Voluntary standards
and conformity assessment
systems are the building blocks
of the distinctive U.S. infrastructure.

As the voice of the U.S. standards and conformity assessment system, the American National Standards Institute (ANSI) empowers its members and constituents to strengthen the U.S. marketplace position in the global economy while helping to assure the safety and health of consumers and the protection of the environment. The Institute is building upon past accomplishments, leveraging strategic partnerships, and capitalizing upon emerging opportunities to become a better, stronger, and more nimble organization.

A stronger ANSI is in the best interest of its members.
building for strength

In 2006, the American National Standards Institute turned its attention to the future . . .

A clear vision and strategic direction is helping to advance ANSI’s mission.

A set of core initiatives is guiding the organization, its members and its staff.

A disciplined, bottom-line approach to business is enhancing the Institute’s financial and structural integrity.

An enhanced outreach initiative is opening doors for participation by a broader range of stakeholders in the ANSI federation.

Creative and efficient approaches to standards development are speeding time to market while maintaining the integrity of the consensus-based processes for which ANSI is recognized.

Increasing reliance on ANSI’s accreditation programs — by regulatory bodies and others — is leading to significant cost savings, improved efficiency, and enhanced consumer protection.

Partnerships and interface with organizations around the globe are advancing national interests by providing trading partners with information and access to U.S. innovations, technology, standards, and solutions.
standardization has changed the face of the marketplace

Since I became involved with ANSI in the early 1990’s, there is a much greater understanding of the linkage between standards and commerce. The business community increasingly recognizes the effect of standards, regulations and conformity assessment programs on price, quality, time to market, access to markets and even social consciousness. In my work at Deere & Company, we see standardization as an aspect of business that must be managed as diligently and strategically as any other. For ANSI, this requires a new balance between standards as business to standards for business. This philosophical perspective has helped to define some of the priorities that I will advance in my new role as chairman.

First, we must be very precise when identifying the benefits of ANSI membership. Unlike our accredited standards developers, ANSI is less visible because we are a step removed from the front line of technological development. Yet the Institute provides information and intelligence that directly benefits the people and organizations that ultimately deliver products and services to the marketplace. ANSI needs to recast its message by focusing on the benefits and end results of what we do rather than on the features and functions of our organization.

Next, I have challenged my fellow Board members to engage in market research and outreach that will help to identify the issues that are important to groups that sit outside the federation. More than half of the organizations that set standards in the United States are not members of ANSI. We need to understand why. If there are barriers to participation that we have not addressed, then we need to do some things differently. All progress comes from change.

We need to get ahead of the curve and become better at anticipating and embracing new opportunities within the scope of our mission to coordinate and harmonize U.S. standards and conformity assessment activities. When a hot-button issue is identified, we have proven that ANSI can deliver the programs, products and services that will satisfy that need. Our standards panels, for example, are delivering real value to the ANSI federation. The latest panel, launched in conjunction with the Better Business Bureau, brings together representatives from many different technology and business sectors to curtail the $56 billion annual cost of ID theft.

ANSI has a strong investment in the development of strategic partnerships with stakeholders across the nation and around the globe. By leveraging our relationships with the National Institute of Standards and Technology and the Standardization Administration of China, we recently launched a Standards Portal that will facilitate cross border trade between the U.S. and the People’s Republic of China. Our ability to seize opportunities in regional and international forums will continue to strengthen our leadership role in the global arena.

Just as the business community has become more cognizant of standards, ANSI has become more careful in its scrutiny of the marketplace. We must be vigilant and logical in our identification of opportunities to do good work. We must embrace change and capitalize on it to become stronger. I welcome and encourage your support.
building for strength

In 2006, the American National Standards Institute began a critical examination of what it is we do, how we do it, and what to improve.

Our mission will not change: we will continue to support the needs of our members and the development of standards and conformity assessment-based solutions to emerging national priorities. We will assist in transforming U.S. innovations into global commerce and help to strengthen the long-term competitive position of the U.S. in international markets. And we will work to assure consumer health and safety and the protection of the environment.

But ANSI must become a stronger organization if we are to keep pace with the evolving requirements of our members and stakeholders.

