



American National Standards Institute

BUILDING CONNECTIONS,
FOSTERING SOLUTIONS

Annual Report 2012-2013

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Critical connections power the U.S. standards and conformity assessment system: connections between the diverse organizations that develop standards in every interest area; connections between government, business and industry, and individuals with a wide range of perspectives and expertise; and connections between the thousands of members and constituents of the American National Standards Institute (ANSI) working in close collaboration on solutions for national and global priorities. ANSI is committed to its mission of coordinating and facilitating these activities. And we are dedicated to safeguarding a system – and the public-private partnership it relies upon – that has fueled U.S. competitiveness and innovation for nearly a century.

This year, ANSI and its Federation of members made great advances in promoting the importance and value of the standardization system to government and business. And we saw that value in action, with new partnerships that will boost global market access for U.S. exports; achievements in growth areas such as energy efficiency and renewables, IT security, and workforce development; and expanded engagement with public- and private-sector leaders, agencies, and academia. These and all of the activities summarized in this Annual Report rely upon the connections ANSI works every day to foster, and the tools the entire standardization community provides to meet the needs of society.

“COMING TOGETHER IS A BEGINNING,
STAYING TOGETHER IS PROGRESS,
AND WORKING TOGETHER IS SUCCESS.”

– HENRY FORD





James T. Pauley, Chairman of the Board

In my long career involved in standards activities, I can't remember a time when cooperation and collaboration have been more critical to addressing key issues impacting our entire community. And I couldn't be prouder to assert my commitment, in my second year as ANSI chairman, to providing the guidance needed to help strategically position the Institute and its Federation of members for long-term success, in the face of both significant challenges and great opportunities.

Everyone in the standardization community is talking about the issue of standards that are incorporated by reference (IBR) into regulation – and with good reason. It's a matter that impacts not only all of our business models, but the strength of the entire U.S. economic system. According to the National Institute of Standards and Technology (NIST), there are over 10,000 citations of standards incorporated by reference in regulations, and 80% of these are private-sector standards. The consequences to disrupting this system would be immeasurable.

Last year the National Archives and Records Administration issued a *Federal Register* notice asking a seemingly simple question: When standards are incorporated by reference into U.S. law, should people have to pay for them? But that question leads to many more that highlight how complicated the issue really is: Is it reasonable for the government to mandate that standards developing organizations (SDOs) make their documents freely available, when the documents are privately held intellectual property? And what really constitutes "freely available"?

Responding effectively to this issue is a matter of education and outreach. And that's why ANSI has taken a lead role in informing policy makers and the general public about the value of SDOs, and the importance of their work to our economy. ANSI has worked to ensure that government officials continue to recognize the effectiveness of current standards-related policy, through testimony at federal hearings, presentations at cross-sector events, targeted communications, and coordinated discussions between diverse stakeholders. And I believe we have done a tremendous job in clarifying the real crux of the issue.

We have explained the sensitive ecology of how standards are created, and how it is in all of our interest to preserve this balance and avoid undue influence of any single stakeholder. We have reached out to our members and constituents for their perspectives, and assessed recommendations for ensuring our system remains viable and effective. And we have prioritized the need to afford reasonable access to standards in a way that keeps the system going and flowing, so we can continue to promote competitiveness and innovation.

The IBR issue will likely continue to present challenges, but the attention has also had one very positive outcome... and that is a concrete demonstration of just how valuable standards are to the U.S. and global economy. And at the core of that value is the expertise and dedication of our network of thousands of individuals working in collaboration. I would like to extend my sincere thanks to all the members and volunteers, as well as ANSI staff and leadership, for their exceptional work and cooperation. I can assure you that ANSI is committed to creating the connections and finding the solutions needed to keep our system and community strong.

A handwritten signature in black ink that reads "Jim Pauley". The signature is fluid and cursive.



S. Joe Bhatia, President and Chief Executive Officer

One of the most unique and valuable aspects of the U.S. standardization system is the way it connects everyone with a stake in an issue – from standards developers and industry organizations, to government, business, consumers, and academia. When all those interests participate, the standards and conformance solutions developed are among the most powerful tools available for addressing national and global priorities. And ANSI ranks safeguarding that system at the top of our own list of priorities. This year more than ever, we have worked in close collaboration with our members and constituents to ensure our system remains strong, flexible, and effective.

The issue of incorporation by reference is one key issue that ANSI tackled this year. But another, perhaps even broader-reaching concern is the “graying of the standardization community.” While we are incredibly proud to have thousands of dedicated professionals and volunteers, with decades of expertise in every area of standards, conformance, and technology, working together on behalf of U.S. innovation, our numbers are dwindling. Many among us are retiring or close to it, and a significant number of companies and organizations are not re-investing in standards activities or providing the training and mentorship needed to support participation.

