




standardization
paving the road
to innovation



ANNUAL REPORT 2010–2011
AMERICAN NATIONAL STANDARDS INSTITUTE

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The American National Standards Institute leads the nation in harnessing the power of standards and conformity assessment to facilitate technological development, increased market access, and business growth.

ANSI works on behalf of our diverse membership, U.S. business and industry, and the overall public good to coordinate the standardization activities that meet critical national and global priorities. By bringing together leadership and expertise from both the private and public sectors, and fostering strong partnerships across industries, ANSI has set down a long track record of identifying and facilitating the most effective standardization solutions to help solve our nation's greatest challenges.

This year, ANSI and its Federation of members have tackled such key growth areas as electric vehicles, alternative energy, global supply chain security, and nanotechnology. With standards and conformity assessment as our tools, we have paved the road to innovation that will guide American ingenuity to a strong future.



letter from the chairman

Arthur E. Cote, PE — Chairman of the Board

As my third and final year as chairman of ANSI nears its close, I am inspired to take stock of the outstanding accomplishments the Institute and its Federation of members have worked together to achieve.

At the top of our list has been combating the general lack of awareness of the vital role of standards and conformity assessment in fostering innovation and U.S. competitiveness. From corner offices to Capitol Hill to Main Street, U.S.A., there has historically been a low level of knowledge and undervaluation of the impact that standardization can have on business growth, economic strength, and even job creation. But ANSI's current focus on spreading the word about standards and conformance – to business leaders, government agencies and policy makers, and private citizens alike – has begun to change that.

The launch of the Standards Boost Business campaign – coordinated by ANSI in partnership with organizations across the community – provides a tremendous and ongoing opportunity to share what we know about the power of standardization. As we all see each and every day, standards have the ability to boost a company's bottom line. The more C-level executives and government leaders we reach with this message, the greater the impact standardization can have on strengthening U.S. business overall.

For proof of its power, one need look no further than the many accomplishments listed within this annual report – just a highlight of this year's work in addressing key national priorities through standardization activities. From coordinated electric vehicle standardization, to an action guide for global supply chain security, to advancements in nuclear energy, ANSI has worked closely with its members and stakeholders to facilitate the private-public partnerships that lead to the strongest solutions.

We have also seen continued government recognition of ANSI accreditation programs this year, as evidenced by the Institute's selection as the sole Approved Accreditor for the Permanent Certification Program for Health Information Technology, an initiative led by the U.S. Department of Health and Human Services' Office of the National Coordinator. This is just the latest evidence of the impact that standards and conformance can make – in assuring patient safety, strengthening the American workforce, and improving business performance.

But of course, ANSI is only as strong as its community – and we rely upon the expertise and dedication of thousands of individuals to do the hands-on work in close collaboration. I would like to take the opportunity to extend my sincere appreciation to all the dedicated volunteers doing their part to turn innovative ideas into concrete progress and solutions. Particularly in the international arena, it is critical that we maintain U.S. engagement and influence in standards-setting, and keep U.S. interests at the forefront of technical and policy decision-making.

My fundamental hope as I finish out my term is to know that I have guided and strategically positioned the Institute for long-term success. I have no doubt, with the capable leadership and staff working alongside a strong foundation of members, partners, and active participants, that ANSI will continue to identify opportunities where we can support the standards and conformance activities needed to pave an even stronger road ahead marked by U.S. competitiveness and innovation.

A handwritten signature in black ink, appearing to read 'AEC', written in a cursive style.



report from the president and ceo

S. Joe Bhatia — President and Chief Executive Officer

At the heart of its mission, the American National Standards Institute fosters our broad-based national standardization system to promote the global competitiveness of U.S. business. In every sector and at every organization, standards and conformity assessment are the most powerful tools we can use to pave the road to innovation.

One current area of focus for the Institute is electric vehicles. With billions of dollars in public and private investment and our nation's energy future at stake, this emerging industry has been in need of a coordinated initiative to accelerate harmonized development of standards and technologies. And this year, ANSI and its partners from government and industry have been working together to identify the optimal approach to help guide the U.S. electric vehicle industry to a strong and lucrative future.

The ANSI Electric Vehicles Standards Panel (EVSP) officially kicked off in June and got started on a strategic standardization roadmap for large-scale electric vehicle deployment in the United States. The panel is already making great headway, but its success depends upon continued active participation. I encourage all of you with interest and expertise to take advantage of this opportunity to help shape an expanding industry.

