today      tomorrow

american national standards institute
annual report

enabling solutions
to protect our future
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member roster (booklet)
In 1918, representatives of U.S. industry and government came together to plant the seeds of cooperation for standards and conformity assessment activities in this nation. Over the next nine decades, the organization they founded has taken root and grown – branching out to address an ever-increasing range of national and global priorities.
One of the main responsibilities of an ANSI chairman is to assist in strategically positioning the Institute for long term success. Sometimes attention needs to be given to domestic issues, such as ANSI’s interface with the government. Increasingly, the scope is more broad.

During the past several months, I’ve been focusing my attention on the international aspects of ANSI. The Institute and its members have a long history of success in leading and influencing key standards and conformity assessment initiatives that have a global impact. But new issues continue to arise every day that require our attention: from energy management to consumer safety, and from biotechnologies to the education of our workforce.

The marketplace is global. Even those organizations that operate exclusively in the U.S. rely on foreign suppliers and have foreign competitors. It is the responsibility of the standards and conformity assessment community to design, implement, and support systems and programs that will meet the needs of stakeholders worldwide, not just in the U.S. All of our future business and policy negotiations are dependent upon a system that allows products, services, and people to cross borders. Such products and services need to be compliant with globally accepted standards to be suitable for use in multiple industries and applications.

The United States Standards Strategy—with ANSI as its staunch advocate—supports the concept of “One Standard – One Test – Accepted Everywhere.” ANSI carries this message forward to the many regional and international standards and conformity assessment organizations where it represents U.S. interests. But global standard-setting and conformity assessment activities happen in a wide spectrum of forums—many without ANSI’s direct involvement, so we all need to take responsibility for spreading the word.

Through a Board-sponsored outreach effort, ANSI has also made it a priority to work with a broader range of standard-setting organizations—including consortia and other fora. Everyone is moving quickly to create solutions to market needs. But moving too fast can lead to unnecessary overlap, duplication, and disruptive controversy. Communication and coordination become essential elements. In this regard, I’m proud to report that ANSI’s third annual Open Forum for Standards Developers was attended by more consortia representatives than ever before and the utility of the ANSI Panels is being recognized by an expanding number of organizations and agencies.

ANSI will continue to identify opportunities where we can support the standards and conformity assessment activities that are needed in this country and around the world. We must make intelligent choices . . . recognizing where and when we can add value. ANSI staff is working to meet the diverse needs of our current membership and demonstrate to organizations and markets that don’t know us where ANSI can help satisfy their needs. Our responses and actions will continue to be purposeful and driven by the demands and expectations of those whom we are here to serve—domestically and globally.

I thank you for your continued support and partnership and I look forward to working with you as ANSI turns its attention to tomorrow’s concerns today.
The American National Standards Institute is experiencing an incredible rate of growth and diversification. We are building upon a foundation of past accomplishments to address an ever-expanding array of national and global priorities.

Our success is made possible through the active engagement of ANSI’s membership. For the first time in several years, we have retained 100% of our largest members and, already in 2007, have welcomed more than one hundred new organizations to the Federation. To meet your needs, we are investing heavily in our technological infrastructure, developing powerful web tools like the “My ANSI” account management system and an improved version of the ANSI eStandards Store.

But perhaps the most exciting growth we have seen over the past year has been in areas that are new to the Institute. We are working with a broad range of groups—and in some cases, industries—to identify innovative ways to address emerging issues and keep pace with evolving technologies. Along the way, we continue to expand our reach and spread our messages to representatives of government and corporate America.

ANSI was approached by the Department of State, for example, to assist in creating a biofuels standards roadmap that would support the commoditization of biofuels. This set the course for the launch of a new biofuels coordination standards panel and aligns with our ongoing work to support the development of alternative energy resources and energy management systems.

The Institute is addressing issues of prime importance to industry. An ANSI conference on emerging global chemical requirements resulted in the launch of a Manufacturers Network on Chemical Regulation that is assisting with compliance activities and fostering cooperation.

This summer, we became actively engaged in the facilitation of a new public-private partnership to address consumer product safety. Protecting consumers is of paramount importance to ANSI; our involvement underscores the critical need for strong, coordinated programs that will keep unsafe goods off store shelves.

ANSI recently announced an expansion of our conformity assessment activities, adding new accreditation programs that better protect the public from under-qualified workers and safeguard senior citizens from misleading titles and unethical business practices in the financial services sector. We also recently added laboratory accreditation to our conformity assessment portfolio via the ANSI-ASQ National Accreditation Board’s acquisition of ACLASS.

