



*leadership for a
rapidly changing world*

AMERICAN NATIONAL STANDARDS INSTITUTE ANNUAL REPORT

2011 - 2012

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As the United States forges a path toward sustainable economic and employment growth and jobs for the future, the American National Standards Institute (ANSI) proudly affirms its leadership role in fostering a future built on innovation, ingenuity, and standardization-based solutions. Only with the collaborative work of the private and public sectors, through partnerships and initiatives that respond to critical national priorities and needs, do the strongest solutions develop. And ANSI is committed to its mission of coordinating and facilitating those activities, on behalf of its diverse membership, U.S. business and industry, and the overall public good.

ANSI is proud to have led its Federation of members to great achievements this year in such growth areas as energy efficiency and renewables, electric vehicles, workforce development, and increased global market access for U.S. exports – all critical components of a strong national economy. In these and all the activities summarized in this Annual Report, standards and conformity assessment are the tools that enable us to turn American ingenuity into concrete solutions. With strong leadership in place, it is the tireless efforts of thousands of dedicated experts and volunteers from across all sectors that drive these advancements. In this rapidly changing world, ANSI will provide the responsive leadership required to help the standardization community forge a future of success.

LEADERSHIP IS DIVING FOR A LOOSE BALL, GETTING THE CROWD INVOLVED, GETTING OTHER PLAYERS INVOLVED. THAT'S THE ONLY WAY YOU'RE GOING TO GET RESPECT FROM THE PLAYERS.

– LARRY BIRD

LETTER FROM THE CHAIRMAN



James T. Pauley, Chairman of the Board

It is an honor to have been named Chairman of the ANSI Board of Directors in 2012. And while I have been an active Board member and leader for nearly a decade, assuming the chairmanship brings with it an even greater commitment to the progress of the Institute, its members and the greater standardization community, as well as all the important initiatives underway. As the bridge between public-sector policies and private-sector solutions, ANSI has a vital role to play in strengthening U.S. competitiveness and quality of life.

One key priority for my first year was addressing the needs of industry, government, and the public in the area of standardization for a clean energy future in the United States. Energy efficiency offers a vast, low-cost energy resource, plus tremendous economic growth opportunities for diverse industries and good jobs for the U.S. workforce – but only if the nation can craft an effective approach to unlock that potential. As chair of ANSI's April exploratory meeting on energy efficiency standardization, I heard first-hand from public- and private-sector stakeholders about how a standards coordinating body could help advance the nation's energy agenda. With tremendous work from ANSI staff and dedicated experts, the ANSI Energy Efficiency Standardization Coordination Collaborative has been established to facilitate effective, non-duplicative standardization in areas such as energy efficient building and personnel systems. Co-chaired by government and industry leaders, the group will begin work on a standardization roadmap for these areas in the coming months.

ANSI has also been very active in supporting energy efficiency initiatives through accreditation services this year. Expanding the Institute's broad portfolio, ANSI and the Interstate Renewable Energy Council (IREC) co-launched a pilot accreditation program for energy efficiency and renewable energy certificate programs, and a number of training and certification bodies from across the country have already been accredited. Their programs are being evaluated against an IREC standard describing requirements for certificate programs involved in the training of the energy efficiency, weatherization, and renewable energy workforce.

As ANSI chairman, one of my main responsibilities is providing guidance to help strategically position the Institute for long-term success. In a challenging time of continued economic and political uncertainty, this responsibility couldn't be more important, and I am committed to ANSI's strong future. I would like to take this opportunity to express gratitude to my predecessor, Art Cote, for having steered the Institute so successfully over the past three years. During that time, the Institute saw record revenue, increased national recognition for standards activities and accreditation programs, and strengthening of partnerships with government and private-sector leaders and organizations – truly a record of success.