More than half of America’s economic growth comes from industries that barely existed twenty years ago, and those sectors offer the greatest promise to support our next generation. But their success depends upon continued innovation, and standards and conformance are a critical element of the formula. As you’ll read in the following pages, emerging markets for everything from energy efficient products and systems, to renewables, to electric vehicles, to nanotechnologies rely upon coordinated standardization activities as a foundation for growth. Without knowledgeable professionals to lead and undertake that work, progress stalls.

An estimated 1.75 million new graduates entered the U.S. workforce in 2013. But with only the smallest fraction of our colleges and universities offering coursework on standardization, few job-seekers know its importance. Our future leaders need to understand how to use standards and conformance strategically to fuel innovation and competitiveness, and they need to be motivated to get involved. This is a challenge for every country in the world, and some, like Korea and China, have already begun to focus on standards education. As a result, their participation in standards-setting activities and ability to influence global markets are increasing.

As a community, we need to focus on ways we can expand quality education programs that promote standardization as the critical business tool we know it to be. This year ANSI has prioritized the advancement of our education initiatives to stimulate the creation of standardization programs or the incorporation of standards education into relevant existing programs in universities. We also promote the use and value of standards to students, to industry and government leaders, and to the public at large. But there is more that needs to be done. If we want to remain competitive in the global economy, we need to work together to get standards in the classroom as often as possible.

As coordinator of the standards and conformity community, ANSI is proud of the work our members and constituents are undertaking to develop tomorrow’s standardization professionals. And we are dedicated to fostering the collaborations needed to support that work. These connections will strengthen our standardization system – and our nation – for generations to come.



ANSI's strategic priorities are shaped by the desire to effectively position the Institute for the long term. They take into account the needs we have heard from our members and constituents, as well as the publicly stated goals of the administration and policy makers. The following are highlights of actions on top priorities during the past year.

Lead Standards Initiatives That Enhance U.S. Competitiveness and Innovation

Promoting renewable energy is good environmental and economic policy with invaluable benefits. In an effort to realize that potential, the ANSI Energy Efficiency Standardization Coordination Collaborative (EESCC) collected broad input on current standards and conformance activities and gaps related to energy efficiency in the built environment. Following the first EESCC plenary in January 2013, five working groups then moved into the gap analysis and road-mapping phases of work; the first draft of the EESCC roadmap is expected in late 2013. And the ANSI–National Institute of Standards and Technology (NIST) Nuclear Energy Standards Coordination Collaborative (NESCC) approved a new framework intended to guide the organization in responding to the changing needs of the nuclear industry and promote even greater public-private collaboration. The NESCC also has a new co-chair, Kevin Riley of Duke Energy.



While electric vehicles are widely viewed as key to a strong U.S. environmental and economic future, consumers have been slow to embrace the technology, citing uncertainties about infrastructure and performance. With a view toward achieving a coherent set of standards to support expansion in the market, Version 2.0 of the Standardization Roadmap for Electric Vehicles, developed by the Institute's Electric Vehicles Standards Panel (EVSP) was published. Available as a free download, the document tracks progress to implement recommendations made in the roadmap version 1.0, released in April 2012.

Constant advances in nanotechnologies drive innovation and business growth in nearly all industries, from life-saving

medical breakthroughs to improved energy sources. To get an up-to-date inventory of activities and needs, the ANSI Nanotechnology Standards Panel (ANSI-NSP) held a meeting examining how nano standards are currently being used, their efficacy in addressing priorities, and how to increase participation. And the U.S. Technical Advisory Group (TAG) to International Organization for Standardization (ISO) TC 229, *Nanotechnologies*, continued its influence on international initiatives; under U.S. project leadership, TC 229's Working Group (WG) 3, *Health, Safety and Environment*, prepared a Technical Report providing guidance that will help specialists conducting toxicological tests on nano-objects.

Offer Solutions for National and Global Priorities

The development of smart, sustainable cities has become a top priority for governments and consumers, and its broad scope requires a collaborative, cross-sector approach. In April 2013, the Institute convened a Joint Member Forum (JMF) with experts from standards developing organizations, industry, government, and academia to discuss the role that standards and conformance solutions can play in national and international smart cities initiatives. Support was expressed for the formation of a U.S. TAG to ISO TC 268, *Sustainable development in communities*; ongoing discussions should result in the TAG's formation soon. And building on positive feedback from the JMF meeting, a full-day workshop was planned for November 2013 to further explore standardization solutions for smart and sustainable cities.

After a revision of the group's charter to expand its reach, the ANSI Homeland Security Standards Panel (HSSP) has been renamed the Homeland Defense and Security Standardization Collaborative (HDSSC). The group will engage with members of the homeland defense and security sectors that have not previously been directly involved with the voluntary consensus standards system, as well as the Department of Defense (DOD), National Institute for Occupational Safety and Health (NIOSH), and relevant state-level agencies. Earlier in the year, the ANSI-HDSSC

held workshops and released reports on critical topics such as counterfeiting and security in international supply chains; implementing a national strategy on chemical, biological, radiological, nuclear, and explosives (CBRNE) equipment standards; and approaches for a standards-based national program establishing common metrics for resiliency.

