

# President's Report to the Membership, 2018

Thank you for being a member of the Academy of Human Resource Development! By tradition, the President of the AHRD provides an annual report to members at the time of the Research Conference in the Americas. In this report, my Board colleagues and I will provide an overview about AHRD Finances, Membership, Special Interest Groups (SIGS), Communications, Journals, Conferences (in the Americas and international), Professional & Academic Program Development, the Awards program, and other key aspects of AHRD.

I wish to recognize and express deep appreciation for the talents and contributions of our current Board members (in alphabetical order): Ross Azevedo, Marilyn Byrd, Yonjoo Cho, Julie Gedro, Robin Grenier, Rajashi Ghosh, Ron Jacobs, Jessica Li, Kim McDonald, Jason Moats, and Tom Reio. In addition, Darren Short (AHRD President, 2012-2013) remained involved with the Board in an ex-officio capacity. These volunteers have graciously stepped up to the leadership challenge of thinking, planning, and implementation in each of the nine strategic areas of focus outlined in Figure 1 to foster our unique and special AHRD community so that, together, we can lead HRD through research.

Figure 1

## STRATEGIC FOCUS AREAS & TEAMS (2017-2020+)



## AHRD Finances

Fiscal Year 2017 (July 2016 - June 2017) proved to be challenging for AHRD (see Table 1 on page 9-10). While certainly still fiscally strong with total assets of \$250,275.41, FY17 income less expenses was \$-26,865.27. This loss was driven by the combination of a few dynamics.

First, registration for the 2017 International Research Conferences in the Americas was 10.7% less than we had projected. While attendance paralleled that of 2015 and 2016, we had hoped it would be higher because the conference was held in Texas, where historically it has attracted 100+ more attendees. As a result, conference income was 4.5% less than projected (and down 4.3% compared to 2016). Also, conference expenses were 13.9% higher than projected. This led to overall conference profit being only 45% of what we hoped it would be.

Meanwhile, membership decreased (see Table 2, page 2) and, thus, member dues were down 10.6% from projected (and 10.3% lower than in 2016), further compounding the negative effects on AHRD's overall end-of-year position.

Finally, administrative costs of running the organization grew slightly. Management of the main office (\$92,256.00) rose slightly when we renewed our 3-year contract with Ewald Consulting. And, associated professional fees (\$14,756.69) were slightly higher than typical due to (1) legal fees to ensure compliance of the approved Policy on Statements Related to Public Issues as well as (2) investment in website performance enhancements.

The fiscal bright spot in FY17 was AHRD’s investment account. At the end of fiscal year, the account had accrued \$10,722.79 in unrealized gain. In August 2017, the Board approved to move \$11,000 of that gain from that investment account to an interest-bearing account to ensure its good use going forward.

The Board labored extensively to clearly understand the complex dynamics that led to the FY17 situation. In response, we have budgeted conservatively for FY2018; we are actively controlling expenses, especially as related to the 2018 conference; and we are engaging the AHRD community to think deeply about the future strategy for AHRD.

## AHRD Membership

Table 2 shows membership trends from 2004 to the present. Our current total membership (as of January 1, 2018) is 499.

The Board remains critically reflective about the decline in members during the past 7-8 years, yet certainly pleased to see membership holding steady. We continue to see volatility in academic programs nationwide and a shrinking professoriate in HRD (at least as judged from our collective experience, input from members of the Program Excellence Network, the number of our valued members who have retired or are actively planning for it, and the number of faculty positions posted on AHRD’s website in the past few years). Thus, during our strategy work we’re asking challenging questions like whether the field is shrinking and/or changing in substantive ways. And, if so, what are the potential implications for AHRD? Is considerable growth possible (or even desirable) for AHRD? And, if so, what would it take? We invite member input on these complex questions.