The diversity of these initiatives demonstrates ANSI’s dedication to enabling solutions to protect our future. We are proud of these areas of new growth, and always remain cognizant of our deep-rooted public service mission. As an Institute, we are focused on a state of continuous improvement. We will constantly examine our offerings, identify what is working, capture those successes, build upon them, and make them better.

Together, we have become a stronger, more robust organization. I look forward to continued growth and to working with each of you – today and tomorrow.

S. Joe Bhatia
President and Chief Executive Officer
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. A brief summary of actions taken on top priorities during the past year is shown below:

**revenue growth and diversification**

ANSI is strengthening its financial integrity by diversifying its revenue streams and maximizing its potential for growth by leveraging new partnerships, associations, and other joint ventures. In the long term, ANSI is working to position itself as a one stop resource for standards, conformity assessment, and related information. To that end, the Institute has invested in our technological infrastructure, relaunching the ANSI electronic Standards Store (eSS) with new collections and improved usability.

From standards on energy management to an accreditation program for demand-based education and training certificates, issues from the headlines provide opportunities for the Institute to take a leadership role in enabling solutions in sectors where ANSI had not previously been engaged.

**proactively address national, regional, and global priorities**

ANSI works to engage all stakeholders through workshops, conferences, and other fora. For example, emerging chemical controls and regulations are having a strong impact on many of ANSI’s members, particularly in the manufacturing sector. The Institute convened a conference to address these issues and subsequently announced with the National Association of Manufacturers the formation of a new Manufacturers Network on Chemical Regulation.

ANSI’s support of the Toy Industry Association and its Toy Safety Coordination Initiative was the first step in a new effort to facilitate enhanced public-private partnerships to address consumer product safety concerns. An aspect of these efforts is keeping policy makers apprised of key standardization and compliance issues.

**enhanced presence in Washington**

In the wake of this summer’s recalls, the Institute was invited to present testimony to the Interagency Working Group on Import Safety and the Senate Appropriations Committee, Subcommittee on Financial Services and General Government.

ANSI was also recently selected by the U.S. Trade Development Agency to carry out a standards training program for Vietnamese stakeholders, providing them with an understanding of this country’s market-driven approach to standards and conformance. In addition to the Institute’s work with the Department of Energy, ANSI was approached by the Department of State to assist in creating a biofuels standards

### ANSI-Accredited Standards
Developers (SDOs) and American National Standards (ANS)

- Total Accredited SDOs: 208
- Total Approved ANS: 9,529
roadmap to support the commoditization of biofuels, an activity that set the course for the launch of ANSI’s fifth standards panel.

**standards panels**

From field to end use, the Biofuels Standards Coordination Panel is a cross-sector coordinating body that is working to promote the compatibility of voluntary consensus standards and conformity assessment programs.

ANSI’s Homeland Security Standards Panel issued a workshop report aimed at bolstering national preparedness in the event of a natural disaster, and has now turned its attention to transit security.

The Nanotechnology Standards Panel and the ANSI-Accredited U.S. TAG to ISO TC 229 are working to facilitate the development of standards supporting nomenclature, materials properties, and testing, measurement, and characterization procedures.

The ANSI-BBB Identity Theft Prevention and Identity Management Standards Panel is on track to deliver its final set of recommendations in January of 2008.

The Healthcare Information Technology Standards Panel delivered its first set of formal recommendations on interoperability specifications and immediately began work on implementation testing. A new set of deliverables for the American Health Information Community is currently under development.

**balancing international participation**

ANSI is an active member of the International Accreditation Forum and offers leadership as the nation’s official member body to the International Organization for Standardization and, through the U.S. National Committee, the International Electrotechnical Commission. ANSI’s engagement in the international arena spans a broad range of subject areas, including second-hand goods, ocean energy devices, intelligent transportation systems, and energy management. In partnership with ABNT, the national body of Brazil, the Institute has also recommended new work on liquid biofuels.

**outreach to broader constituencies**

ANSI continues to reach out to new stakeholder groups, embracing the activities of non-traditional standards developers such as consortia and other fora. The Board’s Ad Hoc Advisory Group on Expanded Outreach is spearheading the effort to engage groups that are currently underrepresented within the Institute and identify new areas for collaboration.
actions on top priorities
(continued)

**enhance conformity assessment portfolio**

In the past year, the Institute has developed several new accreditation programs that protect the public from misleading practices and unqualified workers. Most recently, the Commonwealth of Massachusetts recognized ANSI as an accreditation organization under new regulations that protect senior citizens from unethical business practices in the financial services sector.

The ANSI-ASQ National Accreditation Board’s recent acquisition of Assured Calibration and Laboratory Accreditation Select Services (ACCLASS) adds laboratory accreditation to the Institute’s conformity assessment portfolio. A second edition of the *National Conformity Assessment Principles* document was published this year to promote an understanding of competent conformity assessment practices.