Support and Protect the Standards Ecosystem

ANSI works every day to maintain a strong voice on behalf of the voluntary standardization community, and ensure that government, industry, and the public continue to recognize the value of standards and conformance. As the issue of standards incorporated by reference (IBR) in regulations continues to garner attention, the Institute has taken a lead role in monitoring the activity, communicating information, and fostering solutions that protect the standardization community and the public.

The 2012 Legal Issues Forum brought together more than 100 stakeholders to discuss the implications of the copyright issue, including the economics of standards setting, the reality of reasonable availability, and how altering the system could undermine U.S. competitiveness. The event was widely viewed as an important step forward in the standardization community's approach to IBR. Building on that work, an Open Forum was planned for World Standards Week 2013 to provide an even broader audience the opportunity to discuss this key issue.

Earlier in the year, an event on Capitol Hill focused on the importance of government reliance on voluntary consensus standards. Leaders from ANSI, NIST, and the Administrative Conference of the United States (ACUS) addressed more than 70 Congressional staffers, with ANSI providing information on efforts to develop a web-based IBR portal where SDOs could post read-only versions of their standards.

Beyond their importance in providing the expertise government relies on for effective and timely legislation, standards play an essential role in boosting private-sector productivity and economic growth. To get this message across to America's business leaders, the Institute expanded the reach of the Standards Boost Business (SBB) campaign. A brochure highlighting the power of standards and conformance to enhance competitiveness and drive innovation was mailed

to more than 1,500 C-level executives from Fortune 1000 companies, along with ANSI's members and SBB partners. Case studies, topical articles, and web resources were added to www.standardsboostbusiness.org, and an outreach effort resulted in renewals and a number of new partners joining the campaign.

Serve as a Bridge between Public-Sector Policies and Private-Sector Solutions

Collaboration and coordination between the Institute, its Federation of members, and government leaders is key to maintaining a strong voice in U.S. policy, and effectively responding to the needs of the nation. To answer the question of how U.S. government and industry can be most effective at coordinated standards development, ANSI and the Consumer Electronics Association (CEA) co-hosted *Addressing National Priorities through Standards*. The event focused on government reliance on private-sector standards and drew nearly 70 stakeholders from government, industry, academia, and more. To help ensure the importance of the voluntary consensus standardization system is understood by Congressional staff as well as agency representatives, ANSI leadership testified before the U.S. House of Representatives Committee on Science, Space, and Technology at a hearing on *Promoting Innovation, Competition, and Economic Growth*. The remarks highlighted how standards and conformance can be a strategic tool to help fuel U.S. competitiveness, and stressed that the Institute is always ready to coordinate the public-private partnership needed to help U.S. industry succeed in the global market.

And in the most recent example of that partnership in action, ANSI and the United States Agency for International Development (USAID) together began a multiyear program to provide up to ten developing countries with concrete assistance related to capacity building. The ANSI-USAID Standards Alliance is expected to bolster understanding of the World Trade Organization (WTO) Technical Barriers to Trade (TBT) principles, with the larger goal of promoting trade and economic development. CONTINUED ►





Assert U.S. Leadership in Regional and International Standardization

The Institute demonstrated U.S. commitment to leadership and engagement in the Asia-Pacific region by hosting the Joint Annual Meeting of the Pacific Area Standards Congress (PASC) and the Pacific Accreditation Cooperation (PAC) in May 2013 in Honolulu, Hawaii. This first-ever joint plenary meeting was planned as part of an effort to strengthen the two groups' cooperative work. And highlighting U.S. leadership in the Americas, ANSI president and CEO S. Joe Bhatia was elected to a two-year term as president of the Pan American Standards Commission (COPANT) during the group's 2013 General Assembly.

On the global stage, ANSI displayed strong engagement in international standards and conformance fora throughout the year via increased leadership, events, publications, and outreach. The Institute took a lead role in getting the new ISO TC 285, *Clean cookstoves and clean cooking solutions*, off the ground, stepping up to serve as Twinned Secretariat with the Kenya Bureau of Standards (KEBS). The development of global criteria for clean, efficient, and safe cookstoves is expected to reduce serious health hazards for nearly half the world's population.

The U.S. National Committee (USNC) to the International Electrotechnical Commission (IEC), a committee of ANSI, held a number of webinars and training courses and published two new brochures on the importance of U.S. participation in IEC work. Demonstrating success, a 10% increase in USNC TAG participation was recorded in 2012 over 2011. And for the second year in a row, a U.S. Young Professional (YP) winner was selected by the IEC to be a YP program Leader.

Boost Bilateral Relationships in Key Market Sectors

Working to strengthen global market access through standardization is key to U.S. competitiveness and a constant priority for ANSI. The Institute maintained regular dialogues with the European Standards Organizations (CEN, CENELEC, and ETSI), and all agreed to intensify collaboration as the



EU and U.S. negotiate a Transatlantic Trade and Investment Partnership (TTIP).