Table 2

### MEMBER TRENDS 2004-2017

Year	Regular	Student	Reg HDI	SIG Only	Pub Only	Emeritus	Total
2004 (Mar)	330	218	18				566
2005 (Mar)	359	343	16				716
2006 (Mar)	376	222	27				625
2007 (Mar)	446	224	29				699
2008 (Mar)	376	216	15				607
2009 (Feb)	432	253	27				712
2010 (Mar)	434	234	55				723
2011 (Jan)	430	138	58	3			629
2012 (Jan)	385	145	11	5			551
2013 (Jan)	373	200	12	2			587
2014 (Jan)	339	187	13	3			542
2015 (Jan)	323	173	9	3		1	509
2016 (Jan)	320	189	15	3		3	530
2017 (Jan)	285	194	11	2		5	497
2018 (Jan)	273	197	14	3	10	2	499

2017 was the first year that a new Publications Only membership category was piloted. This allows for online access to the four AHRD-sponsored journals as well as the *AHRD Digest* for a cost of \$75/year. We are pleased to see 10 publications-only members thus far, and are hopeful that this new category will help to broaden the HRD research community and address a need for those who value the journals, but do not have access to them—including people who have left AHRD full membership in recent years as well as international scholars and scholar-practitioners.

Another membership benefit the Board is pleased to be in the process of launching is one that reflects the deepening of our strategic partnership with the University Forum for Human Resource Development (UFHRD). Effective now, AHRD offers a 30% discount for members of UFHRD who wish to also be members of AHRD. UFHRD will be offering a similar reciprocal offer for AHRD members who would like to affiliate with UFHRD. We believe this has the potential to grow AHRD membership; and, most importantly, that it meaningfully advances AHRD's vision by fostering knowledge sharing, research, and potential international partnerships.

In late-Fall 2017, the Board administered a Member Satisfaction & Engagement Survey (led by Yonjoo Cho, Jason Moats, and Wendy Ruona). There was a 32.4% return rate, which is typical of the response rate on this survey in the past. The Board has just begun analysis of the results of this survey, and will be sharing some insights gained from the survey during the 2018 conference as well as providing a more formal report of the findings of this survey to full membership in Spring/Summer 2018. We look forward to continuing to work and, hopefully, innovate to make AHRD the preferred professional home for HRD scholars and scholar-practitioners.

## Special Interest Groups

*Report submitted by Jessica Li*

The purpose of the SIGs is to engage members, renew levels of membership energy, to be an exciting opportunity for AHRD members to come together and share ideas on research topics, to provide leadership, and build meaningful networking relationships and friendships. For six years, SIGs have experienced continued evolution and growth. Affiliation with a SIG has grown to 90% of AHRD members, with most members signing up for two or more SIGs.

Under the coordination of Jessica Li, the SIGs continue to provide opportunities for enhancing the experience of members with kindred interests. SIGs have organized webinars throughout the year to share learning opportunities and contributed to the conference through Symposia, Panel Discussions, Preconference Workshops, and serving as track chairs and reviewers during the conference submission process. SIGs have also provided an opportunity for members to grow in leadership experiences as more and more SIG leaders have taken on additional leadership responsibilities within the AHRD organization over time.

SIG activities have expanded members' networking opportunities, leading to research partnerships, topic-specific webinars, and journal publications. Of particular note during 2017 is that the India SIG assisted in the 2017 AHRD Asian Conference in Ahmedabad, India and proposed a grant to encourage research in India. China, Korea, and India SIGs have continued their collaborative effort in publication, with one book, *Current Perspectives on Asian Women in Leadership*, published and more to come. The Faculty Learning and Development SIG organized two webinars in 2017 for new faculty mentoring and development. The Scholar Practitioner SIG is co-sponsoring a preconference workshop at the 2018 conference.

## Communications & Branding

*Report submitted by Robin Grenier*

The primary means of communicating information to AHRD members is through the *AHRD Digest*, website, direct mail, and Facebook.

The *AHRD Digest* continues to serve as the most comprehensive information source for members. It includes news and events, requests for research participation, and regular contributions from the board and journal editors. Members are encouraged to contribute to the monthly *Digest*. In particular, more contributions from members and SIG leadership would be welcomed in order to expand the range of content and perspectives. The addition of a communication plan in 2015 has helped to standardize the publication and schedule. Those contributing to the *Digest* should be aware of and conform to the submission deadline of the 10<sup>th</sup> of each month in order to ensure timely publication. Robin Grenier has served as Editor-in-Chief of the *Digest* for the past 6 years, and while leaving the Board in February 2018, she will support the transition to a new Editor.

