spreading throughout society. Emerging technologies are fast and furiously altering the environments in which we live and conduct business. New products are influencing our behavior and creating new modes of operation. New markets are being established. People and organizations are becoming more productive than ever before.

To understand how these changes will affect us, and to make decisions that will make our transitions easy and productive, we must focus on the future. We can do this by looking to the past for direction—examining what has been done before. Whether you choose to call this self-examination a reengineering, a reinvention, or a reorganization, the “newly engineered” system will build upon yesterday’s values and preserve distinctive characteristics in a new model of excellence.

The American National Standards Institute (ANSI) has a deep appreciation of our organization’s history, mission and cardinal principles. Our vision is to provide significant value to our constituents by providing a strong, consistent voice for U.S. interests in both the domestic and global arenas. This vision is one we vigorously pursue. Yet we recognize that how our processes and systems are used—just as any tools are used—will vary from place to place and situation to situation. Circumstance is the distinguishing factor, and flexibility is paramount.

At ANSI we are listening to our members, customers, and colleagues and fine-tuning our services to meet their unique needs. We are working to facilitate collaboration and cooperation between and among diverse constituencies, to increase flexibility, and to remain focused on the needs of the end-user. We have focused on being aware of and responsive to the impact of forces in the global marketplace. We believe in and support advances in technology, and have embraced every opportunity to capitalize upon initiatives that will add value for our members, customers and constituents. The possibilities before us in a new millennium are vast.



*... we recognize that how our processes and systems are used—just as any tools are used—will vary from place to place and situation to situation.*



ANSI was founded on October 19, 1918, as the American Engineering Standards Committee (AESC) to ensure that U.S. voluntary standards would be produced in a manner that eliminated or minimized waste, duplication of efforts, and conflicting standards. The organization was intended to endure and remain constant through changing business conditions. Now, more than 80 years later, we at ANSI believe that we are positioned strategically stronger than ever to meet the challenges we will undoubtedly face in the new millennium.

## Letter from the Chairman

### Reinventing ANSI. Developing a National Standards Strategy.

**FOR ANSI, 1999 WAS A YEAR OF BUILDING TOWARD FUTURE GROWTH.** On behalf of the ANSI Board of Directors and the Institute's staff, I am pleased to report that we have put in place new initiatives, technology directions, and policy changes that position ANSI to take full advantage of our rapidly changing environment.

Recognizing that the world is operating in a fundamentally altered business landscape—a networked world virtually without limitations—ANSI needed to consider its future role within the global community. In the late summer of 1998, the Executive Committee of ANSI's Board of Directors launched the "Reinventing ANSI" project. The intent of the project was to reevaluate ANSI's responsibilities and devise a pragmatic strategy for funding those activities. There was a need to ascertain whether the Institute's core mission was still valid and whether the traditional models, systems, and processes still applied. Although not ready to throw away the past, neither did we think it appropriate simply to overlap past systems with the future.

One year later, on September 1, 1999, a findings report was presented to the Board for approval. It was our collective judgment that the basic structure of ANSI and its overall mission be reaffirmed. The Institute should continue its principle activities related to domestic and international standards facilitation, U.S.-based certification and accreditation systems, government relations, and information dissemination. In making these determinations, we also defined a number of underlying funding judgments. We have reaffirmed our conviction that the primary beneficiaries of an activity should bear the principle financial burden of the activity. With these reaffirmations, the Institute is well positioned to chart its future course of direction.

In conjunction with the "Reinventing ANSI" project, we were also working in response to a challenge from Mr. Ray Kammer, director of the National Institute of Standards and Technology (NIST), an agency of the Commerce Department's Technology Administration. Mr. Kammer challenged ANSI to develop a U.S. National Standards Strategy (NSS) that would better enable the U.S. to compete effectively in the global market. Building on the September 1998 Standards Summit cohosted by ANSI and NIST, a series of white papers was developed and workshops convened during 1999. A broad spectrum of industry sectors and public and private interests contributed to these efforts. Mutual needs, shared goals, and key principles that could be part of the strategy were discussed. A team from industry, trade and professional societies, consumers and the federal government used this information to help develop the NSS under the direction of the ANSI's National Issues Committee. We fully expect to have a strategy ready for approval by the Board during the Year 2000.

Finally, I am pleased to announce that on July 1, 1999, the ANSI Board of Directors appointed Mark W. Hurwitz, Ed.D., CAE, as the Institute's new president and chief executive officer. Dr. Hurwitz was elected following an intensive nationwide search to identify a successor to Sergio Mazza, who announced at the end of 1998 his intent to leave the Institute to pursue a career in the private business sector. Dr. Hurwitz has the personal and professional qualities to lead ANSI into the future, and the Institute will benefit from his many years of experience in association management. We wish Mark good fortune in his new position and look forward to a great future under his leadership.