The Institute also collected comments on the proposed TTIP for a consensus response to the Office of the U.S. Trade Representative (USTR), and presented oral testimony on the importance of standardization as part of any effective agreement. And ANSI and the German Institute for Standardization (DIN) held a roundtable in Berlin to discuss German and U.S. priorities for standardization and areas to increase cooperation, including electric vehicles, smart cities, and smart grid technologies.

Demonstrating a commitment to fostering Sino-American cooperation for trade growth, ANSI has been selected to conduct Phase III of the U.S. Trade and Development Agency's (USTDA's) U.S.-China Standards and Conformity Assessment Cooperation Program. The Institute will organize seminars and workshops on standards, conformity assessment, and technical regulations that impact U.S. and Chinese industry. The initiative will build on successes achieved through the Manufacturer Member Roundtable, which also hosted a number of events attended by Chinese officials on key topics such as electric vehicles, electrostatic discharge, and industry engagement in standardization.

To boost U.S. business in the expanding Russian market, ANSI took part in a meeting of prominent Russian and U.S. experts hosted by Moscow's World Trade Center that included discussion of improved cooperation in technical standards and compliance assurance and other methods to promote U.S.-Russian trade. And among other successes in regional cooperation around the world, ANSI and Ecuador's national standards body signed a Memorandum of Understanding (MoU) that seeks to establish future areas of cooperation between the two organizations.

Respond to Industry Needs and Increase Access and Communication

ANSI continually strives to enhance its member and customer experience and provide constituents with the needed tools



to become more effective stewards for standardization within their own organizations. A free webinar, *What is an American National Standard anyway?*, provided over 300 participants with an easy-to-digest overview of the American National Standards (ANS) process, the role of Institute, and ANSI-accredited standards developers (ASDs) for anyone interested in participating in the ANS process.

To ensure that those representing the U.S. at ISO have the knowledge to be effective international delegates, it was announced that all ANSI-accredited U.S. TAG Administrators to ISO and all ANSI-delegated ISO Secretariats are required to fulfill a new training requirement, offered via webinar at no cost. And to facilitate and advance even stronger U.S. participation, the Institute released free multimedia training courses on effective delegate basics, ISO Secretariat operations, and the procedures of U.S. TAGs.

Expand Accreditation Services and Program Recognition

ANSI's accreditation programs for skills-based credentials continue to grow, providing effective solutions for U.S. job development. In a boost to the IT networking and security workforce, several Cisco Career Certifications were accredited under the Institute's Accreditation Program for Personnel Certification Bodies. And ANSI expanded its work with the government on credentialing measures intended to boost veterans' employability.

In partnership with the Interstate Renewable Energy Council, Inc. (IREC), the Institute officially launched the ANSI-IREC program for the accreditation of renewable energy and energy efficiency certificate programs, after a successful pilot phase. And the first accreditation of a U.S. certification body offering certification under ISO 3834, *Quality Requirements for Welding*, was granted to Illinois-based DOT Quality Services.

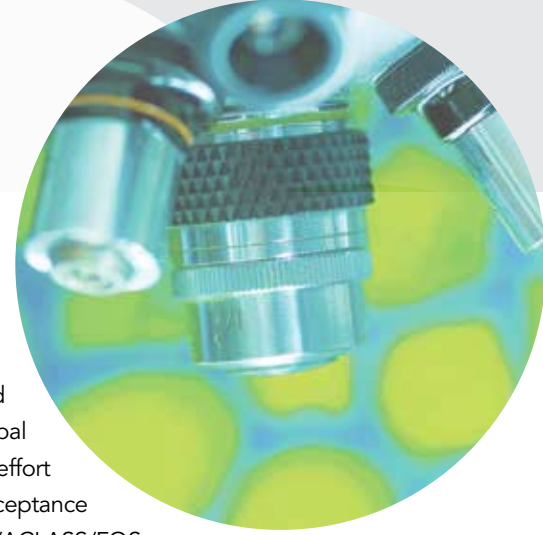
The ANSI-ASQ National Accreditation Board (ANAB)/ ACLASS has begun offering environmental laboratories the opportunity to undergo concurrent accreditation to multiple relevant standards, simplifying the accreditation process and

making it easier for labs to fulfill their accreditation needs. Harmonization of accreditation practices around the world enhances global trade opportunities. In an effort to increase international acceptance of inspection reports, ANAB/ACLASS/FQS signed the mutual recognition arrangement (MRA) of the Asia-Pacific Laboratory Accreditation Cooperation (APLAC). And ACLASS granted accreditation certificates to two laboratories in the Republic of Georgia as part of ANSI's collaborative effort with USAID's Economic Prosperity Initiative (EPI) and the Georgia Accreditation Center (GAC) to bolster the country's trade and economic growth.