The EVSP is just one example of how ANSI and our members and partners respond to national and global priorities with flexible standards and conformance solutions. It brings to mind that famous quote from the baseball movie *Field of Dreams*, "If you build it, they will come." If the standardization community works together to build an effective foundation for the technological advancements needed in a particular area, the companies, investment, and, ultimately, customers and profits, will follow and drive business growth.

This is at the heart of the message of our broad outreach campaign: Standards Boost Business. Along with our Chairman and partners across the community, I have been taking this message to business and government leaders, and pointing out the ways in which participation in standardization can benefit their organizations, companies, constituents, and customers alike.

ANSI acts as the voice of the U.S. standardization community, and we work hard to strengthen our position and relationships across sectors. As you will read in the brief summary of the year's accomplishments, the Institute is more active than ever in responding to the needs of our of membership – as well as U.S. business, industry, government, and the public as a whole.

But we cannot accomplish anything without the active engagement of our members and constituents. It is the tireless efforts of volunteers, and the public-private partnerships created to facilitate progress, that make our system so strong and effective. Thank you all for everything you do to help find solutions to our country's greatest challenges.

On behalf of ANSI, I thank you for your participation and look forward to a strong and successful future.

standardization: paving the road to innovation

A brief summary of actions on top priorities during the past year

Facilitate Solutions and Boost Innovation through Standards Coordination Activities

Promoting economic growth and job creation have driven ANSI's efforts to establish standards-based activities and public-private partnerships that meet the needs of U.S. business, government, and citizens. 2011 marked the formation of the ANSI Electric Vehicles Standards Panel (EVSP), a neutral forum tasked with creating a standardization roadmap that will help build the market and infrastructure for these game-changing vehicles. In response to the need for a coordinated national approach on EV initiatives, ANSI convened a workshop on behalf of the Department of Energy (DOE) and the Idaho National Laboratory to examine the standardization activities required for large-scale EV deployment. Attendees reached a consensus that a standardization roadmap is needed, and ANSI submitted to DOE a report noting that the formation of the EVSP is a step forward in this critical work.

Natural disasters created tremendous challenges around the world in 2011, from devastating earthquakes in Japan and New Zealand, to deadly tornadoes and storms in the United States that caused billions of dollars in damage and record flooding. These tragic events called into sharp focus the continued need for private-sector preparedness measures that can help protect individuals with special needs as well as assist small businesses in maintaining operations. The ANSI Homeland Security Standards Panel has released two workshop reports to address these issues in detail and offer concrete solutions and suggestions for improvement.

To boost U.S. energy independence, the Nuclear Energy Standards Coordination Collaborative, a joint initiative of ANSI and the National Institute of Standards and Technology (NIST), released a report assessing and coordinating the requirements for concrete used in nuclear power plants. And the U.S. experts that make up the ANSI-accredited U.S. Technical Advisory Group to the International Organization for Standardization (ISO) Technical Committee (TC) 229, *Nanotechnologies*, led critical work on standards for health, safety, and environment, publishing a technical report on nanomaterial risk evaluation and a standard on inhalation toxicity.

Assert U.S. Leadership Role in International Standardization Community

As the U.S. member body to international and regional standardization organizations, ANSI asserts a strong and influential national voice in the global economy. In 2010, the U.S. National Committee of the International Electrotechnical Commission (IEC) proudly hosted the largest and most successful IEC General Meeting to date, with more than 2,800 delegates from over 80 countries. ANSI is now gearing up to host the ISO 2012 General Assembly in San Diego, further underscoring our nation's commitment to international standardization.

On behalf of the United States, ANSI is proud to have held significant leadership roles in the development of ISO 50001, the highly anticipated energy management standard that is already effecting significant reductions in power consumption and energy costs for organizations around the world. The U.S. holds the chairmanship of ISO TC 242, *Energy management*, and ANSI serves as joint secretariat for the TC alongside ABNT, the Brazilian member body. Experts from DOE, Lawrence Berkeley National Laboratory, and the Georgia Institute of Technology have contributed enormously to the standard and to recognition of the U.S. as a thought leader in energy management.

Also under U.S. leadership, ISO/IEC Joint Technical Committee (JTC) 1, *Information technologies*, has approved the World Wide Web Consortium (W3C) web services package as International Standards under the publicly available specification process. As a prominent international consortium, W3C's pursuit of this approval demonstrates the value of the formal standards process to promote interoperability and reduce market fragmentation, and is just the latest example of strong cooperation with consortia.