Ewald Consulting continues to do an excellent job in maintaining and updating the site and assisting members with sharing information through the site. The Board finds the “members only” portion of the website is quite under-utilized by the membership in terms of the additional resources and group/discussions. Thus, in 2018, we will try to determine what, if anything, can be done to increase the use of these tools or, otherwise, decrease AHRD’s investment in them.

AHRD’s has 1559 Facebook followers from 45 countries (Table 3) as of January 24, 2018, which is an increase of 259 followers over the same time last year. Unlike the Digest, the Facebook page is available to anyone and, thus, events and information can be disseminated to both members and non-members.

Table 3:

United States of America: 545	United Arab Emirates: 13	Jordan: 7
India: 180	Iraq: 11	Japan: 6
Egypt: 104	Brazil: 11	China: 6
Thailand: 82	Ghana: 10	Azerbaijan: 6
Pakistan: 67	South Africa: 10	Australia: 6
South Korea: 63	Morocco: 9	Sudan: 5
Malaysia: 31	Romania: 9	Somalia: 5
United Kingdom: 23	Puerto Rico: 8	Iran: 5
Bangladesh: 23	Vietnam: 8	Kenya: 5
Philippines: 21	Tunisia: 7	Georgia: 5
Nigeria: 20	Cambodia: 7	Tanzania: 5
Canada: 19	Italy: 7	Indonesia: 5
Myanmar: 18	Mexico: 7	Algeria: 5
Taiwan: 17	Germany: 7	Yemen: 5
Saudi Arabia: 13	Ireland: 7	Kuwait: 5

To test out the potential utility of Facebook, Dr. Grenier advertised the *2018 Conference in the Americas* as a paid/targeted post to Facebook users in the Richmond area, ages 18-65+ with an interest in training and development. The post ran for five days at a cost of \$2.85. This resulted in interactions (clicks, views, shares) from 41 new (non-AHRD follower) Facebook users and the overall engagement of 2400 users on that post which was substantially more compared to a similar unpaid post last year of 347 forms of engagement. The social media presence on Facebook could be improved if funds were budgeted for boosting (marketing) certain posts promoting AHRD membership drives and conferences (submission, registration, events, etc.). This will be considered more in 2018 along with work on AHRD’s marketing and branding.

In addition to Facebook, AHRD has a Twitter feed which is used very little, mostly during the conference week. The social media presence could be improved with the addition of volunteers willing to manage a particular medium — such as someone to oversee the Twitter feed, Instagram, LinkedIn, etc.

AHRD is moving forward on the establishment of a YouTube channel for sharing video media including interviews, promotional materials, special events, and programming.

## Communications & Branding

*Report submitted by Jessica Li & Tom Reio*

The four AHRD-sponsored journals outlined below are among the key ways AHRD leads the profession through research. While the oversight and strategy of each journal is a responsibility of its respective editorial board, the AHRD Board is committed to doing all we can to enhance the quality and impact of our journals. One of the important contributions is our community that works to fill many key roles in each of these journals (editors, editorial boards, reviewers, etc.), which enables these journals to have the impact they do. We also realize how critical our conferences are in providing developmental feedback that can enhance scholarship prior to submission to one of these premier journals. We hope AHRD members are as proud as we are about our collective contributions to sharing and distributing rigorous knowledge around the globe!

The contracts with Sage Publishing for *HRDR* and *ADHR* have been renewed for another 5-year period. The Board is appreciative to Sage for their support of HRD research and for the strong partnership we’ve cultivated over the past 15+ years!

### **Human Resource Development Quarterly (HRDQ):**

There were 222 manuscripts processed between February 2017 and January 18, 2018, from authors in 40 countries. The *HRDQ* citation impact factor SSCI for 2017 is 2.441. The journal continues to develop its editorial team and innovate. Dr. Sewon Kim was appointed as Associate Editor at the end of 2017. Starting with Volume 19(1) the journal has a new format. The journal published its first methods article in 2017 in response to the call for increased focus on methods, and has more method-related manuscripts in the pipeline. The co-editors reviewed two levels of the Wiley proofreading service. The editorial team represented the journal at international conferences in the United States and the United Kingdom. Dr. Valerie Anderson was



instrumental in obtaining a Wiley sponsorship for Dr. David McGuire to provide a keynote address at UFHRD 2018. Finally, a call for new editorial team has been made as the 2018 completes the term for the current co-editors.