**Dr. Robert J. Hermann**  
Chairman  
ANSI Board of Directors



The distributed characteristic of the U.S. standardization and conformity assessment system and its strong marketplace orientation are among the system's greatest strengths.

ANSI provides a forum in which the private and public sectors can work cooperatively toward the development of voluntary national consensus standards. ANSI is unique in that it does not develop standards; rather, it facilitates development of consensus within qualified standards developing groups. Currently, there are more than 260 ANSI-accredited standards developers working within the Federation.

The Institute is also the official U.S. representative to the world's leading standards bodies: the International Organization for Standardization (ISO) and, via the U.S. National Committee, the International Electrotechnical Commission (IEC).

### Financially sound. Continuing focus on cooperative efforts.

**ANSI HAD AN EXCELLENT 1999, REFLECTING STEADY IMPROVEMENT AND INCREASING FINANCIAL INTEGRITY.** The Institute continued to focus much of its attention on the implementation of recommendations developed during its reengineering initiatives and, in particular, stepped up the pace of its technological implementation. Our efforts have been fruitful—ANSI has become a globally recognized leader in the electronic delivery of standards and technical information. Access to this intelligence is critical in today's volatile marketplace—I am pleased to report that we have stepped forward to successfully meet the needs of our members and customers.

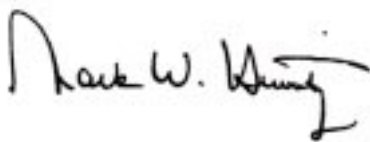
We live and work in an increasingly competitive business world—a world in which the safety, health, and environmental needs of global consumers and workers have become more clearly recognized than at any time in the past. Factors such as greater international competition, the deregulation of markets, the changing demographics of the workforce, and faster technological change have led to a heightened awareness of these issues. As a result, the impact of standardization and conformity assessment activities on society, consumers, and global trade are capturing attention. Standards are being recognized as essential components of our nation's infrastructure—vital to industry and commerce, crucial to health and safety advancements, and basic to America's economic performance.

The “Reinventing ANSI” project has given the Institute direction for moving forward, and our focus on the development of a National Standards Strategy (NSS) has brought members of the Federation together with a common objective. For us to be successful in the implementation of these initiatives, we must continue to call for the development and strengthening of alliances among ANSI members and cooperative efforts with our customers and constituents. These relationships will become vitally important as we move forward.

When I joined ANSI in July of 1999, I was somewhat familiar with standards through my previous tenures with the Building Owners and Managers Association International and the American Institute of Architects. By immersing myself in the many activities of ANSI, I was able to understand better the breadth and scope of work accomplished by the Institute and its members. In fact, much of my time during these first few months was spent meeting and interacting with, and exploring the needs of, the Institute's members, constituents, and colleagues—both domestically and globally. Through direct communications with these diverse groups, I have acquired increased appreciation for what the standardization and conformity assessment community has done to improve the quality of life of the world's citizens and to enhance global trade. I am honored to work with such a dedicated group of professionals, and I thank all of you for sharing your comments and experiences with me.

I would like to congratulate ANSI's volunteer leaders, my predecessor, Sergio Mazza, and the staff and senior management team for their efforts in 1999. ANSI has taken major steps towards its recovery from the previous year's financial difficulties while continuing to make significant investments in the infrastructure needed for future growth. The groundwork has been laid for our future activities. With your ongoing cooperation and collaboration, I am confident we will continue to make great progress.

I look forward to meeting and working with you all to ensure the ANSI Federation's success in the new millennium.



**Dr. Mark W. Hurwitz, CAE**

ANSI President and  
Chief Executive Officer

## A summary of the year's initiatives and accomplishments.

**ANSI's primary objectives for 1999 were to:**

- Promote cohesion, cooperation, and collaboration within the standardization and conformity assessment community
- Eliminate the use of standards as trade barriers
- Help ensure that U.S. products and services will be competitive worldwide
- Protect the safety and health of American workers and consumers
- Promulgate information on standardization and conformity assessment programs and introduce efficiencies through process reengineering

#### DEVELOPMENT OF A NATIONAL STANDARDS STRATEGY (NSS) FOR THE UNITED STATES

The ANSI National Issues Committee (NIC) advanced the development of a draft National Standards Strategy (NSS) that would better enable the U.S. to compete effectively in the global market. ANSI, ASTM, and the National Institute of Standards and Technology (NIST) cooperatively organized and held two NSS development workshops on September 9 and 10 and on December 13 and 14. A broad cross section of the ANSI standardization and conformity assessment community and federal agencies participated in both workshops. The goal is to have an NSS approved by the ANSI Board of Directors in 2000.