Engage New Constituents and Expand ANSI's Role in the Marketplace

ANSI constantly strives to cultivate new opportunities for engagement and growth, and one key venue is the academic sector. For the past two years, the Institute has increased its activities and outreach to students, professors, and emerging professionals in an ongoing effort to ensure the strength of the next generation of U.S. standards and conformance experts. In conjunction with the World Standards Cooperation (WSC) – a partnership between ISO, IEC, and the International Telecommunication Union (ITU) – and the U.S. Library of Congress, the Institute co-hosted a roundtable meeting of international standards professionals, government representatives, and university professors to discuss ways to promote dialogue and collaboration between standards organizations and universities. And in a direct effort to engage tomorrow's standardization professionals, the Institute's second annual student paper competition focused on the role of standards in disaster recovery and preparation.

A new partnership with the Polytechnic Institute of New York University (NYU-Poly) was announced, providing ANSI full members with a 10% tuition rebate upon successful completion of any online course at NYU-Poly. And the Institute increased membership efforts to target under-represented sectors such as energy companies and utilities, automotive, research facilities, and ICT, resulting in result a current total of more than 1,000 members in the ANSI Federation. ●



ACTIVITIES AND PARTICIPATION BY THE NUMBERS

AS OF JULY 15, 2013

Membership

| | |
|---------------------------|--------------|
| Total Members | 1,044 |
| Company | 595 |
| Organizational | 336 |
| Government | 50 |
| Educational/Institutional | 22 |
| International | 41 |
| Affiliates | 1,040 |

ANS & ASDs

| | |
|--|---------------|
| ANSI-Accredited Standards Developers and American National Standards (ANS) | |
| ANSI-Accredited Standards Developers | 229 |
| Approved ANS | 10,714 |



ISO

| | |
|---|------------|
| ANSI Participation in the International Organization for Standardization (ISO) | |
| Participating "P" Memberships | 576 |
| Technical Advisory Groups | 215 |
| U.S.-Administered Technical Committee (TC) Secretariats | 34 |
| U.S.-Administered Subcommittee (SC) Secretariats | 81 |
| U.S. Held Chairmanships | 116 |

USNC/IEC

| | |
|--|------------|
| ANSI/USNC Participation in the International Electrotechnical Commission (IEC) | |
| Participating "P" Memberships | 158 |
| Technical Advisory Groups | 158 |
| Administered TC Secretariats | 12 |
| Administered SC Secretariats | 11 |
| U.S. Held Chairmanships | 29 |

ANSI Accredited Bodies

| | |
|---|----|
| Product Certification | 70 |
| Personnel Certification | 45 |
| Greenhouse Gas Validation and Verification | 26 |
| Certificate Issuers | 26 |

ANAB Accredited Bodies

| | |
|--------------------------|-----|
| Quality Management | 72 |
| Environmental Management | 57 |
| Other | 107 |

ACLASS & FQS Accredited Bodies

| | |
|-------------------------------|-----|
| Testing Labs | 444 |
| Calibration Labs | 279 |
| Reference Material Producers | 18 |
| Proficiency Testing Providers | 7 |
| Inspection Bodies | 17 |

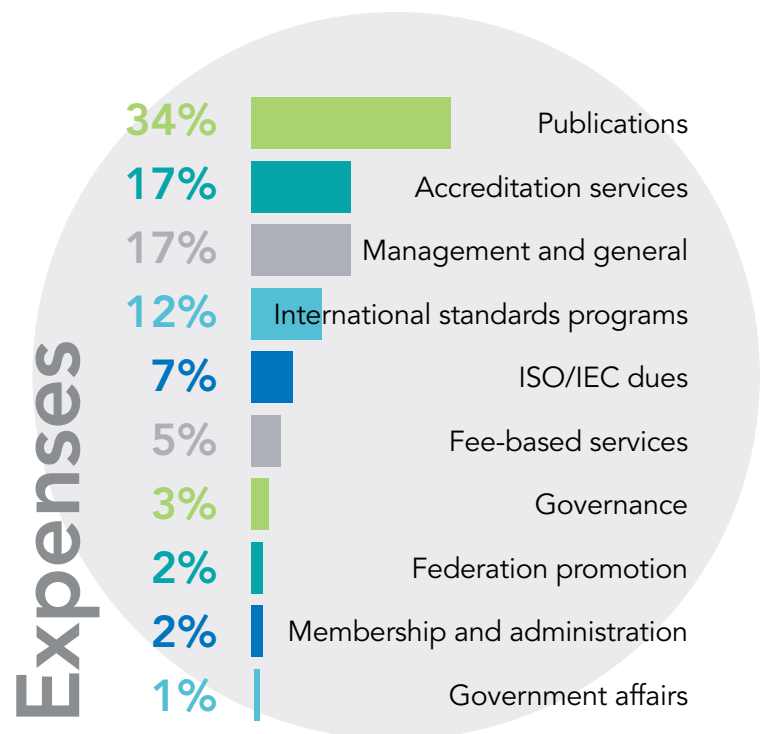
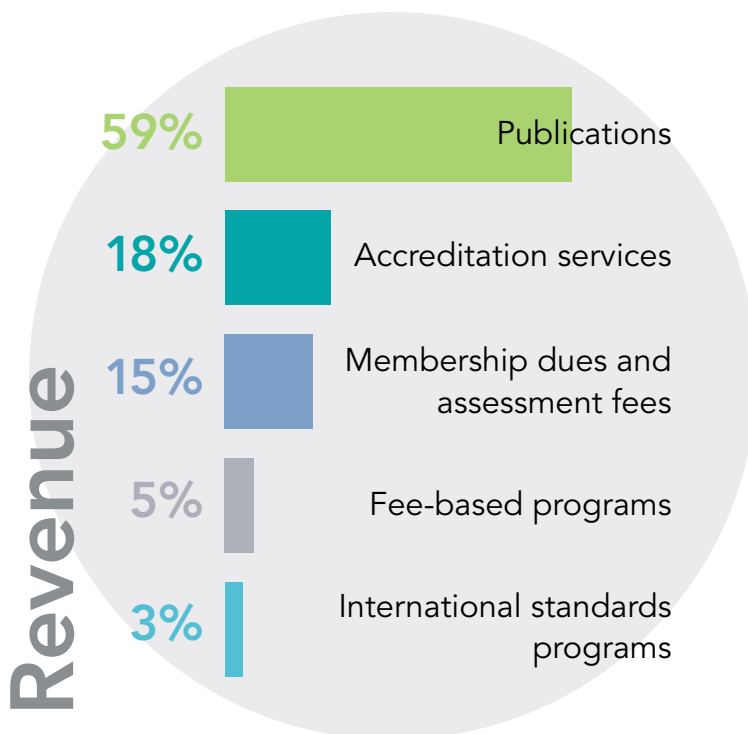
DESCRIPTION OF ORGANIZATION