#### **Human Resource Development Review (HRDR):**

*HRDR* has continued a celebration of the 15th anniversary of the journal that includes a year-long social media campaign in both social media outlets (Facebook and Twitter) and highlighting milestones in the history of journal's publications (including #ThrowbackThursdays featuring some of the earliest notable articles in archived collections, #FlashbackFridays noting many "firsts" in *HRDR* milestones, and #FunFactFridays to share snapshots of the journal's history as well as scholars' bios. On that front, the social media plan will further highlight various institutional collaborations with other universities and HRD programs. In addition, outgoing Editor Julia Storberg-Walker and Managing Editor Mariela Campuzano, along with *HRDR* Co-Editor Jon Werner, co-authored an article to showcase *HRDR* and *HRDQ*'s efforts in using social media to promote research. The article, *Promoting Your Research via Social Media: Part 1*, was published in *New Horizons in Adult Education and Human Resource Development* (Campuzano, Storberg-Walker, & Werner, 2017).

In 2017, *HRDR* released three virtual special issues, *HRD beyond Organizations: Collaborative Research for Social Justice* (January), *Most Impactful Articles in 2015* (June), and *The Evolution of HRD: Embracing Multiple Ways of Thinking and Research* (October). In addition, *HRDR* partnered with editors from *HRDI* and *HRDQ* and hosted a professional development workshop at AHRD conference in San Antonio, Texas (March). Later in the year, *HRDR* proudly sponsored a pre-conference workshop (*Engaging in Non-Empirical Research: A Road to Successful Publication*) at the AHRD Asian Conference in Ahmedabad, India (November).

Finally, thanks to the tremendous leadership and support of *HRDR*'s outgoing Editor, Julia Storberg-Walker and her Managing Editor, Mariela Campuzano, the journal transition has been a very smooth process. Beginning August 1, the new editorial team (Editor—Jia Wang, Associate Editors—Yonjoo Cho and Mina Beigi, and Managing Editor—Yasmeen Makarem) enthusiastically assumed their roles.

#### **Human Resource Development International (HRDI)**

(co-sponsored with the University Forum for Human Resource Development): *HRDI* celebrated its 20th anniversary in 2017 with a special issue focusing on the past, present, and future challenges of international Human Resource Development. *HRDI* received an increased number of submissions to the journal in 2017 (149) in comparison with 2016 (83) and 2015 (105). *HRDI* continues to grow its editorial board, including the appointment of Professor Deborah Blackman (University of New South Wales, Australia) as a regional editor with responsibility for Southeast Asia and the Pacific region. We have also appointed a social media editor, Dr. Risky Haslan (University of Nottingham, Malaysia campus). Prior to the AHRD conference, we will be posting the journal's first podcast, an interview with Dr. Monica Lee about her contribution to the journal's 20th anniversary issue.

#### **Advances in Developing Human Resources (ADHR):**

As the *AHRD* journal focused on Research-to-Practice, *ADHR* last year published four themed issues focused on veterans and career transitions, undergraduate HRD programs, integration of research and practice, and authentic leadership. This year *ADHR* had an SJR Score of 0.516 and was accepted in the Emerging Sources Citation Index, a new index in the Web of Science Core Collection. *ADHR* issues allow for in-depth treatment of advancing issues and we invite issue proposals.

#### **Americas Conference**

*Report submitted by Julie Gedro & Robert Yawson*

In our conference report, we would like to extend a heartfelt thanks to all authors who submitted to the conference, to our 219 volunteer reviewers, to our 10 Track Chairs and 4 Associate Track Chairs, to our Board of Directors, to President Ruona, and to Kathie Pugaczewski and Carissa Wolf of Ewald Consulting. We will present our report by highlighting our submissions and acceptances, our international representation, and finally, by providing information about next year and beyond.