#### RESTRUCTURING OF THE U.S. NATIONAL COMMITTEE OF THE IEC (USNC)

During 1999, the USNC, a committee of the Institute responsible for representing the U.S. in the International Electrotechnical Commission (IEC) and other electrotechnical bodies associated with the organization, undertook a major reorganization effort to improve its efficiency and effectiveness. Issues relating to structure, funding, governance, and relationships were considered. The ANSI Board of Directors also formed an ad hoc group to identify and articulate the fundamental issues and concerns being raised, and to delineate possible alternative courses of action. The goal is to have a recommendation for approval by the USNC and the ANSI Board of Directors in 2000.

#### U.S. WORKSHOP ON CONFORMITY ASSESSMENT

On February 9, ANSI, ACIL (formerly, the American Council of Independent Laboratories), and NIST convened a one-day conference to explore conformity assessment issues arising from the myriad testing, auditing, product certification, and other requirements confronting businesses in U.S. and foreign markets. More than 150 representatives of companies, trade associations, and government agencies, as well as laboratory and certification-program accreditors, discussed topics such as the importance of effective communication between the providers, users, and major beneficiaries of conformity assessment programs. Participants agreed that, in general, no major changes to the current modes of operation would be necessary.

#### SUMMIT ON "STANDARDS TO MEET THE NEEDS OF AGING POPULATIONS"

Consumer representatives from around the world met in Washington, DC, on May 10 as a part of the U.S.-hosted meeting of the International Organization

for Standardization (ISO) Committee on Consumer Policy (COPOLCO). In conjunction with the meeting, a one-day workshop was held to discuss standards for aging populations. The workshop and meeting were well attended and will pave the way for enhanced awareness of the importance of increased consumer participation in standards development activities.

#### U.S. STANDARDS DEVELOPMENT ORGANIZATIONS (SDO) INITIATE ISO PILOT PROJECT

ANSI's International Committee (IC) successfully promoted to the ISO Council a pilot project to achieve the goal of one set of International Standards in a technical area that is current at all times with the national documents upon which they are based. In accordance with the U.S. position, Council agreed that the first segment of the pilot project, focused on food dosimetry standards developed with ASTM, proceed. ANSI and the Council ad hoc group for this project were invited to develop pilot projects with two additional developers: the American Petroleum Institute (API) and the Institute of Electrical and Electronic Engineers (IEEE). A progress report on the project will be submitted to Council no later than its meeting in June 2000.

#### MEMORANDUM OF COOPERATION WITH CHINA

The IC and the Regional Standards Committee for the Asia/Pacific Region (RSC-AP) developed and approved a revised Agreement on Cooperation between ANSI and the China State Bureau of Quality and Technical Supervision (CSBTS). This agreement, which facilitates the exchange of expertise, documents, and information on standardization and conformity assessment between the two countries, was finalized in a signing ceremony held during the October 1999 ISO General Assembly meetings in Beijing.

#### REGIONAL STANDING COMMITTEE ON EUROPE EXPANDS SCOPE TO INCLUDE MIDDLE EAST

Noting the increased interest of ANSI members in standardization and conformity assessment issues in the Middle East, the IC expanded the scope of the Regional Standing Committees on Europe (RSC-E) to also address this region. With this expansion of scope, this Regional Standing Committee now fulfills the function previously provided by the NIST Saudi Roundtable.

#### ANSI PROVIDES ENHANCED WEB-ACCESS FOR REGIONAL STANDARDS ORGANIZATIONS

The Pacific Area Standards Congress (PASC) website ([www.pascnet.org](http://www.pascnet.org)), which ANSI established



and maintains on behalf of the organization, became fully operational and was utilized by all members at the April 1999 PASC XXII meeting in Colombia. In addition, ANSI redesigned the Pan American Standards Commission (COPANT) website ([www.copant.org](http://www.copant.org)), which ANSI also established and maintains on behalf of the organization. Both websites facilitate the dissemination of information and documents and the exchange of comments between member nations.

#### **INFORMATION TECHNOLOGY TOOLS UTILIZED FOR ENHANCED INFORMATION DISSEMINATION**

During 1999, the Institute implemented an e-mail and fax communications system for the domestic standards program and accredited standards developers that virtually eliminated paper-based communications of approval actions and related information. ANSI also implemented electronic voting and document distribution for the USNC office and promoted use of ANSI's web-based document distribution system for ANSI-administered ISO committees. An electronic balloting system was developed with staff of the Information Technology Industry Council (ITI) for use by the ISO/IEC Joint Technical Committee 1 on Information Technology.