Expand Market Penetration for ANSI's Accreditation Programs

Following a rigorous selection process, ANSI was recognized by the U.S. Department of Health and Human Services' Office of the National Coordinator as the Approved Accreditor for the Permanent Certification Program for Health Information Technology. The program seeks to enhance the certification of health information technology in the U.S. by improving the processes used for the certification of electronic health record technology. And to help bolster the American workforce for the growing number of clean energy jobs of the future, ANSI is working with the Interstate Renewable Energy Council to pursue an independent, joint accreditation program that will assess the content and quality of energy efficiency and renewable energy-related certificate programs, with advisory support from the DOE's National Renewable Energy Laboratory.

Foster and Support U.S. Competitiveness

Facilitating bi-lateral trade and increasing transparency with emerging economies like China and India provides enormous growth opportunities for U.S. business. With support from the U.S. Trade and Development Agency, ANSI launched the U.S. Standards Directory as part of the U.S.-India Standards and Conformance Cooperation Program. The directory serves as a clearinghouse of information to help industry and policy-makers increase transparency and reduce duplication in standards and regulatory requirements. In China, ANSI's Manufacturer Member Roundtable has been keeping a close eye on issues such as intellectual property rights, energy efficiency, restriction on hazardous substances, and conformity assessment. The latter topic was explored by the U.S.-China Conformity Assessment Project, an initiative of the U.S. Department of Commerce with the Certification and Accreditation Administration of China that is supported by ANSI and the U.S.-China Business Council.

Proactively Address Horizontal Issues across the Standards and Conformity Assessment Landscape

Is there such a thing as too many standards? In an effort to answer this long-standing question, ANSI, with support from NIST, brought together nearly 200 representatives of industry, standards and conformance organizations, government, and consumer groups for the workshop *Standards Wars: Myth or Reality?* Following a robust discussion, attendees agreed that while conflict and duplication in standards development are deserving of continual vigilance, the current U.S. standardization system is strong, effective, and responsive to the country's diverse needs. The workshop also explored enhancements to the NSSN standards database that will facilitate the coordination of related standards development projects across organizations.

To keep stakeholders apprised of the principles guiding the U.S. system, ANSI released a third edition of the *United States Standards Strategy* that reflects an increased recognition of the importance of cross-sector collaborations and public-private partnerships. And to help illuminate the role of standards in our everyday lives, ANSI published *The Power of Standardization*, an educational A-to-Z on standards and conformance.

Meet the Needs of Industry

Alongside more than 25 sponsoring partners across the standardization community, ANSI officially launched the Standards Boost Business campaign to raise awareness of the strategic and economic value of standards to U.S. business. Through a nationwide press release, real-world case studies on the updated StandardsBoostBusiness.org, and editorial placements including the Department of Commerce Blog, the campaign puts the power of standards and conformance in the spotlight.

Build Consumer Trust and Confidence

To strengthen Americans' confidence in the safety of global supply chains, ANSI published *Best Practices in the Fight against Global Counterfeiting*, a free document that has been downloaded more than 1,300 times to date. And as health records go increasingly electronic, providers and patients struggle with concerns over safety and privacy of protected health information. ANSI has launched an initiative in partnership with the Shared Assessments Program and its Healthcare Working Group as well as the Internet Security Alliance to provide guidance on protecting and handling this sensitive information.

standardization: paving the road to innovation continued

Strengthen Relationships with the Administration and Policy Makers

Increasing interaction with government agencies, legislators, and leaders is critical to the health of the U.S. standardization system. In December 2010, the National Science and Technology Council Subcommittee on Standards sought input on how federal agencies could engage more effectively in the U.S. standardization system. ANSI submitted a response informed by member comments affirming that standards and conformity assessment activities are inextricably linked to all facets of our national economy and are vital to the continued global competitiveness of U.S. industry. The document also articulated ways in which the ANSI federation and government can work together to further enhance the public-private partnership in support of U.S. competitiveness.

Explore Opportunities for Growth and Increased Outreach

As the Institute increases its activities in priority areas and expands services to members and the community, a constant focus is maintaining a balance between providing greater value, building revenue, and managing expenses. To enable the Institute to increase its meeting capabilities and enhance its educational programming while maintaining a central location in close reach of government and industry partners, ANSI opened the doors of its new and improved Washington, DC, headquarters. To expand and demonstrate the value of ANSI membership, a series of free webinars have highlighted the diverse range of programs and services available. And ANSI announced an agreement with SES – the Society for Standards Professionals, granting complimentary, reciprocal affiliations between the two organizations.