This year has been a successful and engaged year for the conference. We received 293 total submissions. There were 239 refereed submissions (154 full manuscripts and 85 posters) and 54 non-refereed submissions (20 Focus Sessions, 14 Food N Thought, and 20 Professional Development Workshops). The overall acceptance rate for submissions this year was 84.3% (compared to 81.5% for 2017). Overall, there was a 1.65% decrease in the number of refereed submissions this year (239) compared to last (243), while there was an increase of 63% of non-refereed submissions this year (54) compared to last (33).

True to the international nature of the conference, we received submissions from (first) authors in 17 different countries (Table 4). Within the United States, the top submitting states are shown in Table 5 (states with submissions below 10 are not shown).

Table 4: Countries Represented in 2017 Submissions (First Authors)

Country	#
United States	236
Republic of Korea	10
United Kingdom	8
India	4
Malaysia	4
Canada	4
Morocco	3
Pakistan	3
Taiwan (Republic of China)	2
Germany	1
Ghana	1
Hungary	1
Ireland	1
Japan	2
Lebanon	1
Netherlands	1
Thailand	1
No Country Identifiable	10
<b>Total</b>	<b>293</b>

Table 5

Submitter State	Quantity
Texas	47
Virginia	19
Illinois	15
Kentucky	13
Indiana	12
Minnesota	12
Pennsylvania	12
New York	10

We were delighted by the quality of the two Pre-Conference Submissions that were accepted, one of which (Trading Secrets for Addressing HRD Challenges & Opportunities) has set an all-time high AHRD record for number of registrations (30+).

Our 2019 AHRD Research Conference in the Americas will be held in Louisville, Kentucky and the site team from University of Louisville is already preparing to help to make it a great conference! The Board is also currently assessing sites for 2020 and 2021 using a new tool that allows us to search more broadly and comprehensively to find the optimal locations and prices for future conferences. For 2020, we are considering some wonderful options, including major cities that are easy and accessible destinations for both domestic and international attendees. We'd love to hear from universities willing to serve as site hosts for a future conference.

### AHRD-Affiliated International Conferences

*Report submitted by Ron Jacobs*

2017 was relatively successful in terms of AHRD-affiliated conferences. As many of us have often observed, AHRD continues to spread its influence far beyond the borders of North America only. Here are the conferences that occurred during this past year, with AHRD as a partner or a co-organizer:

- 19th International Conference on Human Resource Development Research and Practice across Europe – organized by our strategic partner, University Forum for Human Resource Development (June)
- 16th Annual 2017 International Research Conference in Asia – organized by AHRD and the Academy of Human Resource Development, Ahmedabad, India (November)
- 1st Annual 2017 International Research Conference in East Africa – organized by AHRD and IFTDO, Addis Ababa, Ethiopia, (August)

The conference in India, overall, was a great success with an impressive turnout. We again want to recognize the efforts of our partner organization and, especially, thank our co-coordinators: for AHRD we extend our special thanks of gratitude to Rajashi Ghosh and Sonai Chaudhuri, and, for the Academy of Human Resource Development India, we extend our thanks especially to Dr. Narendrun Rajeshwari and committees and staff under her leadership.

As we forward to 2018 and even 2019, we look forward to the following conferences:

- 20th International Conference on Human Resource Development Research and Practice across Europe – organized by our strategic partner, University Forum for Human Resource Development (June 2018)

- 17th Annual International Research Conference in Asia – coordinated in partnership with the National Institute for Development Administration (NIDA), Bangkok, Thailand (November 2018)
- 18th Annual International Research Conference in Asia – coordinated in partnership with the Foreign Trade University, Hanoi, Viet Nam (November 2019)
- 2nd Annual 2018 International Research Conference in East Africa, Addis Ababa, Ethiopia (August 2018)

In addition, AHRD engaged in serious discussions with the University of West Indies, Jamaica, to conduct a regional conference focusing on HRD issues in the Caribbean region. After some lengthy conference meetings, we decided it might be best to wait another year to address this opportunity. The idea of co-coordinating a conference with a specific focus on this region remains a high probability we look forward to. My thanks to Dr. Karen Johnson for taking a leadership role in this effort.