The Institute's quarterly newsmagazine, the *ANSI Reporter*, and *Standards Action*, a bi-weekly status report on domestic, regional, and international standards, were each reformatted for electronic delivery via ANSI Online ([web.ansi.org](http://web.ansi.org)). This action has expedited the communication of valuable information to ANSI members and expanded the availability of the documents to more readers with no additional cost to the Institute. ANSI also announced that a free single-user subscription to the NSSN's ([www.nssn.org](http://www.nssn.org)) Standards Tracking and Automated Reporting (STAR) service had been added as a new benefit of ANSI membership.

#### **PROCEDURES UPDATE EXPEDITES ANS DEVELOPMENT**

During 1999, the ANSI Executive Standards Council (ExSC) implemented a pilot program that allows ANSI-accredited standards developers to shorten the public review period for candidate American National Standards (ANS) from 60 days to 45 days (25%) if the document is available electronically. The pilot was approved by the NIC and will be incorporated into the next edition of the *ANSI Procedures for the Development and Coordination of American National Standards*.

#### **ELECTRONIC DELIVERY OF STANDARDS**

On July 1, ANSI entered into a five-year agree-

ment with Global Engineering Documents, a division of Information Handling Services, to fulfill all requests for hard-copy standards and technical documents that normally would have been fulfilled by ANSI. The Institute expanded its services for the electronic delivery of standards through the Electronic Standards Store (ESS) ([webstore.ansi.org](http://webstore.ansi.org)) and networking site license agreements. ANSI also served as a primary catalyst for the rapid conversion of the ISO and IEC document collections into an electronic format suitable for online delivery. These efforts have effectively doubled the number of standards and products now available to the public.

#### **PROPOSED NIST GRANT TO ANSI IS PART OF COMMERCE DEPARTMENT APPROPRIATIONS BILL**

During 1999, ANSI worked closely with congressional staff on the matter of a possible federal grant to support ANSI's international standardization activities. The proposed grant from NIST to ANSI would demonstrate recognition by congress of the need for the federal government to pay its fair share of the costs of U.S. representation in international nontreaty standards organizations. If approved, the grant would be awarded during fiscal year 2000.

#### **ANSI AD HOC GROUP ON TELECOM COOPERATES WITH STATE DEPARTMENT**

ANSI staff and the IC's Ad Hoc Group on Telecom assisted in the development and presentation of telecom-specific training materials on the U.S. standardization system for U.S. embassy personnel.

#### **ANSI REPRESENTATIVES MEET WITH OSHA DIRECTOR**

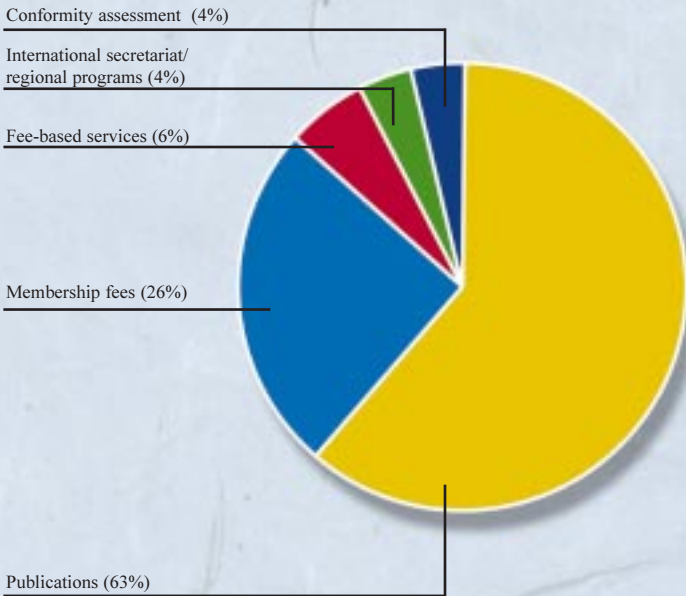
On May 10, ANSI representatives met with the assistant secretary of labor for occupational safety and health, and other OSHA staff. The parties agreed that it would be desirable for OSHA to adopt current versions of American National Standards (ANS) in a more expeditious manner. ANSI agreed to further discuss how the Federation might help OSHA meet its statutory requirements.