Tremendous progress has been made in ANSI’s website redesign efforts, which will provide members and customers with a new and improved user experience and give the Institute increased capabilities for business growth. The Institute is also further utilizing the capabilities of social media to increase engagement, recruitment, and participation, and to broaden market reach to younger audiences – in one example, live tweeting the Standards Wars workshop to more than 1,000 ANSI followers on Twitter using the hashtag #standardswars.

activities and participation by the numbers

Membership (as of August 2011)

Total Members	839
Company Members	449
Organizational Members	327
Government Members	30
Educational Members	19
International Members	14
Affiliates (Individuals)	865

ANSI Participation in the International Organization for Standardization (ISO)

Participating “P” Memberships	568
Technical Advisory Groups	219
U.S.-Administered Technical Committee (TC) Secretariats	33
U.S.-Administered Subcommittee (SC) Secretariats	83
U.S. Held Chairmanships	121

ANSI Accreditations

Product Certification Programs	58
Personnel Certification Programs	36
Greenhouse Gas Validation and Verification Programs	25
Certificate Programs	11

ANSI-Accredited Standards (ASD) Developers and American National Standards (ANS)

ANSI-Accredited Standards Developers	225
Approved ANS	10,387

ANSI/USNC Participation in the International Electrotechnical Commission (IEC)

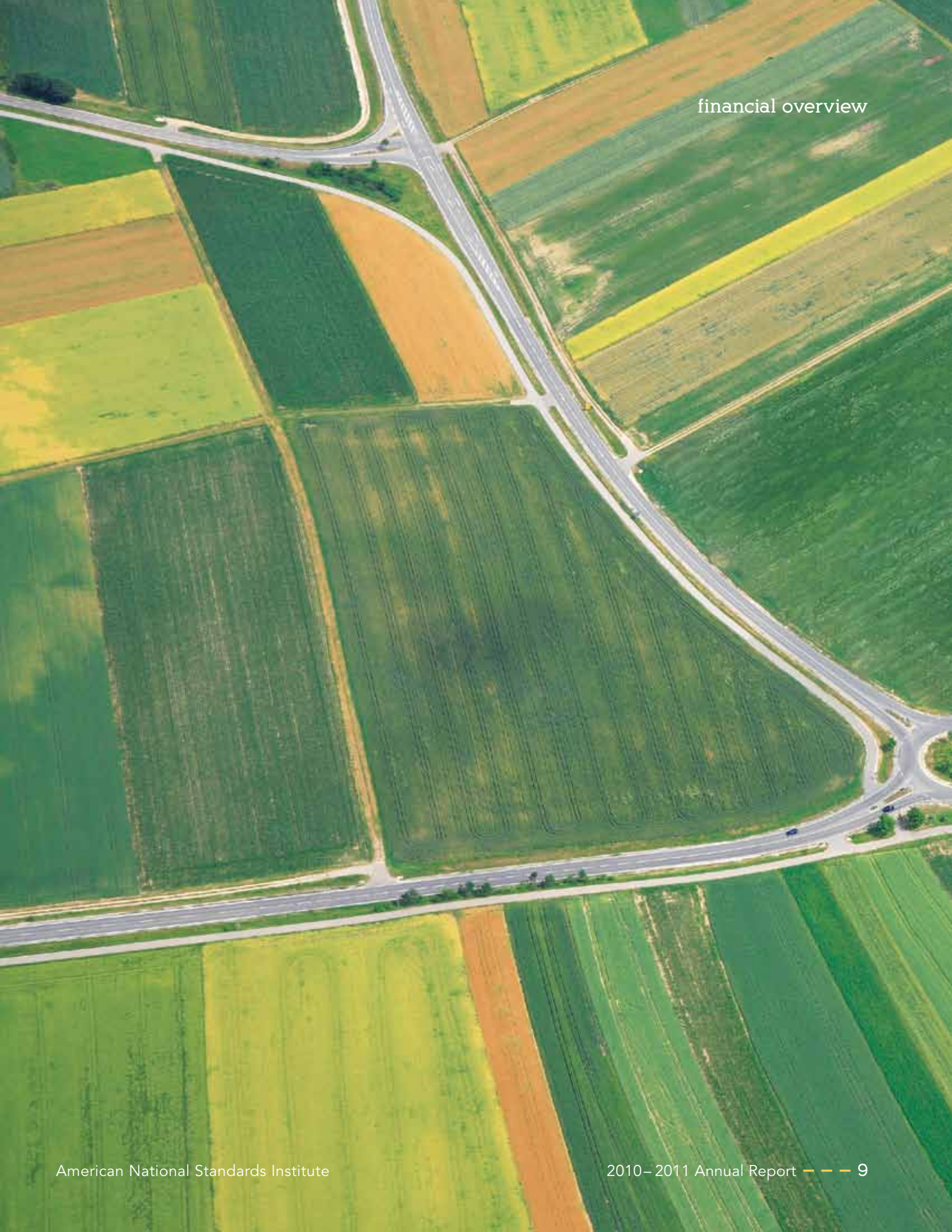
Participating “P” Memberships	158
Technical Advisory Groups	158
Administered TC Secretariats	13
Administered SC Secretariats	11
U.S. Held Chairmanships	29