The question, “Why do we expend our efforts to be involved in these international conferences?” is often asked. After all, shouldn’t we just focus our precious resources on the Americas conference? Beyond the fact that the Board approved a Global Initiatives Statement in 2014, I believe that having AHRD involved on an international scale just makes sense. HRD is a global phenomenon, affecting nations and organizations globally. So, the question maybe should not be why we do it, but why aren’t we doing more? For many AHRD members, this would be just fine.

AHRD does not benefit financially from any of these international conferences. Obviously, that is not our goal. But in the past year, the Board has approved a special, Journals-Only Membership option, which would seem especially appropriate for many scholars who have limited access to our journals through their own institutions. In fact, this membership option is offered at a modest \$75 per year, and just covers our cost of providing individuals online access to the journals. Recently, we sent an email blast to the registrants of the conference in India, many of them from institutions and organizations from South Asia.

Finally, I wish to make the following invitation to all AHRD members. AHRD has now established a formal process for engaging with global partners to organize a research conference, making the idea of proposing a conference or getting involved all the easier. So, if you have an interest in becoming involved, at any level, in any of the scheduled conferences, or if you have some ideas on where AHRD might put its footprint next, please contact me at [rljacobs@illinois.edu](mailto:rljacobs@illinois.edu), or approach me in person at the conference. The door is open to anyone with an interest in the global issues of HRD to get involved and make a contribution.

## Academic Programs & Students

*Report submitted by Kimberly McDonald*

The purpose of the Program Excellence Network (PEN) is to support and to strengthen HRD academic programs. PEN is currently chaired by Laura Bierema (University of Georgia) and its annual conference meeting will be held prior to the official start of the 2018 Research Conference in the Americas. One of the agenda items this year will be a presentation of the results of a benchmarking survey of PEN members completed in 2017 (designed and conducted by a team of graduate students and faculty led by Kim Nimon, University of Texas-Tyler).

Also occurring during the pre-conference time period will be the Graduate Student Research Colloquium. Topics for this year’s 1 ½ day session will include: standards for quality writing and rigorous research in HRD; research perspectives and paradigms used to conduct and report research; and criteria guiding the evaluation of research in HRD. This year Maria Cseh (George Washington University) and Gary McLean (McLean Global Consulting, Inc.) will facilitate the session. To date, 22 graduate students have registered to participate in the 2018 colloquium (an increase from the 2017 colloquium).

## Awards

*Report submitted by Marilyn Byrd*

The annual Awards ceremony continues to be a highlight of the Conference in the Americas. The ceremony is an opportunity to celebrate outstanding achievements in HRD research and scholarship and to recognize distinguished service to the organization. The Awards ceremony is the culmination of hard work and devotion of time given by the awards committees. This can be a challenging task and the Board values their dedication and efforts. The Board recognizes the Ewald Consulting staff for their expertise in helping to make the annual Awards ceremony a success.

This year, the addition of a Board liaison to oversee the Awards program was a progressive move to refine and improve the awards process. Initial steps have been taken to ensure recommendations from a past task force have been considered and/or implemented. In the coming year, we also anticipate making additional improvements to enhance suite of AHRD.

## Other Information

**AHRD Standards on Ethics and Integrity:** The important work of revising AHRD's Standards on Ethics and Integrity (originally approved in 1999) has been completed. The revised standards were approved in November, 2017 and are now available on the AHRD website. The Board extends deep appreciation to the task force (led by Darlene Russ-Eft and Toby Egan).

**Public Issues Policy:** In response to requests from membership for AHRD to take political stands and/or engage in political advocacy, the AHRD Board continued to work through extremely challenging and, at times quite contentious, perspectives and ambiguous legal guidelines and precedents related to whether AHRD can and should engage in advocacy as related to our mission and the ethics we espouse and, if so, how. A policy was developed and reviewed by legal counsel to ensure compliance with federal laws, especially related to compliance with 501(c)3 regulations. The *Policy on Statements Related to Public Issues* was approved by the Board in August, 2017. The Board also established a process to serve as a consistent and transparent means for AHRD members to request that AHRD consider taking a position and/or making a public statement on a public policy, political issue, or current event. This policy and process is available on the AHRD website (under the *About HRD* tab).