#### **OUTREACH TO EDUCATIONAL INSTITUTIONS**

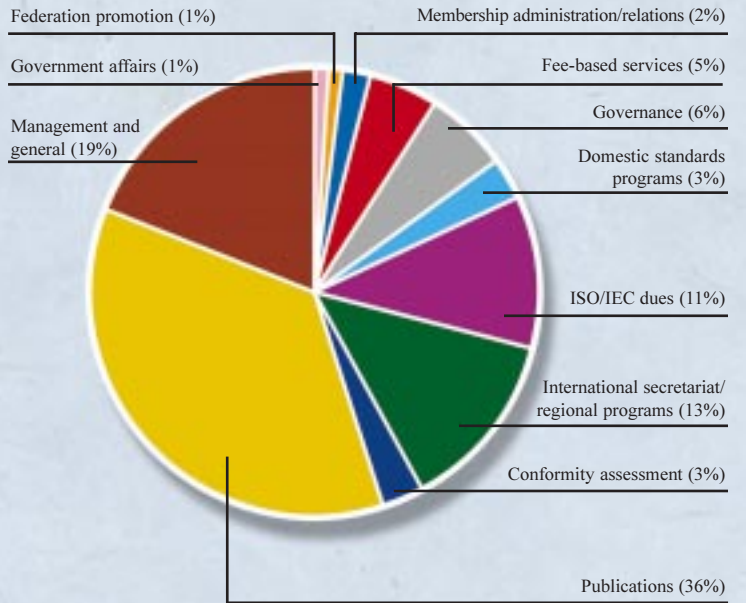
During 1999, ANSI developed and strengthened relationships with organizations promoting standards in educational institutions. ANSI members and staff provided support for the Center for Global Standards Analysis, based at Catholic University, and began discussions with representatives of the Kellogg Graduate School of Management at Northwestern University.

**ANSI ACHIEVED VERY POSITIVE RESULTS FOR 1999**, largely as a result of efficiencies recognized from reengineering efforts, a reduction in operating expenses, and tighter controls on costs in all areas.

**SUPPORT AND REVENUE**



**EXPENSES**



## Financial Section

### Statement of activities.

The following is a summary of financial activities  
for the years ended December 31,

	1999		1998	
	Dollars	Percentage of total	Dollars	Percentage of total
<i>dollar amounts in thousands</i>				
<b>SUPPORT AND REVENUE</b>				
Membership fees	\$ 4,256	26%	\$ 4,032	23%
Publications	10,414	63%	10,204	58%
Conformity assessment	638	4%	675	4%
International secretariat/regional programs	691	4%	938	5%
Fee-based services	1,009	6%	1,420	8%
Government grants	0	0%	0	0%
Interest, dividends, and realized gains	(35)	0%	407	2%
Unrealized gain/(loss) on investments, net	(438)	(3%)	(68)	0%
Net assets released from restriction	0	0%	0	0%
Contributions received	29	0%	72	0%
<b>Total support and revenue</b>	<b><u>\$16,564</u></b>	<b>100%</b>	<b><u>\$17,679</u></b>	<b>100%</b>
<b>EXPENSES</b>				
Membership administration/relations	\$ 338	2%	\$ 613	3%
Membership development	30	0%	184	1%
Federation promotion	129	1%	196	1%
Governance	926	6%	925	5%
Government affairs	157	1%	204	1%
Publications	5,701	36%	6,066	33%
Conformity assessment	472	3%	421	2%
International secretariat / regional programs	2,100	13%	2,262	12%
ISO/IEC dues	1,784	11%	1,751	10%
Domestic standards programs	463	3%	425	2%
Fee-based services	855	5%	1,218	7%
Government grants	0	0%	0	0%
USNC/IEC '98 meeting	0	0%	990	5%
Management and general	2,943	19%	2,957	16%
<b>Total expenses</b>	<b><u>\$15,895</u></b>	<b>100%</b>	<b><u>\$18,214</u></b>	<b>100%</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$ 668</b>		<b>(\$ 535)</b>	
<b>Net assets, beginning of year as restated</b>	<b><u>\$4,520</u></b>		<b><u>\$5,055</u></b>	
<b>Net assets, end of year</b>	<b><u>\$5,189</u></b>		<b><u>\$4,520</u></b>	

The complete Financial Statements and Independent Auditor's Report are available upon request from the Office of the Controller, American National Standards Institute, 11 West 42nd Street, New York, NY 10036

## Financial section

### Financial highlights.

#### SUPPORT AND REVENUE

##### MEMBERSHIP FEES

*Included in this item are the Institute's membership fees and the international participation fees (commonly known as the "P-membership" fees).*

Total membership fees increased from the prior year primarily due to increased international participation fees. However, corporate membership support continued to decline.

##### PUBLICATIONS

Publication sales and royalties were higher than in 1998 due to increased electronic sales through the Institute's web and site-licensing sales and due to increased royalties from standards published by ANSI.