Building for strength means focusing on results. We must carefully define our objectives, decide how they will be measured, track our actions, and evaluate our success. We must focus on activities that will have a long-range strategic benefit for the Institute and that will generate a positive return on our investment.

Early this year we defined an initial list of ten priorities. These reflect feedback received from our members and customers and were refined during an in-depth review of our organizational and business models. We have made good progress and include in this report a brief summary of the actions we have taken to date.

We continue to seek out new opportunities to deliver standards, codes and conformity assessment-based solutions to emerging national and global priorities. Our standards panels are demonstrating that ANSI is transitioning smoothly from a reactive to a proactive organization.

In 2005, we contracted with the U.S. Department of Health and Human Services to establish our third panel, this time in the realm of healthcare information technology. In less than one year, the HITSP has made real, measurable progress in the harmonization of standards that will support a national health information network for all Americans.

A fourth initiative, the Identity Theft Prevention and Identity Management Standards Panel, was launched in September. The IDSP is a partnership between ANSI and the Better Business Bureau; we are working together to help deter and defend against a marketplace crisis that has victimized more than 18 million Americans over the past two years. Like our other panels, the IDSP will bring a cross-sector group of stakeholders together to identify existing standards and uncover areas where new standards or conformity assessment programs are needed.
ANSI is tapping into new networks and identifying activities that can derive benefit from our harmonization activities. This outreach is helping to cultivate a widespread understanding of the Institute, our brand, and our role as the focal point for the private sector standards and conformity assessment community. Our members—particularly the trade associations with their direct connections to industry—have been a great source of input. We have also been successful in fostering new and stronger relationships with our partners in government.

Today, ANSI is helping to bridge the interests of government and industry in order to build capacity in developing nations. These economies are the new markets for U.S. exporters. Members of the standards community need to become more actively engaged in trade policy activities. Standards influence an estimated $8 trillion in global commerce every year worldwide; the cost is too great for us not to play an active role in helping to develop future trading partners.

ANSI is leveraging its membership in standards and conformity assessment organizations around the globe to advance American interests. We are promoting U.S. and North American candidates for leadership positions and encouraging greater U.S. participation in technical and policy activities.

These efforts help to improve our nation's competitiveness in the global marketplace. They are also aligned with the United States Standards Strategy. ANSI has been a champion of the Strategy since its approval last December. We are encouraging all of our members and constituents to support and carry forward its principles. It is a very powerful, yet very flexible tool for our community and I am pleased that ANSI is one of its leading advocates.

Building for strength means learning from what we've achieved and integrating that knowledge into our future planning and strategies. ANSI is in sound financial standing today. For the healthiest future, we will be working to minimize our reliance on a limited number of revenue streams. Diversification will give us greater flexibility and the capacity we need to do more for our members and be more effective.

Together we are building a stronger ANSI.
actions on top priorities

As coordinator of the U.S. voluntary consensus standards and conformity assessment system, ANSI is called upon to support a broad range of stakeholder needs and priorities. Input from ANSI members has helped to define a set of ten initiatives that have long-range strategic benefit for the Institute. A summary of initiatives underway during 2006, along with a synopsis of actions taken to date, is shown below:

- revenue growth and diversification
  ANSI is strengthening its financial integrity by building its reserves and diversifying its revenue streams. The Institute is maximizing its potential for revenue growth by leveraging new partnerships, associations, and other joint ventures.

- outreach to broader constituencies
  ANSI is enhancing its position as a focal point for the U.S. standards and conformity assessment community by representing a broader and more diverse business, industrial and consumer base. ANSI is also reaching out to new stakeholder groups, including the service economy and consumers in the growing aging population, to anticipate and meet their needs.

- membership growth
  ANSI is growing its membership by articulating firm value proposition statements and the reasons for active and ongoing engagement. Membership growth will continue to increase as new industry- and service sector-specific needs are identified and met.

- interface with consortia and others
  ANSI is embracing the activities of non-traditional standards developing groups such as consortia and other forums that are either now outside the Institute’s usual network or that are minimally engaged. An Ad Hoc Advisory Group on Expanded Outreach, reporting to the ANSI Board of Directors, is spearheading this effort.