ANAB Accreditations

Quality Management	69
Environmental Management	58
Other	50

ACLASS Accreditations

Testing Labs	243
Calibration Labs	255
Department of Defense Environmental Laboratory Accreditation Program	29
Reference Material Producers	14
Proficiency Testing Providers	7
Inspection Bodies	8



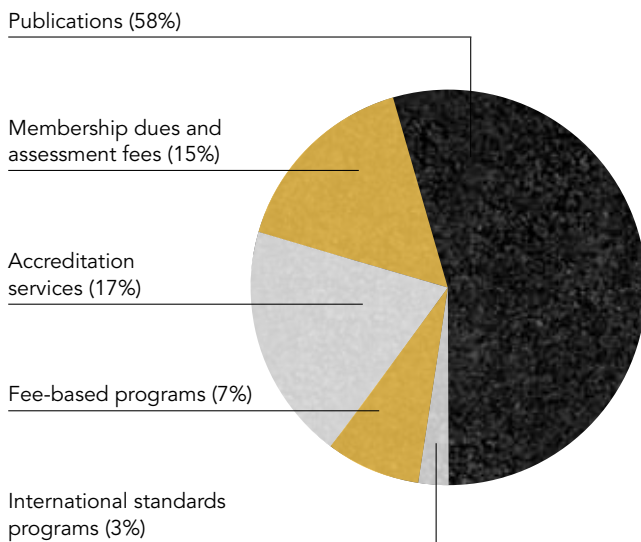
description of organization

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

In fulfilling its mission, ANSI:

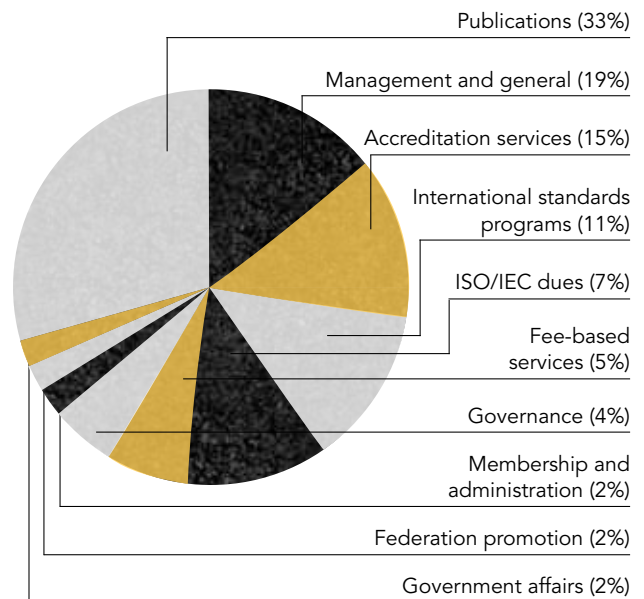
- Is recognized by both the public and private sectors as the policy and coordination forum for the U.S. standards and conformity assessment community.
- Approves standards as American National Standards (ANS) and safeguards the integrity and value of the ANS designation by requiring openness, balance, due process, consensus, and transparency to all directly and materially affected interests in the private and public sectors.
- 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.
- Is the U.S. national member body to ISO, 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.
- 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, 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.