##### CONFORMITY ASSESSMENT

The joint ANSI/Registrar Accreditation Board (ANSI/RAB) program for the accreditation of management system registrars continues to be successful. However, revenue reported in this financial summary is down from the previous year because 1999 revenue for the accreditation of product certification programs was recognized in the first quarter of 2000 rather than in the year ended December 31, 1999.

##### INTERNATIONAL SECRETARIAT/REGIONAL PROGRAMS

*Included in this item are the ANSI-administered international secretariats and the Regional Standards Programs.*

Revenue was lower than in the previous year primarily due to decreased activity of the JTC-1 program.

##### FEE-BASED SERVICES

Revenue from fee-based services was lower than in the previous year primarily due to a decline in activity within several programs, including the Domestic Standards Boards, the Information Infrastructure Standards Panel, and Education and Training Services.

##### INTEREST, DIVIDENDS, AND REALIZED GAINS

Interest, dividends, and realized gains generated by the Institute's portfolio holdings in 1999 were down from the previous year.

In 1998, the Institute discovered in its portfolio holdings 18,944 shares owned by ANSI as a result of past participation in a mutual insurance company. In 1999, the Institute sold half of its holdings, resulting in a realized loss, and further offsetting the portfolio performance.

##### UNREALIZED GAIN/(LOSS) ON INVESTMENTS, NET

Due to market conditions, the Institute's portfolio had unrealized losses for the year. In addition, the balance of the

shares held in the mutual insurance company stock also had unrealized losses for the year.

#### EXPENSES

##### MEMBERSHIP DEVELOPMENT, ADMINISTRATION, RELATIONS, AND FEDERATION PROMOTION

Expenses decreased in 1999 compared with 1998 because of a decision by the Institute's Finance and Executive committees to reduce activities and expenses in these areas.

##### PUBLICATIONS

Both the cost of goods sold and operating expenses were down from 1998 due to the Institute implementing the outsourcing of hard-copy documents in midyear 1999. Included in the operating expenses for the year ended December 31, 1999, were costs associated with the reduction in workforce, closing of the warehouse facilities, and other related expenses.

##### CONFORMITY ASSESSMENT

Expenses increased over the prior year in accordance with the increased demand and growth of the accreditation of product certification program.

##### INTERNATIONAL SECRETARIAT/REGIONAL PROGRAMS

Expenses decreased from 1998 as a direct result of a decrease in activities in certain areas.

##### ISO/IEC DUES

The slight increase in ISO/IEC dues in 1999 over 1998 is due to the foreign currency exchange rate of the U.S. dollar compared to the Swiss franc.

##### DOMESTIC STANDARDS PROGRAMS

There was a slight increase in expenses due to increased activity in support of these programs.

##### FEE-BASED SERVICES

Expenses decreased due to reduced activity within several programs, including Domestic Standards Boards, the Information Infrastructure Standards Panel, and Education and Training Services.

##### MANAGEMENT AND GENERAL

Due to reengineering and tightened controls, management and general expenses (including administration, finance, legal and information technology) continued to decline.