While strong leadership is one requirement for success, none of ANSI's diverse initiatives would get off the ground without the expertise and dedication of our network of thousands of individuals working in collaboration. I would like to extend my sincere thanks to all the members and volunteers for their commitment, and offer my own in return. I look forward to many years working closely with all of you, along with the rest of the Board and ANSI staff. In a changing world, responsive leadership and dedicated participants are the key to fostering the standardization solutions that our country needs.

A handwritten signature in black ink, reading "Jim Pauley". The signature is fluid and cursive, with a large initial "J" and "P".



S. Joe Bhatia, President and Chief Executive Officer

For nearly 100 years, the American National Standards Institute has provided leadership for a national standardization system that promotes the global competitiveness of U.S. business and serves the public good. And while our core mission hasn't changed, the focus, breadth, and methods of our initiatives have evolved dynamically in response to a rapidly changing world. Today more than ever, standardization solutions are among the most powerful tools available – to every sector and nearly every organization – in addressing U.S. and global priorities.

From the release of the *ANSI EVSP Standardization Roadmap for Electric Vehicles*, to the formation of the Energy Efficiency Standardization Coordination Collaborative, to ongoing work in the nuclear arena, ANSI has put U.S. energy independence and the related economic opportunities at the top of our agenda. I would like to thank our federation of members, participants, leadership, and staff for their expertise and efforts in activities that promote the U.S. clean energy future. ANSI is proud to be the coordinator of these and many other standards and conformance solutions that are helping our country's economic recovery, growth, and innovation.

Clean energy is a dynamic, opportunity-rich arena in which ANSI can help lead U.S. business and industry to growth and innovation for years to come – but it is only one facet of the Institute's wide reach. I invite you to read through this Annual Report for a glimpse at more of the Institute's latest accomplishments, in areas as critical as workforce development, increasing U.S. exports and market access, strengthening homeland security and disaster preparedness, and facilitating innovation in nanotechnologies and other growth sectors.

I am particularly proud of the Institute's recent work on behalf of the entire standardization community in addressing some very serious policy issues. Domestically, the Institute has taken a lead role in informing the general public about the reality of free standards and reasonable availability, the economics of standards setting, and how altering this structure may undermine the competitiveness of U.S. business and the policy objectives of government agencies. We have also focused on how standardization helps to assure health, safety, environmental protection, and quality of life for individuals in the U.S. and around the world. We feel strongly that elected and appointed officials must continue to recognize the value of standards developing organizations, their intellectual property, and the effectiveness of current standards-related policy, which supports a true partnership between the public and private sectors.

And in international activities, ANSI played a crucial role in assuring U.S.-based stakeholders that their activities in international standardization organizations do not violate Office of Foreign Assets Control (OFAC) sanctions regulation – a critical understanding for the ongoing strength of the U.S. voice in global business, and for U.S. leadership in international standardization.

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. As we look ahead, I can assure you that ANSI will continue to ensure that the community's voice is strong and clear, and safeguard our nation's standardization ecosystem for long-term strength and effectiveness.

A handwritten signature in blue ink that reads "S. Bhatia". The signature is fluid and cursive, with a large initial "S" and a long, sweeping underline.

LEADERSHIP FOR A RAPIDLY CHANGING WORLD

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

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

Our nation's clean energy future has been a significant driver for economic growth and a key area of focus for ANSI. While the ANSI–National Institute of Standards and Technology (NIST) Nuclear Energy Standards Coordination Collaborative continued its work fostering energy independence, ANSI expanded its reach with a new Energy Efficiency Standardization Coordination Collaborative. Following an exploratory meeting with broad stakeholder input, leadership was established to begin work on a roadmap for U.S. energy efficiency initiatives. Meanwhile, the ANSI Electric Vehicles Standards Panel released its own *Standardization Roadmap for Electric Vehicles* to facilitate the safe, mass deployment of electric vehicles and infrastructure in the United States. The roadmap was downloaded more than 6,250 times and received international media coverage.