The American National Standards Institute (ANSI) is a 501(c)3, not-for-profit organization. In fulfilling its mission, ANSI:

- Is recognized by both the public and private sectors as the policy and coordination forum for the U.S. standards and conformity assessment community.
- Approves standards as American National Standards (ANS) and safeguards the integrity and value of the ANS designation by requiring openness, balance, due process, consensus, and transparency to all directly and materially affected interests in the private and public sectors.
- Is the U.S. national member body to the International Organization for Standardization (ISO), the International Electrotechnical Commission (IEC, via the U.S. National Committee), and other non-treaty regional and international standards and conformity assessment organizations, facilitating access by U.S. parties and promoting U.S. interests.
- Coordinates efforts in the marketplace to make products and systems safe, efficient, and globally relevant.
- Provides a means for assessing the need for new standards and conformity assessment activities and promotes the resolution of identified needs.
- Interfaces with U.S. and other governments on standards and conformity assessment issues.
- Accredits standards developers, U.S. Technical Advisory Groups (TAGs) to ISO, and conformity assessment bodies.
- Provides a central resource for timely, relevant, and easily accessible information and education on standards, conformity assessment programs, and related activities in the U.S. and abroad.

FINANCIAL OVERVIEW 2012

For more information, see the Statement of Activities on page 13.



FINANCIAL POSITION

as of December 31, 2012 and 2011

| | 2012 | 2011 |
|---|----------------------|----------------------|
| Assets | | |
| Cash and cash equivalents | \$ 3,678,708 | \$ 3,873,117 |
| Investments | 7,354,796 | 6,738,151 |
| Net accounts receivable: | | |
| Publications and royalties | 3,277,976 | 2,889,353 |
| Program support, accreditation, dues, and other | 2,372,735 | 2,455,301 |
| Prepaid expenses and other assets | 681,217 | 778,314 |
| Prepaid pension costs | 668,065 | 17,009 |
| Investment in ANAB | 324,767 | 158,660 |
| Net property and equipment | 400,880 | 2,614,647 |
| Total assets | \$ 18,759,144 | \$ 19,524,552 |
| Liabilities | | |
| Accounts payable and accrued expenses | \$ 7,251,784 | \$ 7,673,044 |
| Deferred dues and fee income | 4,122,685 | 3,977,715 |
| Deferred rent | 770,217 | 625,474 |
| Total liabilities | \$ 12,144,686 | \$ 12,276,233 |
| Net assets | | |
| Unrestricted: | | |
| Operating fund | \$ 41,368 | 269,312 |
| Board-designated permanent reserve | 5,600,832 | 5,600,832 |
| Specific-purpose funds | 745,560 | 1,145,479 |
| Total unrestricted | 6,387,760 | 7,015,623 |
| Temporarily restricted | 226,698 | 232,696 |
| Total net assets | \$ 6,614,458 | \$ 7,248,319 |
| Total liabilities and net assets | \$ 18,759,144 | \$ 19,524,552 |