# ANSI Organizational Structure

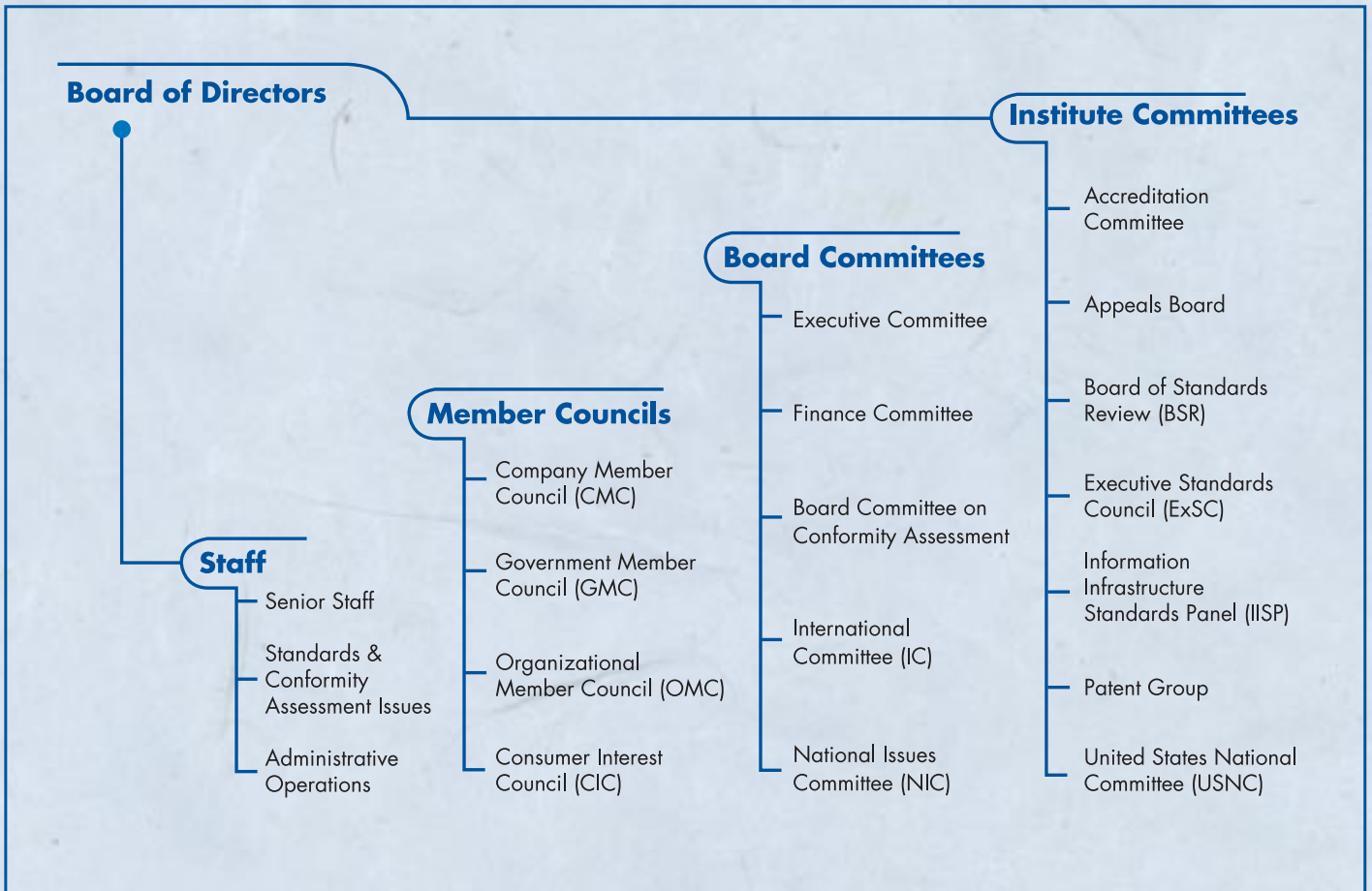
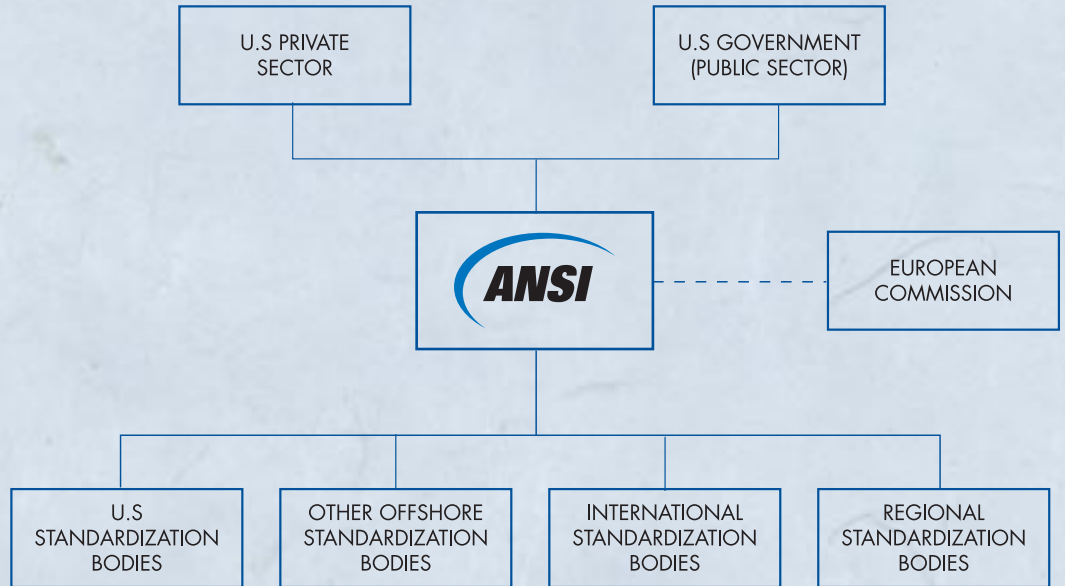
## Relationships. Board and Institute committees.

as of December 31, 1999

### TODAY'S ENVIRONMENT IS GLOBAL IN NATURE.

ANSI focuses not only on domestic relationships, but also on regional and international partnerships.