Nanotechnology has the capacity to drive innovation in virtually all industry sectors. ANSI and NIST co-hosted a workshop aimed at mitigating barriers to the broader adoption of nanotechnology standards. In the international arena, International Organization for Standardization (ISO) Technical Committee 229, *Nanotechnologies*, developed a Technical Report under U.S. leadership that is intended to help health scientists and experts understand and address physicochemical characteristics of nano-objects before conducting toxicological tests on them. And in an effort to increase the security of electronic health data, ANSI partnered with the Santa Fe Group/Shared Assessments Program and the Internet Security Alliance to release *The Financial Impact of Breached Protected Health Information: A Business Case for Enhanced PHI Security*, which has been downloaded more than 3,450 times.

Offer Solutions for National and Global Priorities

To help foster U.S. employment growth and address the skills gap, *Building a Quality Workforce* was the focus of the ANSI Joint Member Forum. Discussions centered on initiatives to help meet President Obama's goals for personnel credentialing and supporting career pathways in the auto, energy, and manufacturing sectors. To help boost employment prospects for veterans, ANSI co-chaired a meeting at the American Legion to discuss how civilian certification and can be integrated into military specialty training. ANSI also hosted a forum on workforce development attended by representatives from the U.S. Chamber of Commerce, the U.S. Departments of Education and Labor, the Gates Foundation, and other high-level organizations. And 21 federal government representatives from 10 agencies met at ANSI headquarters for a meeting to share insights and consider possible models for credentialing programs that will foster a more robust and successful U.S. workforce.

The ANSI Homeland Security Standards Panel (HSSP) published reports detailing 10 years of work in support of the U.S. Department of Homeland Security, as well as *Standards for Disaster Resilience for Buildings and Physical Infrastructure Systems*. ANSI-HSSP held workshops on the status of U.S. work on chemical, biological, radiological, nuclear, and explosives standards as well as global supply chain security. And in a move that has the potential to save an estimated two million premature deaths each year, ANSI worked with the United Nations Foundation, the U.S. Environmental Protection Agency, the Partnership for Clean Indoor Air, and the Global Alliance for Clean Cookstoves on a strategy for advancing ISO standards for clean and efficient cookstoves.

Exert Leadership in Issues Affecting the Standardization Community and Enhance the Public-Private Partnership

As the issue of access to standards that are incorporated by reference gained attention this year, ANSI took a lead role in informing the public about the reality of free standards and reasonable availability, the economics of standards setting, and how altering this structure could undermine the competitiveness of U.S. business. Informed by comments from its members, the Institute responded to two critical *Federal Register* notices imploring government officials to continue to recognize the value of standards developing organizations, their intellectual property, and the effectiveness of current policy supporting a true public-private partnership. To further address this issue, ANSI's 2012 Legal Issues Forum was organized as an opportunity for stakeholders to engage in discussions on the topics of IBR, reasonable availability, and copyright.

Collaboration and coordination between the Institute, its Federation of members, and government leaders is key to maintaining a strong voice in U.S. policy. To help ensure that the importance of the voluntary consensus standardization system is understood by Congressional staff as well as agency representatives, the ANSI president and CEO testified before the U.S. House of Representatives Committee on Science, Space, and Technology at a hearing on *Promoting Innovation, Competition, and Economic Growth*.

Strengthen U.S. Position in Regional and International Standardization Activities

In its preparations as host of the 2012 ISO General Assembly (GA) in San Diego, ANSI demonstrated the U.S.'s strong commitment to international standardization. With more than 600 delegates from over 150 member countries and organizations, the GA was a highly diverse and interactive event focused on dialogue and action. And all through the year ANSI exerted its leadership in international and regional fora via events and presentations, activity governance, and participation in over 80% of ISO Technical Committees. ANSI hosted the 26th plenary meeting of the ISO and International Electrotechnical Commission (IEC) Joint Technical Committee (JTC) 1, *Information Technology Standards*, in San Diego. And ANSI marked the 25th anniversary of ISO/IEC JTC 1, sharing highlights of a remarkable record moving ICT standardization forward under U.S. leadership. In the electrotechnical sector, on behalf of the U.S. National Committee (USNC) of the IEC, ANSI hosted a webinar on the strategic importance of corporate participation in international standards and conformance activities. The USNC continues to exert strong leadership and engagement in IEC, with 90% participation in IEC TC activities, and Jim Matthews serving as IEC vice president. Regionally, ANSI president and CEO and Pan American Standards Commission (COPANT) vice president S. Joe Bhatia led a large U.S. presence at the COPANT GA in Fortaleza, Brazil. And following strong participation at the 35th meeting of the Pacific Area Standards Congress (PASC) in Yeosu, South Korea, ANSI is now focused on the U.S. hosting of PASC 36 in Hawaii in 2013.