STATEMENT OF ACTIVITIES

as of December 31, 2012 and 2011

| | Summarized Information 2012 | % | Summarized Information 2011 | % |
|---|-----------------------------------|-------------|-----------------------------------|-------------|
| Revenue | | | | |
| Membership dues and assessment fees | \$ 5,425,011 | 15% | \$ 5,318,357 | 15% |
| Publications | 20,775,080 | 59% | 20,227,564 | 59% |
| Accreditation services | 6,476,535 | 18% | 5,905,627 | 17% |
| International standards programs | 972,536 | 3% | 932,488 | 3% |
| Fee-based programs | 1,899,905 | 5% | 2,198,701 | 6% |
| Total operating revenue | \$ 35,549,067 | 100% | \$ 34,582,737 | 100% |
| Expenses | | | | |
| Program expenses: | | | | |
| Publications | \$ 12,075,435 | 34% | \$ 11,337,419 | 33% |
| Accreditation services | 6,055,156 | 17% | 5,607,767 | 16% |
| International standards programs | 4,090,346 | 12% | 4,088,186 | 12% |
| ISO/IEC dues | 2,546,966 | 7% | 2,547,218 | 7% |
| Governance | 1,119,639 | 3% | 1,331,351 | 4% |
| Fee-based services | 1,859,470 | 5% | 1,597,272 | 5% |
| Federation promotion | 603,494 | 2% | 654,350 | 2% |
| Government affairs | 471,047 | 1% | 515,709 | 1% |
| Total program expenses | \$ 28,821,553 | | \$ 27,679,272 | |
| Supporting services: | | | | |
| Membership and administration | 657,971 | 2% | 619,941 | 2% |
| Management and general | 6,026,968 | 17% | 6,282,329 | 18% |
| Total supporting services | \$ 6,684,939 | | \$ 6,902,270 | |
| Total operating expenses | \$ 35,506,492 | 100% | \$ 34,581,542 | 100% |
| Change in net assets from operations | 42,575 | | 1,195 | |
| Non-operating activities | | | | |
| Net investment return | \$ 700,823 | | \$ (437,693) | |
| ISO General Meeting | (98,600) | | | |
| Loss on disposal of fixed assets | (1,292,265) | | | |
| Post-retirement-related changes other than net periodic postretirement cost | 13,606 | | (714,781) | |
| Total non-operating activities | \$ (676,436) | | \$ (1,152,474) | |
| Change in total net assets | (633,861) | | (1,151,279) | |
| Net assets, beginning of year | 7,248,319 | | 8,399,598 | |
| Net assets, end of year | \$ 6,614,458 | | \$ 7,248,319 | |

LEADERSHIP AND OFFICES

BOARD OF DIRECTORS



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Mr. James T. Pauley
Senior Vice President,
External Affairs
and Government
Relations,
Schneider Electric



Vice Chair

Mr. Kevan P. Lawlor
President and CEO,
NSF International



Vice Chair

Mr. David L. Miller
Director, Standards,
American Petroleum
Institute



Vice Chair

Ms. Mary Saunders
Associate Director,
Management
Resources, National
Institute of Standards
and Technology



Vice Chair

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



Immediate
Past Chairman

Mr. Arthur E. Cote, P.E.
Executive Vice
President and Chief
Engineer, retired,
National Fire
Protection Association

Mr. Dan Bart
President and CEO,
Valley View
Corporation

Mr. William Berger
Managing Director,
Standards, ASME

Dr. Keith Bird
Senior Policy Fellow
for Workforce and
Postsecondary
Education,
Corporation for a
Skilled Workforce

Mr. GP Russ Chaney
CEO, IAPMO

Mr. Colin B. Church
Voluntary Standards
Coordinator, Office
of the Executive
Director, U.S.
Consumer Product
Safety Commission

CDR Scott A. Colburn
Director, Standards
Program, Center
for Devices and
Radiological Health,
U.S. Food and Drug
Administration

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Program Manager,
Vehicle Technologies
Program Office, U.S.
Department of Energy

Dr. Donald R. Deutsch
Vice President, Chief
Standards Officer,
Oracle

**Dr. Richard J.
Forselius**
Program Leader,
Design for
Environment and
Safety Program,
Sikorsky Aircraft
Company/United
Technologies Corp.

**Ms. Patricia A.
Gleason**
President, Safety
Equipment Institute

Dr. Paul J. Hearty
Vice President of
Technology
Standards Office,
Sony Electronics, Inc.

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RESNA – Rehabilitation Engineering and Assistive
Technology Society of North America
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Ross Engineering Corp.
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— S —

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San Jacinto Methodist Hospital
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Santa Clara County Crime Lab
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Society for Imaging Science and Technology
Society for Laboratory Automation and Screening
Society for Maintenance and Reliability Professionals
The Society for Protective Coatings
Society for Technical Excellence
Society Insurance
Society of Allied Weight Engineers, Inc.
Society of Cable Telecommunication Engineers

Society of Motion Picture and Television Engineers
The Society of the Plastics Industry, Inc.
Sodexo, Inc.
Solar Junction
Sony Electronics Inc.
Southern Co Services Inc.
Southern States Cooperative, Inc.
Southern Weaving Company
Southwest Safety Training Alliance, Inc.
SpanSet Inc.
Spartan Electronics and Research Technology
Specialty Coffee Association of America
Specialty Vehicle Institute of America
SpeeCo
Spokane Teachers Credit Union
Sporting Arms and Ammunition Manufacturers
Institute
Spraying Systems Co.