- exploration of alternative recognition
  ANSI is identifying and supporting the business needs of non-traditional standards developers. This is an opportunity to consider alternative recognition of processes and/or work products in new ways. Any actions taken will be orchestrated so as to avoid compromising the integrity of the ANSI brand or the American National Standard designation.

- enhance conformity assessment portfolio
  ANSI’s Accreditation Services business line is expanding to include new markets in areas such as inspection, auditing and laboratory accreditation. Growth opportunities will include strategic partnerships with other organizations as well as the enhancement of services that ANSI currently offers.

- education and training
  ANSI is building the appreciation for standardization in the corner offices of America, on Capitol Hill, and in colleges and universities across the nation. For professional training, ANSI will expand training programs to meet professional needs up and down the value chain.

- enhanced presence in Washington
  ANSI is proactive in keeping policymakers apprised of key issues related to the standards community. The Institute continues to promote more government agency involvement in standards and conformity assessment activities.

- balancing international participation
  The Institute is advocating the principles of the United States Standards Strategy and the views of U.S. stakeholders in all its international and regional activities. As the nation’s official member body, ANSI provide ongoing access to the standards development processes of the International Organization for Standardization (ISO) and, through the U.S. National Committee, to the International Electrotechnical Commission (IEC).

- standards panels
  ANSI’s four standards panels are meeting the critical standardization needs of the nation, embracing emerging technologies and protecting consumer interests. The Institute is continuing to look for areas where panels can provide standards-based solutions to critical national priorities.
The American National Standards Institute (ANSI) is a 501(c)3, not-for-profit organization that coordinates the development of U.S. voluntary consensus standards and standards policy. In fulfilling its mission, ANSI:

- Serves as the policy forum for the U.S. standards and conformity assessment communities and is recognized by both the public and private sectors as such.

- 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 official U.S. representative to non-treaty, regional and international standards and conformity assessment organizations and, as such, facilitates access by U.S. interests to those organizations and promotes U.S. interests abroad.

- Provides a means for assessing the need for new standards activities and conformity assessment programs and promotes the resolution of identified needs.

- Accredits standards developers, U.S. Technical Advisory Groups (TAGs) to ISO and conformity assessment programs.

- Serves as an interface with U.S. and other governments on standards and conformity assessment issues.

- Provides a central resource, using the most modern means available, for timely, relevant and easily accessible information and education on standards, conformity assessment programs and related activities in the U.S. and abroad.

- Coordinates the efforts of companies and consumers to make products and systems safe, efficient and globally relevant.

For more information, please refer to the Statement of Activities shown on page 12.
### Year Ended December 31, 2005

#### Financial Position

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
<th>Summarized Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$3,381,218</td>
<td>$1,317</td>
<td>$3,382,535</td>
<td>$4,716,945</td>
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<tr>
<td>Receivables</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publications and royalties</td>
<td>1,309,169</td>
<td></td>
<td>1,309,169</td>
<td>1,153,815</td>
</tr>
<tr>
<td>Dues (net of allowance for doubtful accounts of $242,000 for 2005 and 2004)</td>
<td>4,820,893</td>
<td></td>
<td>4,820,893</td>
<td>2,890,729</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments — marketable securities</td>
<td>6,144,179</td>
<td>217,378</td>
<td>6,361,557</td>
<td>6,484,453</td>
</tr>
<tr>
<td>Investments in ANAB</td>
<td>1,050,866</td>
<td></td>
<td>1,050,866</td>
<td>163,082</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>191,809</td>
<td></td>
<td>191,809</td>
<td>1383,279</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>1,601,959</td>
<td></td>
<td>1,601,959</td>
<td>1,383,279</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$18,500,093</td>
<td>$218,695</td>
<td>$18,718,788</td>
<td>$16,798,134</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$2,286,695</td>
<td></td>
<td>2,286,695</td>
<td>2,010,22</td>
</tr>
<tr>
<td>Deferred dues and fee income</td>
<td>5,431,509</td>
<td></td>
<td>5,431,509</td>
<td>4,919,948</td>
</tr>
<tr>
<td>Deferred rent</td>
<td>594,413</td>
<td></td>
<td>594,413</td>
<td>539,736</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$8,312,617</td>
<td></td>
<td>$8,312,617</td>
<td>$7,469,906</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted net assets:</td>
<td>$3,740,239</td>
<td></td>
<td>3,740,239</td>
<td>2,721,673</td>
</tr>
<tr>
<td>Operating fund</td>
<td>$3,740,239</td>
<td></td>
<td>3,740,239</td>
<td>2,721,673</td>
</tr>
<tr>
<td>Board-designated permanent reserve</td>
<td>5,600,832</td>
<td></td>
<td>5,600,832</td>
<td>5,600,832</td>
</tr>
<tr>
<td>Specific-purpose funds</td>
<td>846,405</td>
<td></td>
<td>846,405</td>
<td>794,437</td>
</tr>
<tr>
<td>Temporarily restricted net assets</td>
<td>$218,695</td>
<td>$218,695</td>
<td>211,286</td>
<td>$211,286</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>$10,187,476</td>
<td>$218,695</td>
<td>$10,406,171</td>
<td>$9,328,228</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$18,500,093</td>
<td>$218,695</td>
<td>$18,718,788</td>
<td>$16,798,134</td>
</tr>
</tbody>
</table>
### Statement of Activities