Through the support of its members, and the cooperative efforts of the private and public sectors, ANSI is well positioned for the challenges of the 21st century.



# ANSI Board of Directors

## Board officers and directors.

as of December 31, 1999

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*United Technologies Corporation*

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*Standards and Technology*  
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Mr. Jeffrey C. George  
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*and Standards Management*  
*AT&T*

Dr. Nina I. McClelland  
*Nina I. McClelland, LLC*

Ms. Sharon K. Stanford  
*Director, Standards Administration*  
*American Dental Association*

Dr. John V. Bergen  
*Executive Director*  
*National Committee for*  
*Clinical Laboratory Standards*

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*Office of Oversight, Environment,*  
*Safety and Health*  
*U.S. Department of Energy*

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*EPA Standards Executive*  
*U.S. Environmental Protection Agency*

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*President*  
*Nancy Harvey Steorts International*

Mr. S. Joseph Bhatia  
*Executive Vice President and*  
*Chief Operating Officer—International*  
*Underwriters Laboratories Inc.*

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*Managing Director, Standards Activity*  
*Institute of Electrical and Electronics*  
*Engineers*

Mr. Alexander "Alec" McMillan  
*Director, Global Standards and Trade*  
*Rockwell Automation*

Mr. Keith B. Termaat  
*Manager, Cross Platform Closures*  
*Ford Motor Company*

Mr. Samuel D. Cheatham  
*Best Consulting*

Mr. Michael G. Gorman  
*Vice President, Strategic Standards/*  
*Business Development*  
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Mr. Colin B. Church  
*Voluntary Standards and*  
*International Activities Coordinator*  
*Consumer Product Safety Commission*

Ms. Linda R. Horton  
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*Food and Drug Administration*

Mr. Stephen P. Oksala  
*Director, Standards Management*  
*Unisys Corporation*

Ms. Suzanne M. Troje  
*Director, Technical Trade Barriers*  
*Office of the United States Trade*  
*Representative*

Mr. Frank M. Coda  
*Executive Vice President*  
*American Society of Heating,*  
*Refrigerating & Air-Conditioning*  
*Engineers, Inc.*

Mr. Raymond G. Kammer  
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*National Institute of Standards and*  
*Technology*

Mr. Clifford H. "Ted" Rees, Jr.  
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*Air-Conditioning and Refrigeration*  
*Institute*

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*Office of the Chief Engineer*  
*NASA Headquarters*

Ms. Dorothy A. Drago, MA MPH  
*Product Safety Consultant*

Mr. Frank K. Kitzantides  
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*National Electrical Manufacturers*  
*Association*

Mr. Gerald H. Ritterbusch  
*Manager, Standards and Regulations*  
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Mr. Lawrence L. Wills  
*IBM Corporation*

Mr. George L. Edwards  
*President*  
*Alliance for Telecommunications*  
*Industry Solutions*

Mr. Mac G. Klingler  
*Manager, Advance Research and*  
*Development and Product Evaluation,*  
*Construction Equipment Division*  
*John Deere*

Mr. Steven G. Roll  
*Intertek Testing Services, Inc.*

Mr. Robert D. Wurzel  
*Global Harmonization &*  
*Regulatory Strategy*  
*Becton Dickinson and Company*

Mr. Joe T. Franklin, Jr.  
*President*  
*American Gear Manufacturers*  
*Association*

Mr. George F. Leyh  
*American Concrete Institute*

Mr. Max E. Rumbaugh, Jr.  
*Executive Vice President*  
*Society of Automotive Engineers*

Mr. Glenn C. Smith  
*Vice President,*  
*Corporate Public Affairs*  
*United Parcel Service*

**Senior management team.**

as of December 31, 1999

**EXECUTIVE STAFF**

Dr. Mark W. Hurwitz, CAE  
*President and Chief Executive Officer*

Frances E. Schrotter  
*Senior Vice President*

John L. Donaldson  
*Vice President,  
Conformity Assessment*

Bob Feghali  
*Vice President,  
Business Development  
and Chief Information Officer*

Gary Kushnier  
*Vice President,  
International Policy*

Amy A. Marasco  
*Vice President and  
General Counsel*

Douglas Blomberg  
*Controller and  
Director of Finance  
and Administration*

Jane Schweiker  
*Director, Public Policy and  
Government Relations*

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\*NOTE: At its March 18, 1999, meeting, the ANSI Board of Directors agreed that the ANSI headquarters will be located in the Washington, DC area. However, ANSI's operations will remain principally in New York. The new president and CEO's primary office will be in the Washington, DC, area. The transition will occur in Year 2000.



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