Boost Bilateral Relationships in Key Market Sectors

China is the U.S.'s third-largest export market and offers vast trade opportunities to U.S. businesses. Building upon the Institute's strong relationships in China, ANSI leadership met with top Chinese officials to discuss fostering greater cooperation in standardization and conformity assessment. ANSI meetings in the U.S. and China included leaders from the Standardization Administration of China, the Certification and Accreditation Administration of China, and the State Council. ANSI also joined the Shanghai Association of Standardization in organizing an international seminar on the impact of the WTO Technical Barriers to Trade Agreement and the role of international standardization in driving innovation and economic development. Finally, a day-long workshop in Beijing organized by ANSI and the China Association for Standardization focused on new energy standardization and provided a unique opportunity for experts to learn about electric vehicle standardization efforts in both countries.

On the European stage, ANSI leadership addressed the public session of the U.S.-EU High Level Regulatory Cooperation Forum, speaking about recent efforts to strengthen U.S.-EU cooperation on standards. And an ANSI Board member testified before the European Parliament about the U.S. approach to standardization at a hearing on *European Standardisation: Improving competitiveness through a new regulatory framework*.

Respond to Industry Needs and Increase Access and Communication

ANSI works year-round to ensure that the latest challenges faced by U.S. industry are met through the Institute's programs and services. The ANSI Manufacturer Member Roundtable in China hosted several events with key Chinese officials for ANSI members on topics ranging from China's Restrictions on Hazardous Substances to energy efficiency and smart grid. The Institute released a workshop report on the status of the redevelopment of NSSN, the search engine for standards. The report focuses on ANSI's work supported by NIST to revise NSSN, making it easier for SDOs to access information that may help avoid the creation of conflicting or duplicative standards. Expanding the reach and engagement media of the Standards Boost Business (SBB) campaign, the SBB website now features a dynamic video gallery page of business leaders speaking on the strategic and financial advantages of participation in standardization. And to facilitate and advance strong U.S. participation in international standardization activities, ANSI released free multimedia training courses on how to be an effective delegate at international meetings, ISO Secretariat operations, and the procedures of U.S. Technical Advisory Groups.

LEADERSHIP FOR A RAPIDLY CHANGING WORLD

Expand Accreditation Services and Program Recognition

ANSI and the Interstate Renewable Energy Council launched a pilot accreditation program for certificate-awarding entities that administer energy efficiency and renewable energy programs expected to foster a strong energy-efficiency workforce nationwide; three organizations have been accredited and more applicants are in the process. ANSI accredited the first health information technology certification bodies under the U.S. Department of Health and Human Services Office of the National Coordinator Permanent Certification Program for Health Information Technology. The ANSI-ASQ National Accreditation Board acquired Forensic Quality Services, Inc., expanding the company's range of conformity assessment services to include accreditation of forensic testing agencies. ANSI is also expanding its activities to enable international personnel certification bodies to achieve ANSI accreditation: ANSI staff and assessors traveled to Malaysia, marking the first time a U.S.-based accreditation body has performed an assessment of a personnel certification body outside North America.