Year ended December 31, 2005

<table>
<thead>
<tr>
<th>Support and revenue</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>2005</th>
<th>%</th>
<th>2004</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues and assessment fees</td>
<td>$4,145,187</td>
<td>$4,145,187</td>
<td>20%</td>
<td>$4,050,166</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Publications</td>
<td>10,657,828</td>
<td>10,657,828</td>
<td>50%</td>
<td>10,516,442</td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>Accreditation services</td>
<td>3,966,595</td>
<td>3,966,595</td>
<td>19%</td>
<td>2,758,808</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>International standards programs</td>
<td>764,313</td>
<td>764,313</td>
<td>4%</td>
<td>652,206</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Fee-based programs</td>
<td>1,070,471</td>
<td>1,070,471</td>
<td>5%</td>
<td>855,128</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Net investment gains</td>
<td>316,687</td>
<td>7,409</td>
<td>2%</td>
<td>331,628</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td><strong>$20,921,081</strong></td>
<td><strong>$7,409</strong></td>
<td><strong>100%</strong></td>
<td><strong>$19,191,378</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
</tbody>
</table>

| Expenses | | | | | |
|-----------|-----------------|-----------------|-----------------|-----------------|
| Program expenses: | | | | |
| Publications | $5,160,155 | $5,160,155 | 25% | 4,316,703 | 23% |
| Accreditation services | 2,415,125 | 2,415,125 | 12% | 2,559,867 | 9% |
| International standards programs | 2,705,385 | 2,705,385 | 14% | 2,648,949 | 14% |
| ISO/IEC dues | 2,091,877 | 2,091,877 | 11% | 1,882,182 | 10% |
| Governance | 1,241,763 | 1,241,763 | 6% | 1,102,767 | 6% |
| Fee-based services | 1,103,072 | 1,103,072 | 6% | 1,032,605 | 5% |
| **Total program expenses** | **14,717,377** | **14,717,377** | **13,543,073** | |
| Management and general: | | | | |
| Membership development | 152,411 | 152,411 | 1% | 312,817 | 2% |
| Membership administration/relations | 484,113 | 484,113 | 2% | 630,945 | 3% |
| Federation promotion | 504,468 | 504,468 | 3% | 493,544 | 3% |
| Public policy and government affairs | 468,136 | 468,136 | 2% | 389,649 | 2% |
| Other management and general | 3,524,042 | 3,524,042 | 18% | 3,506,704 | 18% |
| **Total management and general** | **5,133,170** | **5,133,170** | **5,333,659** | |
| **Total expenses** | **$19,850,547** | **$19,850,547** | **$18,876,732** | **100%** | **$18,876,732** | **100%** |

| Increase in net assets | $1,070,534 | $7,409 | $1,077,943 | $314,646 |
| Net assets, beginning of year | 9,116,942 | 211,286 | 9,328,228 | 9,013,582 |
| **Net assets, end of year** | **$10,187,476** | **$218,695** | **$10,406,171** | **$9,328,228** |
notes to financial statements

accounting policies

basis of financial statement presentation
The American National Standards Institute, Incorporated (the “Institute”), is a
not-for-profit service organization, founded in 1918. It is the coordinating
organization for the United States’ national standards system. The Institute does
not develop standards. It provides the means for determining the need for stan-
dards and ensures that organizations competent to fill these needs undertake the
standards development work. The programs of the Institute are carried out by
the Board of Directors. The Institute is exempt from federal income taxes under
Section 501(c)(3) of the U.S. Internal Revenue Code, and from state and local
taxes under comparable laws.