revenue



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

expenses



financial position

as of December 31, 2010 and 2009

	2010	2009
Assets		
Cash and cash equivalents	\$ 4,343,950	\$ 3,886,859
Investments	6,808,005	6,220,558
Net accounts receivable:		
Publications and royalties	2,954,278	2,610,471
Program support, accreditation, dues, and other	2,167,797	3,096,543
Prepaid expenses and other assets	692,974	657,429
Prepaid pension costs	639,241	686,902
Investment in ANAB	334,753	423,406
Net property and equipment	2,260,872	974,271
Total assets	\$ 20,201,870	\$ 18,556,439
Liabilities		
Accounts payable and accrued expenses	\$ 7,785,819	\$ 5,426,674
Deferred dues and fee income	3,698,129	4,656,073
Deferred rent	318,324	87,223
Total liabilities	\$ 11,802,272	\$ 10,169,970
Net assets		
Unrestricted:		
Operating fund	\$ 1,578,129	1,359,679
Board-designated permanent reserve	5,600,832	5,600,832
Specific-purpose funds	1,010,037	1,218,725
Total unrestricted	8,188,998	8,179,236
Temporarily restricted	210,600	207,233
Total net assets	\$ 8,399,598	\$ 8,386,469
Total liabilities and net assets	\$ 20,201,870	\$ 18,556,439

statement of activities

as of December 31, 2010 and 2009

	Summarized Information 2010	%	Summarized Information 2009	%
Revenue				
Membership dues and assessment fees	\$ 4,932,377	15%	\$ 4,850,063	16%
Publications	18,344,830	58%	16,992,114	55%
Accreditation services	5,326,025	17%	5,032,328	16%
International standards programs	862,902	3%	928,676	3%
Fee-based programs	2,301,718	7%	3,272,549	10%
Total operating revenue	\$ 31,767,852	100%	\$ 31,075,730	100%
Expenses				
Program expenses:				
Publications	\$ 10,370,725	33%	\$ 9,805,589	31%
Accreditation services	4,826,881	15%	4,671,597	15%
International standards programs	3,654,742	11%	3,826,996	12%
ISO/IEC dues	2,214,568	7%	2,342,771	8%
Governance	1,229,995	4%	1,235,088	4%
Fee-based services	1,697,283	5%	2,857,694	9%
Federation promotion	601,252	2%	505,082	2%
Government affairs	558,650	2%	465,846	2%
Total program expenses	\$ 25,154,096		\$ 25,710,663	
Supporting services:				
Membership and administration	736,824	2%	610,294	2%
Management and general	5,987,518	19%	4,659,493	15%
Total supporting services	\$ 6,724,342		\$ 5,269,787	
Total operating expenses	\$ 31,878,438	100%	\$ 30,980,450	100%
Change in net assets from operations	(110,586)		95,280	
Non-operating activities				
Net investment return	\$ 525,901		\$ 1,182,133	
USNC IEC 2010 General Meeting	(309,785)			
Post-retirement-related changes other than net periodic postretirement cost	(92,401)		788,808	
Total non-operating activities	\$ 123,715		\$ 1,970,941	
Change in total net assets	13,129		2,066,221	
Net assets, beginning of year	8,386,469		6,320,248	
Net assets, end of year	\$ 8,399,598		\$ 8,386,469	

organization and nature of activities

Founded in 1918, the American National Standards Institute, Incorporated (the "Institute"), is a private, not-for-profit organization that administers and coordinates the U.S. voluntary standardization and conformity assessment system. 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.

summary of significant accounting policies

The Institute's financial statements have been prepared on the accrual basis of accounting. The Institute adheres to accounting principles generally accepted in the United States. The Institute maintains its net assets under the following classes:

Unrestricted: represents those resources that have no donor restrictions as to their use. In 1969, the Institute's 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 specific-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 governing board of the international fund. In 2002, the Board established four additional specific-purposes funds to facilitate international-related meetings, consumer-interest participation in standards-related activities, and special research projects and/or educational initiatives. Expenditures from each of these special-purpose funds must be authorized by the governing board of each respective fund.

Temporarily restricted: consists 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, of which there were none during 2010 or 2009. 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 for educational purposes.

cash and cash equivalents

The Institute considers all highly liquid investments purchased with an original maturity of three months or less to be cash equivalents, with the exception of certificates of deposit that are managed as part of the Institute's long-term investment strategy. The carrying amount approximates the fair value because of the short maturity of these instruments. Certain of these certificates of deposit are pledged as collateral for a letter of credit.

investments

Investments in equity securities with readily determinable fair values and all debt securities are reported at their fair values, with realized and unrealized gains and losses included in the statements of activities. Net investment income is recorded as either unrestricted or 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 as assets, whereas the 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.