**promote the united states trade agenda**

ANSI is providing leadership in advancing the U.S. trade agenda to enhance the global competitiveness of American businesses. ANSI president and CEO S. Joe Bhatia has been elected vice chair of ITAC 16, the Industry Trade Advisory Committee focused on standards and technical trade barriers. The Institute is also working with the U.S. Chamber of Commerce and the Council of Americas to encourage regulators in NAFTA countries to facilitate cross-border trade by relying more heavily on private-sector standards.

In addition, ANSI organized a U.S. – China Symposium that brought more than sixty representatives from U.S. industry and government to Beijing. The Institute has also expanded its online resource, www.StandardsPortal.org, to include more comprehensive market access information for the U.S. and China.

**membership growth**

Membership growth continues to increase as ANSI delivers effective and compelling responses to member needs. A new tiered dues structure for organizational members creates a more equitable and affordable system for small and mid-size organizations, and the launch of the “My ANSI” account management system provides all members with greater flexibility and control over their accounts.

**education and training**

ANSI is building appreciation for standardization in the corner offices of America, on Capitol Hill, and in colleges and universities across the nation. The growing University Outreach Program and this year’s relaunch of www.StandardsLearn.org speed the development and delivery of courses and reference materials to meet the education needs of the current and emerging workforce.

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**ANSI-Accredited Certification Programs**
- Product Certification Programs 42
- Personnel Certification Programs 19

**ANAB-Accredited Systems Certifiers**
- Quality Management 76
- Environmental Management 45

**ACCLASS-Accredited Laboratories**
- Testing Labs 71
- Calibration Labs 172

**Membership**
- **Total Members**: 842
  - New in 2007: 108
- **Company Members**: 477
- **Government Members**: 29
- **Organizational Members**: 296
- **Educational Members**: 21
- **International Members**: 19
  - *as of September 2007*

**Education and Training: University Outreach Program**
- Participating students: 736
  - New in 2007: 347
- Participating schools: 33
  - New in 2007: 16
- Participating professors: 36
- Standards provided: 252
financial overview
description of organization

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

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.

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

- 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.

SUPPORT AND REVENUE ($24.6M)

For more information, see the Statement of Activities shown on page 12.

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accreditation services</td>
<td>13%</td>
</tr>
<tr>
<td>International standards programs</td>
<td>3%</td>
</tr>
<tr>
<td>Fee-based programs</td>
<td>9%</td>
</tr>
<tr>
<td>Net investment income</td>
<td>4%</td>
</tr>
<tr>
<td>Membership dues and assessment fees</td>
<td>18%</td>
</tr>
<tr>
<td>Publications</td>
<td>53%</td>
</tr>
</tbody>
</table>

EXPENSES ($23.9M)

<table>
<thead>
<tr>
<th>Expense Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership development and administration</td>
<td>3%</td>
</tr>
<tr>
<td>Government affairs</td>
<td>2%</td>
</tr>
<tr>
<td>Federation promotion</td>
<td>3%</td>
</tr>
<tr>
<td>Fee-based services</td>
<td>9%</td>
</tr>
<tr>
<td>Governance</td>
<td>5%</td>
</tr>
<tr>
<td>ISO/IEC dues</td>
<td>9%</td>
</tr>
<tr>
<td>International standards programs</td>
<td>12%</td>
</tr>
<tr>
<td>Accreditation services</td>
<td>12%</td>
</tr>
<tr>
<td>Publications</td>
<td>29%</td>
</tr>
</tbody>
</table>
# Financial Position

**Year Ended December 31, 2006**

<table>
<thead>
<tr>
<th>Assets</th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted</strong></td>
<td><strong>Temporarily Restricted</strong></td>
<td><strong>Summarized Information</strong></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$4,556,248</td>
<td>$1,645</td>
</tr>
<tr>
<td>Receivables:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publications and royalties</td>
<td>1,573,396</td>
<td></td>
</tr>
<tr>
<td>Dues (net of allowance for doubtful accounts of $342,000 and $242,000 for 2006 and 2005)</td>
<td>5,019,658</td>
<td></td>
</tr>
<tr>
<td>Investments — marketable securities</td>
<td>5,733,940</td>
<td>278,550</td>
</tr>
<tr>
<td>Investment in ANAB</td>
<td>1,069,605</td>
<td></td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>991,914</td>
<td></td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>1,595,133</td>
<td></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$20,539,894</td>
<td>$280,195</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$3,230,271</td>
<td></td>
</tr>
<tr>
<td>Deferred dues and fee income</td>
<td>5,910,770</td>
<td></td>
</tr>
<tr>
<td>Deferred rent</td>
<td>569,977</td>
<td></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$9,711,018</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net assets</th>
<th>2006</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating fund</td>
<td>$4,517,087</td>
<td></td>
</tr>
<tr>
<td>Board-designated permanent reserve</td>
<td>5,600,832</td>
<td></td>
</tr>
<tr>
<td>Specific-purpose funds</td>
<td>710,957</td>
<td></td>
</tr>
<tr>
<td><strong>Temporarily restricted net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>280,195</td>
<td></td>
<td>280,195</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>$10,828,876</td>
<td></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$20,539,894</td>
<td></td>
</tr>
</tbody>
</table>
statement of activities
year ended December 31, 2006