accrual basis of accounting
The financial statements of the Institute have been prepared on the accrual basis
of accounting and conform to accounting principles generally accepted in the
United States of America, as applicable to not-for-profit entities.

use of estimates
The preparation of financial statements in conformity with generally accepted
accounting principles requires management to make estimates and assumptions
that affect the reported amount of assets, liabilities, revenues and expenses, as
well as the disclosure of contingent assets and liabilities. Actual results could dif-
fer from those estimates.

cash and cash equivalents
The Institute considers all highly liquid investments with original maturities of less
than three months to be cash equivalents, except for such amounts held in the
Institute’s investment portfolio, which are considered to be held for long-term
purposes. The carrying amount approximates the fair value because of the short
maturity of these investments. Sometimes deposits have been pledged as collat-
eral for a letter of credit and for foreign exchange transactions.

investments
Investments in equity securities with readily determinable fair values and all debt
securities are recorded at fair values, with realized and unrealized gains and
losses included in the accompanying statements of activities. Net investment
income is recorded as unrestricted and restricted, in accordance with donor
intent.

property and equipment
Property and equipment are stated at their costs at the dates of acquisition.
Leasehold improvements are also capitalized, whereas costs of repairs and
maintenance are expensed as incurred.

Depreciation of furniture and equipment is provided using the straight-line
method, over the estimated useful lives of the respective assets, ranging from three
to ten years. Likewise, depreciation of leased assets is computed using the
straight-line method over the life of the assets. Leasehold improvements are
amortized over the lesser of the estimated useful life of the specific asset or the
term of the applicable lease.

revenue recognition
Revenue from publication sales is recognized when the customer purchases an
electronic copy of the publication through the Institute’s E-commerce website or
when the order was fulfilled by third party resellers. Membership dues and fee-
based programs are credited to income over the period to which they apply.
Recognition of revenue from membership dues and fee-based programs relating
to a future year is deferred until that year.

deferred rent liability
Rent expense is recognized using the straight-line method over the terms of the
lease. The difference between rent expense incurred and the amount paid, which is attributable to scheduled rent increases, is reported as a deferred rent
liability in the statements of financial position.

net assets
The net assets of the Institute and changes therein are classified and reported as
follows:

Unrestricted net assets represent those resources that have no donor restrictions
as to their use. In 1969, the Board of Directors designated a permanent reserve
fund for the establishment of new standards programs and to fund future oper-
ating deficits. The permanent reserve is funded by the operating fund and
invested subject to approval by the Board’s finance committee. In 1973, the
Board of Directors established a special-purpose, international fund to assist the
Institute in its international standardization and related activities. Expenditures
from the income of the fund must be authorized by the board of trustees of the
international fund.

Temporarily restricted net assets consist of resources, the use of which has been
restricted by donors to specific purposes. Net assets released from restrictions
represent the satisfaction of the restricted purposes specified by the donor.

The Peralta Charitable Remainder Unitrust was established in 1993. Upon the
death of the Unitrust beneficiaries, the principal and income of the trust will be
distributed to the Institute to be used for educational purposes.