In the latest government recognition of ANSI accreditation services, West Virginia and the City of New York both recognized ANSI's Accreditation Program for Personnel Certification Bodies in their legislation. Under the terms of West Virginia's *Crane Operator Certification Act*, "class A" certification programs for crane operators must be accredited by ANSI. In New York, new applicants must obtain certification from a specified group of crane operator certification bodies, including those accredited by ANSI. And in a brief on how competency-based education can provide quality, affordable, postsecondary education to millions of Americans, the ANSI Certificate Accreditation Program was recognized by the Center for American Progress as an initiative that is helping to drive the success of competency-based education initiatives.

Cultivate New Opportunities for Engagement and Growth

Leavitt Partners selected ANSI to serve as a "Trusted Advisor" for its new Patient Billing and Collection Standards Project, a cross-sector effort to coordinate the development of American National Standards for health care billing and collection. In an effort to educate the next generation of business, industry, and standardization professionals about the importance of standards and conformance, ANSI has significantly ramped up its student outreach this year via a workshop, networking event, and new paper competition, which received 13 entries from prestigious universities. And to increase the breadth of the Institute's reach and promote membership, ANSI targeted strategic markets with areas for growth via specific activities in energy efficiency, renewables, ICT, and health IT. The result is a total of nearly 1,000 members in the ANSI Federation – an increase of more than 120 over last year.

ACTIVITIES AND PARTICIPATION BY THE NUMBERS (as of August 1, 2012)

| | | | | | |
|---|---------------|---|------------|---|------------|
| Membership | | ANSI Participation in the International Organization for Standardization (ISO) | | ANSI Accreditations | |
| Total Members | 963 | Participating "P" Memberships | 575 | Product Certification Programs | 65 |
| Company Members | 536 | Technical Advisory Groups | 218 | Personnel Certification Programs | 44 |
| Organizational Members | 331 | U.S.-Administered Technical Committee (TC) Secretariats | 33 | Greenhouse Gas Validation and Verification Programs | 28 |
| Government Members | 45 | U.S.-Administered Subcommittee (SC) Secretariats | 84 | Certificate Programs | 23 |
| Educational/Institutional Members | 19 | U.S. Held Chairmanships | 111 | | |
| International Members | 32 | | | ANAB Accreditations | |
| Affiliates (Individuals) | 916 | | | Quality Management | 70 |
| | | | | Environmental Management | 54 |
| | | | | Other | 72 |
| ANSI-Accredited Standards Developers and American National Standards (ANS) | | ANSI/USNC Participation in the International Electrotechnical Commission (IEC) | | ACLASS and FQS Accreditations | |
| ANSI-Accredited Standards Developers | 230 | Participating "P" Memberships | 159 | Testing Labs | 428 |
| Approved ANS | 10,607 | Technical Advisory Groups | 159 | Calibration Labs | 237 |
| | | Administered TC Secretariats | 12 | Reference Material Producers | 13 |
| | | Administered SC Secretariats | 11 | Proficiency Testing Providers | 5 |
| | | U.S. Held Chairmanships | 30 | Inspection Bodies | 13 |

FINANCIAL OVERVIEW

A large, stylized green dollar sign (\$) is positioned on the right side of the page, extending from the top to the bottom. The sign is semi-transparent, allowing the text behind it to be visible. The background is a solid, vibrant green.

DESCRIPTION OF ORGANIZATION

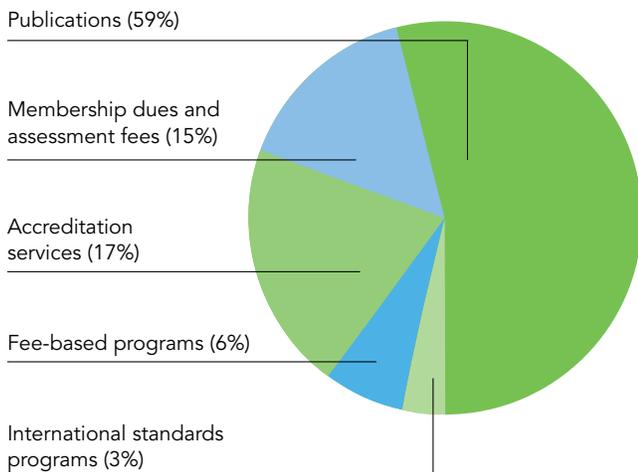
The American National Standards Institute (ANSI) is a 501(c)3, not-for-profit organization.