**Strategic Partners:** AHRD is proud to invest in strategic partnerships with our long-term partner, the University Forum for Human Resource Development. One exciting way we did that was in 2017, the two organizations joined together to develop reciprocal discounted rates on membership for those who are both AHRD and UFHRD members (beginning for 2018). In addition, we deepened our relationship with the *International Federation of Training and Development Organization (IFTDO)* in our co-sponsorship of the conference in Ethiopia. In 2018, we hope to further develop our relationship with the *American Association for Adult and Continuing Education (AAACE)* as well as explore other strategic partnerships that can enhance the "rigor and relationships" of AHRD and its members.

**AHRD's 25th Anniversary:** 2018 marks the celebration of AHRD's 25th anniversary. A committee (led by Andrea Ellinger) has been hard at work planning many things at the 2018 conferences as well as throughout the year. Please join us in this time of reflection and celebration of all AHRD has become, and also use this time to think creatively about AHRD's next 25 years!

## Final Reflections

*Submitted by Wendy Ruona*

I will conclude my two-year term as President at the 2018 conference. It has been my honor to have served in this capacity—as it has been to serve in the many volunteer roles I've worked in during my past 20+ years as a member. One of my most influential mentors and one of AHRD's Founders, Richard Swanson, instilled in me the critical importance of AHRD; and it is my ongoing privilege to contribute to AHRD's mission of leading the profession through research. To be part of this AHRD community has been so very central to my professional and personal growth in ways too numerous to inventory.

I am grateful for the Board of Directors during the past two years who have volunteered their talents and energies as we worked together to strategize about AHRD's future. I am particularly appreciative for AHRD's Executive Team (Ron Jacobs, Past President; Julie Gedro, President-Elect; and Kathie Pugaczewski, AHRD's Executive Director) as well as to Darren Short (President, 2012-2014) and Holly Hutchins (Board Member, 2011-2016) because working closely with them during the past few years has taught me a great deal and enabled many things to take seed and grow for AHRD.

My only goal in taking up this role was to be "a contribution"<sup>1</sup> and it is my great hope that every AHRD member strive to do the same in a multitude of ways. We have much work to do to continue to make AHRD the leading place to share and access rigorous and relevant HRD research. I hope that each of you who calls AHRD your professional home will quest to find the areas of AHRD that you can personally contribute to in order to make this organization all we wish it to be—both now and in the future. We appreciate each of you for being a member of the Academy of Human Resource Development!

1. Zander, R. S., & Zander, B. (2000). *The art of possibility: Transforming professional and personal life*. Boston, MA: Harvard Business School.