SPRI, Inc.
Spring Manufacturers Institute
Springs Global U.S., Inc.
Staatsolie Maatschappij
Standards Strategies, LLC
Stanley Black and Decker
State Auto
State of Oregon
Steadfast Certifications Pvt. Ltd.
Steel Deck Institute, Inc.
Steel Door Institute
Steel Joist Institute
Steel Shipping Container Institute
Steelcase Inc.
Sterigenics
Steven Peluso
STG Inc.
The STI Group

Structural Building Components Association
Sunglass Association of America Inc.
Sunset Technology Inc.
Super Anchor Safety
Superior Industries International, Inc.
Sustainability Accounting Standards Board
Sustainable Forestry Initiative, Inc.
SVI International, Inc.
Swedish Medical Center
SWIFT Inc
Synaptronics
Systems Integration Specialists Company

— T —

T.A.P.P.I.
T.R. Arnold and Associates, Inc.
TANSA EXPORT, Inc.

Taylor Machine Works, Inc.
TechAmerica
Telecommunications Industry Association
Teledyne MEC
Temtco Steel
Teradata
Texas Instruments Incorporated
Textile Care Allied Trades Association
Thermo Fisher Scientific
Thermon Manufacturing Co.
ThinkTech
Thomson Reuters
TiePoint Engineering
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Time Manufacturing Co.
Timken Co.
Tire and Rim Association, Inc.
Titan Supply LP

Titan Tire Inc.
Tobacco Science Research Conference
Tony Demaria Electric, Inc.
Toro Co.
Toy Industry Association, Inc.
TQV Certification Services PVT LTD
Travelport LP
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Trijicon, Inc.
Trimble Navigation Ltd.
Triton Marine Construction
Truss Plate Institute
TSI Incorporated
Tufts Associated Health Plans, Inc.
TUV Groups
TUV Rheinland of North America, Inc.
TUV Rheinland SZ

TUV SUD America Inc.
TW Cable
Tyden Brooks

— U —

U.S. Access Board
U.S. Coast Guard
U.S. Consumer Product Safety Commission
U.S. Cutting Tool Institute
U.S. Department of Agriculture
U.S. Department of Agriculture – Agricultural
Marketing Services
U.S. Department of Agriculture – Animal and Plant
Health Inspection Service
U.S. Department of Commerce – National Institute
of Standards and Technology
U.S. Department of Defense
U.S. Department of Energy – OITDC

U.S. Department of Homeland Security
U.S. Department of Justice – Antitrust Division
U.S. Department of Justice – Bureau of Alcohol,
Tobacco, Firearms and Explosives
U.S. Department of Justice – Federal Bureau of
Investigation
U.S. Department of the Interior
U.S. Department of Transportation – Maritime
Administration
U.S. EMC Standards Corp.
U.S. Food and Drug Administration
U.S. Green Building Council
U.S. Pharmacopeia
U.S. Securities and Exchange Commission
USPIS Forensic Laboratory Services
UCB Inc.
UL DQS Inc.
Ultimate Certification Services Pvt., Ltd.

UMIAQ LLC
Underwriters Laboratories Inc.
Unified Abrasives Manufacturers Association
UniGroup, Inc.
Unilife Medical Solutions, Inc.
Union Pacific Railroad
United Association of Journeymen and
Apprentices of the Plumbing and Pipe
United Health Group
United Safety Associates, Inc.
United Services Automobile Association
United Solar Ovonix
United Technologies Corporation
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University of New Hampshire
University of North Carolina
University of Southern Queensland
University of Virginia

UPM Raflatac, Inc.
Upper Mohawk, Inc.
Urschel Laboratories Inc.

— V —

Valley View Corporation
VECAA
Verizon Business
Vermette Machine Co. Inc.
Veterans Affairs
Viastore Systems, Inc.
Vibration Institute
Virginia Department of Forensic Science
Virtual, Inc.
The Vision Council
VLOC Incorporated, a Subsidiary of II-VI Inc.
VMEBus International Trade Association

VMWare
VTM Group

— W —

W.T. Storey Inc.
Wagstaff
Walt Disney World – Worldwide Safety and
Accessibility
Wandling Engineering
Water Quality Association
Watson Pharmaceuticals
Weld Tooling Corp.
Wells Fargo Bank
Werner Co.
Western Governors University
Western Mesquite Mines, Inc.
WEXCO International Corp.
WidePoint Corporation

Will-Burt Company
Wilson, Ihrig and Associates, Inc.
Window and Door Manufacturers Association
Window Covering Manufacturers Association
Wood Machinery Manufacturers of America
Woodhead Software and Electronics
Woodworking Machinery Industry Association
The World Bank Group
Wyndham Hotel Group

— XYZ —

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Xerox Corporation
Xtreme Visibility
Young Living Essential Oils
ZigBee Alliance
ZPower, LLC



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