The USNC/IEC Fund was established in 1981, upon receipt of assets from the
members of the United States National Committee (“USNC”). Expenditures from
the fund must be authorized by the executive committee of the USNC of the
International Electrotechnical Commission (“IEC”), and the Institute’s finance
committee.
board of directors — 2006

chairman of the board

Mr. Robert W. Noth
Manager, Engineering Standards, Deere & Company

vice chairmen

Mr. Arthur E. Cote, PE
Executive Vice President, National Fire Protection Association

Dr. Mary C. McKiel
Standards Executive, U.S. Environmental Protection Agency

Mr. Stephen P. Oksala
Vice President, Standards, Society of Cable Telecommunications Engineers

Mr. Ronald F. Silletti
Corporate Program Director of Standards, Intellectual Property and Licensing, IBM Corporation

immediate past chairman

Dr. George W. Arnold
Deputy Director, Technology Services, National Institute of Standards and Technology

board members

Dr. Norris E. Alderson
Associate Commissioner for Science, U.S. Food and Drug Administration

Mr. Dan Bart
Senior Vice President, Standards & Special Projects, Telecommunications Industry Association

Mr. Marc R. Bussan
Vice President, Global Product Development, Cleaning, Whirlpool Corporation

Ms. Joan Walsh Cassidy
Executive Director, American Council of Independent Laboratories

Mr. Colin B. Church
Voluntary Standards and International Activities Coordinator, U.S. Consumer Product Safety Commission

Mr. Steven J. Cole
President and CEO, Council of Better Business Bureaus

Dr. Belinda L. Collins
Director, Technology Services, National Institute of Standards and Technology

Dr. Donald R. Deutsch
Vice President, Standards Strategy and Architecture, Oracle

Dr. Lester F. Eastwood, Jr.
Director, Architecture and Standards Strategy, Motorola, Inc.

Dr. Richard J. Forseilus
Manager, Engineering Records, United Technologies Corp., Hamilton Sundstrand

Ms. Linda F. Goldner
President, National Consumers League

Ms. Judith Gorman
Managing Director, Standards Activities, Institute of Electrical and Electronics Engineers

Ms. Barbara B. Gregg
Maryland Consumer Rights Coalition, Inc.

Dr. William E. Kelly
Professor of Civil Engineering, The Catholic University of America

Mr. Frank K. Kitzantas
Senior Vice President and Chief Technical Officer, National Electrical Manufacturers Association

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

Ms. June Ling
Associate Executive Director, Codes and Standards, ASME International

Mr. James E. Matthews III
Director, Technical Standards and Standards Policy, Corning Incorporated

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

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

Dr. Celia Merzbacher
Office of Science and Technology Policy, Executive Office of the President of the United States

Ms. Susan M. Miller
President and CEO, Alliance for Telecommunications Industry Solutions

Ms. Mary J. Mitchell
Deputy Associate Administrator for Technology Strategy, Office of Governmentwide Policy, General Services Administration

Ms. Mary J. Mitchell
Executive Vice President and Chief Operating Officer, SAE International

Dr. Barbara L. Nichols
Chief Executive Officer Commission on Graduates of Foreign Nursing Schools

Mr. James T. Pauley
Vice President, Industry and Government Relations, Square D Co./Schneider Electric, North American Division

Dr. R. David Pittle
Consumer Representative

Mr. William Primosch
Director, Defense Standardization Program Office, U.S. Department of Defense

Ms. Mary H. Saunders
Chief, Standards Services Division, National Institute of Standards and Technology

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

Ms. Joan E. Sterling
Director, Government Relations, Intertek Testing Services ETL/SEMKO Division

Mr. William G. Sutton
President and CEO, Air-Conditioning and Refrigeration Institute

Mr. James A. Thomas
President, ASTM International

Ms. Kathleen A. Thuner
National Association of Consumer Agency Administrators

Mr. Andrew Updegrove
Partner, Gesmer Updegrove LLP

Mr. Richard H. Weinstein
Office of the Chief Engineer, NASA Headquarters
staff and facilities

senior management team

Mr. S. Joe Bhatia
President and CEO

Ms. Frances E. Schrotter
Senior Vice President and
Chief Operating Officer

Mr. Bob Feghali
Vice President, Business Development
and Chief Information Officer

Ms. Patricia A. Griffin
Vice President and General Counsel

Mr. Lane Hallenbeck
Vice President, Accreditation Services

Ms. Margaret Jensen
Vice President, Finance and Administration
and Chief Financial Officer

vacant
Vice President, Public Policy and Government Affairs

Mr. Gary W. Kushnier
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Primary Functions in this office include:
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Accreditation Services for Product and Personnel Certification Bodies;
International and Regional Policy Programs, including the China Program;
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