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 the International Organization for Standardization (ISO), the International Electrotechnical Commission (IEC, via the U.S. National Committee), and other non-treaty regional and international standards and conformity assessment organizations, facilitating access by U.S. parties and promoting U.S. interests.
- Interfaces with U.S. and other governments on standards and conformity assessment issues.
- Accredits standards developers, U.S. Technical Advisory Groups (TAGs) to ISO, and conformity assessment bodies.
- Provides a central resource for timely, relevant, and easily accessible information and education on standards, conformity assessment programs, and related activities in the U.S. and abroad.

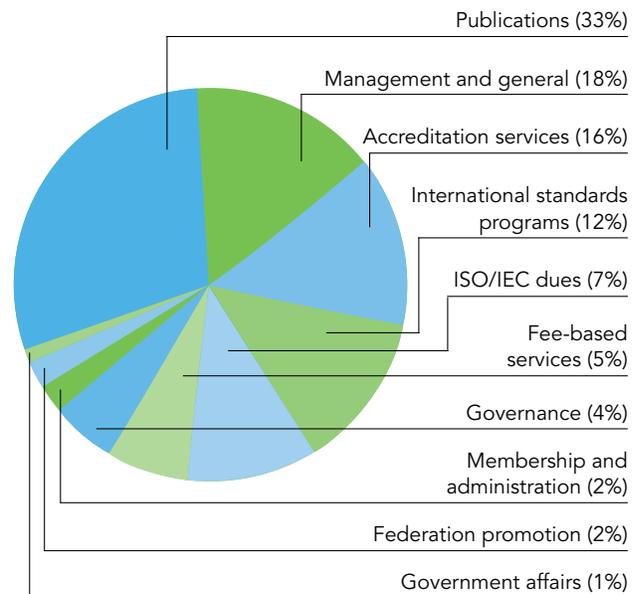
2011

REVENUE



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

EXPENSES



FINANCIAL POSITION

as of December 31, 2011 and 2010

| | 2011 | 2010 |
|---|----------------------|----------------------|
| Assets | | |
| Cash and cash equivalents | \$ 3,748,117 | \$ 4,092,639 |
| Investments | 6,863,151 | 7,059,316 |
| Net accounts receivable: | | |
| Publications and royalties | 2,889,353 | 2,954,278 |
| Program support, accreditation, dues, and other | 2,455,301 | 2,167,797 |
| Prepaid expenses and other assets | 778,314 | 692,974 |
| Prepaid pension costs | 17,009 | 639,241 |
| Investment in ANAB | 158,660 | 334,753 |
| Net property and equipment | 2,614,647 | 2,260,872 |
| Total assets | \$ 19,524,552 | \$ 20,201,870 |
| Liabilities | | |
| Accounts payable and accrued expenses | \$ 7,673,044 | \$ 7,785,819 |
| Deferred dues and fee income | 3,977,715 | 3,698,129 |
| Deferred rent | 625,474 | 318,324 |
| Total liabilities | \$ 12,276,233 | \$ 11,802,272 |
| Net assets | | |
| Unrestricted: | | |
| Operating fund | \$ 269,312 | 1,578,129 |
| Board-designated permanent reserve | 5,600,832 | 5,600,832 |
| Specific-purpose funds | 1,145,479 | 1,010,037 |
| Total unrestricted | 7,015,623 | 8,188,998 |
| Temporarily restricted | 232,696 | 210,600 |
| Total net assets | \$ 7,248,319 | \$ 8,399,598 |
| Total liabilities and net assets | \$ 19,524,552 | \$ 20,201,870 |