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>2006</th>
<th>%</th>
<th>Summarized Information</th>
<th>2005</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support and revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership dues and assessment fees</td>
<td>$4,422,608</td>
<td>$</td>
<td>$4,422,608</td>
<td>18%</td>
<td>$4,145,187</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Publications</td>
<td>$13,010,258</td>
<td>$</td>
<td>$13,010,258</td>
<td>53%</td>
<td>$10,657,828</td>
<td>51%</td>
<td></td>
</tr>
<tr>
<td>Accreditation services</td>
<td>$3,225,976</td>
<td>$</td>
<td>$3,225,976</td>
<td>13%</td>
<td>$3,966,595</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>International standards programs</td>
<td>$819,541</td>
<td>$</td>
<td>$819,541</td>
<td>3%</td>
<td>$764,313</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Fee-based programs</td>
<td>$2,276,956</td>
<td>$</td>
<td>$2,276,956</td>
<td>9%</td>
<td>$1,070,471</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Net investment income</td>
<td>$830,990</td>
<td>$61,500</td>
<td>$892,490</td>
<td>4%</td>
<td>$289,767</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td>$24,586,329</td>
<td>$61,500</td>
<td>$24,647,829</td>
<td>100%</td>
<td>$20,894,161</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

| **Expenses**                   |              |                        |      |       |                         |      |       |
| Program expenses               |              |                        |      |       |                         |      |       |
| Publications                   | $6,870,184   | $                      | $6,870,184 | 29%  | $5,160,155 | 26%  |
| Accreditation services         | $2,985,775   | $                      | $2,985,775 | 12%  | $2,415,125 | 12%  |
| International standards programs | $2,956,234   | $                      | $2,956,234 | 12%  | $2,705,385 | 14%  |
| Governance                     | $1,326,547   | $                      | $1,326,547 | 5%   | $1,241,763 | 5%   |
| Fee-based services             | $2,063,865   | $                      | $2,063,865 | 9%   | $1,103,072 | 6%   |
| Federation promotion           | $728,638     | $                      | $728,638 | 3%   | $504,468    | 3%   |
| Government affairs             | $439,248     | $                      | $439,248 | 2%   | $468,136    | 2%   |
| **Total program expenses**     | $19,478,671  | $                      | $19,478,671 | 15,689,981 |
| Management and general         |              |                        |      |       |                         |      |       |
| and administration             |              |                        |      |       |                         |      |       |
| Membership development         | $673,586     | $                      | $673,586 | 3%   | $636,524    | 3%   |
| Other management and general   | $3,792,672   | $                      | $3,792,672 | 16%  | $3,489,713 | 18%  |
| **Total management and general** | $4,466,258   | $                      | $4,466,258 | 4,126,237 |

| **Total expenses**             | $23,944,929  | $                      | $23,994,929 | 100% | $19,816,218 | 100% |

| Increase in net assets         | $641,400     | $61,500                | $702,900 | $1,077,943 |
| Net assets, beginning of year  | $10,187,476  | $218,695               | $10,406,171 | $9,328,228 |

| Net assets, end of year        | $10,828,876  | $280,195               | $11,109,071 | $10,406,171 |
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 standards and ensures that organizations competent to fulfill 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 using 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 differ 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 collateral 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 operating 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.
board of directors

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

vice chair
Mr. Arthur E. Cote, PE
National Fire Protection Association

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

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

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

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

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

Mr. Dan Bart
Chief Technology Officer and Advisor to the President, Telecommunications Industry Association

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

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. Forselius
Manager, Records and Standards Engineering and Technology, UTC’s Hamilton Sundstrand Corporation

Dr. David Foster
Chief Executive Officer, Kryterion, Inc.

Mr. Evan R. Gaddis
President, National Electrical Manufacturers Association

Ms. Linda F. Golodner
President, National Consumers League

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

Ms. Laura E. Hitchcock
Corporate Project Manager, External Standards Management, The Boeing Company

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