Depreciation of leased assets is computed using the straight-line method over the estimated useful lives of the assets. Leasehold improvements are amortized over the lesser of the estimated useful life of the specific asset or the remaining 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 is fulfilled by third-party resellers. Membership dues, assessment fees, and fee-based programs are recognized over the period to which they apply. Recognition of revenue from membership dues, assessment fees, and fee-based programs relating to a future year is deferred until that year.

debt losses

As of December 31, 2010 and 2009, the Institute has determined that an allowance of \$625,000 and \$575,000, respectively, is necessary for accounts receivables. Such estimate is based on historical loss experience of the aging of receivables. Accounts receivables are written off when all reasonable collection efforts have been exhausted.

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 statement of financial position.

summarization of costs

The costs of providing the various programs and supporting services have been summarized on a functional basis in the statement of activities. Certain costs have been allocated among the programs and supporting services in reasonable ratios determined by management. The Institute has not incurred any fund-raising costs.

Under its long-standing management reporting system, the Institute defines certain expenses as non-operating. However, under generally accepted accounting principles, these expenses are included in the "Change in net assets from operations."

use of estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures at the date of the financial statements. Actual results could differ from those estimates.

FIN 48

Effective January 1, 2009, the Institute adopted the provisions of the Financial Accounting Standards Board (FASB) Interpretation No. 48 ("FIN 48"), Accounting for Uncertainties in Income Taxes – an interpretation of FASB Statement No. 109, now incorporated in FASB ASC 740, which provides standards for establishing and classifying any tax provisions for uncertain tax positions. The adoption of FIN 48 did not have an effect on the Institute's financial position as of January 1, 2009, or the Institute's results of operations and cash flows for the year ended December 31, 2009. As of December 31, 2010, the Institute has determined that no tax provisions for uncertain tax positions are needed. The Institute is no longer subject to federal or state and local income tax examinations by tax authorities for years before 2007.

board of directors as of September 1, 2011



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Executive Vice
President and Chief
Engineer, retired,
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immediate
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Valley View
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Standards, American
Society of Mechanical
Engineers

Dr. Keith Bird
Senior Policy Fellow
for Workforce and
Postsecondary
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Corporation for a
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Program, American
Petroleum Institute

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

**Ms. Roberta
Nelson Shea**
Consultant,
Safety Compliance
Services, LLC

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

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

Mr. Philip M. Piqueira
Global Standards
Leader, GE Industry
Solutions

Dr. R. David Pittle
Consumer
Representative

Mr. William Raisch
Executive Director,
International Center
for Enterprise
Preparedness,
New York University

Ms. Claire Ramspeck
Director of Technology,
ASHRAE

**Mr. Gregory E.
Saunders**
Director, Defense
Standardization
Program Office, U.S.
Department of Defense

Ms. Mary H. Saunders
Director, Standards
Coordination Office,
National Institute
of Standards and
Technology

**Mr. August W.
Schaefer**
Senior Vice President
and Public Safety
Officer, Underwriters
Laboratories Inc.

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Technical Services,
National Electrical
Manufacturers
Association

Mr. Paris Stavrianidis
General Manager,
FM Approvals

Dr. W. Martin Strauss
Vice President,
Food Policy, retired,
Monsanto Company

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

**Mr. James H.
Turner, Jr.**
Senior Counsel and
Director of Energy
Programs, Association
of Public and Land
Grant Universities

**Mr. Andrew
Updegrove**
Partner, Gesmer
Updegrove LLP

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Vice President,
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Seymour/Legrand

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Mr. Gary W. Kushnier
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Vice President, Information Technology

headquarters

1899 L Street, NW
Eleventh Floor
Washington, DC 20036
202.293.8020

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new york office

25 West 43rd Street
Fourth Floor
New York, NY 10036
212.642.4900

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Headquarters

1899 L Street, NW
Eleventh Floor
Washington, DC 20036
Tel: 202.293.8020
Fax: 202.293.9287

New York Office

25 West 43rd Street
Fourth Floor
New York, NY 10036
Tel: 212.642.4900
Fax: 212.398.0023

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