STATEMENT OF ACTIVITIES

as of December 31, 2011 and 2010

| | Summarized Information 2011 | % | Summarized Information 2010 | % |
|---|-----------------------------------|-------------|-----------------------------------|-------------|
| Revenue | | | | |
| Membership dues and assessment fees | \$ 5,318,357 | 15% | \$ 4,932,377 | 15% |
| Publications | 20,227,564 | 59% | 18,344,830 | 58% |
| Accreditation services | 5,905,627 | 17% | 5,326,025 | 17% |
| International standards programs | 932,488 | 3% | 862,902 | 3% |
| Fee-based programs | 2,198,701 | 6% | 2,301,718 | 7% |
| Total operating revenue | \$ 34,582,737 | 100% | \$ 31,767,852 | 100% |
| Expenses | | | | |
| Program expenses: | | | | |
| Publications | \$ 11,337,419 | 33% | \$ 10,370,725 | 33% |
| Accreditation services | 5,607,767 | 16% | 4,826,881 | 15% |
| International standards programs | 4,088,186 | 12% | 3,654,742 | 11% |
| ISO/IEC dues | 2,547,218 | 7% | 2,214,568 | 7% |
| Governance | 1,331,351 | 4% | 1,229,995 | 4% |
| Fee-based services | 1,597,272 | 5% | 1,697,283 | 5% |
| Federation promotion | 654,350 | 2% | 601,252 | 2% |
| Government affairs | 515,709 | 1% | 558,650 | 2% |
| Total program expenses | \$ 27,679,272 | | \$ 25,154,096 | |
| Supporting services: | | | | |
| Membership and administration | 619,941 | 2% | 736,824 | 2% |
| Management and general | 6,282,329 | 18% | 5,987,518 | 19% |
| Total supporting services | \$ 6,902,270 | | \$ 6,724,342 | |
| Total operating expenses | \$ 34,581,542 | 100% | \$ 31,878,438 | 100% |
| Change in net assets from operations | 1,195 | | (110,586) | |
| Non-operating activities | | | | |
| Net investment return | \$ (437,693) | | \$ 525,901 | |
| USNC IEC 2010 General Meeting | | | (309,785) | |
| Post-retirement-related changes other than net periodic postretirement cost | (714,781) | | (92,401) | |
| Total non-operating activities | \$ (1,152,474) | | \$ 123,715 | |
| Change in total net assets | (1,151,279) | | 13,129 | |
| Net assets, beginning of year | 8,399,598 | | 8,386,469 | |
| Net assets, end of year | \$ 7,248,319 | | \$ 8,399,598 | |

NOTES TO FINANCIAL STATEMENTS

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 laws 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-purpose 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 specific-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 2011 or 2010. 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 instruments purchased with an original maturity of three months or less to be cash equivalents, with the exception of certain cash deposits and 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.

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. The Institute capitalizes property and equipment with a cost basis of \$5,000 or higher and a useful life of at least one year.

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, 2011 and 2010, the Institute has determined that an allowance of \$760,000 and \$625,000, respectively, is necessary for accounts receivables. Such an 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 term of the leases. 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. Accordingly, 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.

Reclassification

Certain line items in the December 31, 2010 financial statements have been reclassified to conform to the December 31, 2011 presentation.

BOARD



Chairman

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



Vice Chair

Dr. Belinda L. Collins,
Senior Advisor for
Voting Standards,
National Institute
of Standards and
Technology



Vice Chair

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



Vice Chair

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



Vice Chair

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



Immediate
Past Chairman

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

Mr. Dan Bart
President and CEO,
Valley View
Corporation

Mr. William Berger
Managing Director,
Standards, American
Society of Mechanical
Engineers

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

Mr. GP Russ Chaney
CEO, IAPMO

Mr. Colin B. Church
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SanDisk Corporation
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U.S. Consumer Product Safety Commission
U.S. Cutting Tool Institute
U.S. Department of Agriculture – Livestock
and Seed Program
U.S. Department of Agriculture – Agricultural
Marketing Services
U.S. Department of Defense
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Association
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— X Y Z —

Xcision Medical Systems
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