Table 1

**END OF YEAR FINANCIAL SUMMARY**

	FY 2004-2005	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010
<b>INCOME</b>						
Conference Fees	\$94,787.39	\$90,450.36	\$108,022.17	\$82,583.49	\$114,020.00	\$89,960.00
Membership Dues	\$85,700.00	\$85,360.00	\$103,286.00	\$140,030.00	\$122,550.00	\$109,810.00
Dividend & Interest	\$0.00	\$1,008.29	\$527.33	\$913.75	\$878.32	\$2.79
Other	\$0.00	\$3,117.28	\$12,332.92	\$10,182.06	\$1,147.46	\$2939.58
Royalties	\$0.00	\$0.00	\$0.00	\$0.00	\$1,709.87	\$22,445.59
<b>TOTAL INCOME</b>	\$180,487.39	\$179,935.93	\$224,168.42	\$233,709.30	\$240,305.65	\$225,157.96
<b>EXPENSES</b>						
Credit Transaction Fees	\$0.00	\$3,053.67	\$4,128.89	\$6,479.59	\$7,613.43	\$7,699.96
Committee Expenses	\$0.00	\$1,830.17	\$0.00	\$0.00	\$0.00	\$0.00
Awards	\$2,320.98	\$2,590.41	\$1,946.84	\$2,342.88	\$2,498.49	\$3,783.12
Board Meetings	\$9,972.83	\$17,659.71	\$10,452.94	\$14,963.56	\$9,981.70	\$7,623.35
Management (Personnel)	\$41,147.07	\$39,676.97	\$38,660.85	\$42,800.56	\$47,694.93	\$78,000.00
Office Expenses	\$3,985.63	\$3,604.13	\$2,994.45	\$8,949.08	\$13,349.00	\$5,204.08
Publications (AHRD Journals)	\$42,809.50	\$43,081.77	\$50,462.44	\$63,571.19	\$52,943.83	\$70,472.15
Professional Fees (Accountant, Insurance, Web Hosting)	\$9,178.25	\$1,596.80	\$3,596.73	\$4,959.50	\$14,029.00	\$5,490.40
Research Grants	\$0.00	\$0.00	\$10,000.00	\$0.00	\$0.00	\$0.00
Travel (Other)	\$1,564.30	\$1,724.77	\$3,666.89	\$2,431.94	\$1,461.02	\$5,911.06
Other		\$2,057.61	\$4,196.11	\$3,655.00	\$7,427.13	\$5415.00
Conference	\$48,867.78	\$50,598.98	\$66,828.60	\$74,141.20	\$69,102.52	\$57,424.04
<b>TOTAL EXPENSES</b>	\$159,846.34	\$179,214.93	\$196,934.74	\$224,294.50	\$226,184.99	\$247,023.16
<b>INCOME MINUS EXPENSES</b>	\$20,641.05	\$721.00	\$27,233.68	\$9,414.80	\$14,120.66	-\$21,865.20
<b>ASSETS &amp; LIABILITIES</b>						
<b>TOTAL ASSETS</b>	\$130,713.67	\$131,435.02	\$158,193.60	\$167,608.40	\$182,244.06	\$172,896.77
<b>ACCOUNTS PAYABLE</b>						\$12,517.91
<b>TOTAL LIABILITIES &amp; EQUITY</b>	\$130,713.67	\$131,435.02	\$158,193.60	\$167,608.40	\$182,224.06	\$172,896.77
<b>Conference Profit</b>	\$45,919.61	\$39,851.38	\$41,193.57	\$8,442.29	\$44,917.48	\$32,535.96

Table 1 Continued

**END OF YEAR FINANCIAL SUMMARY**

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
<b>INCOME</b>							
Conference Fees	\$119,155.99	\$126,966.00	\$136,318	\$157,745.00	\$124,222.51	\$122,780.93	\$117,474.50
Membership Dues	\$104,934.99	\$101,066.00	\$97,850	\$88,094.00	\$83,580.00	\$88,416.00	\$79,286.00
Dividend & Interest	\$0.00	\$0.00	\$0.00	\$0.03	\$804.28	\$1,550.73	\$4,575.27
Other	\$475.00	\$1,825.00	\$3,142	\$3,525.40	\$7997.00	\$8,749.00	\$5,747.33
Royalties	\$13,804.09	\$24,599.00	\$20,531	\$21,839.70	\$21,871.85	\$33,201.88	\$22,893.72
<b>TOTAL INCOME</b>	<b>\$238,370.07</b>	<b>\$254,456.00</b>	<b>\$257,841</b>	<b>\$271,204.13</b>	<b>\$238,475.64</b>	<b>\$254,698.54</b>	<b>\$229,976.82</b>
<b>EXPENSES</b>							
Credit Transaction Fees	\$7,349.65	\$7,300.00	\$7,515.00	\$8,640.69	\$8,110.27	\$7,959.43	\$7,861.27
Committee Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100.00	\$291.33
Awards	\$1,277.34	\$889.00	\$1,100.00	\$2,115.76	\$2,186.30	\$3,391.03	\$3,037.84
Board Meetings	\$7,016.84	\$719.00	\$5,765.00	\$7,837.82	\$8385.58	\$8,447.78	\$8,920.42
Management (Personnel)	\$82,604.96	\$82,385.00	\$82,000.00	\$84,459.96	\$86,150.04	\$87,870.00	\$92,256.00
Office Expenses	\$5,815.87	\$2,003.00	\$2,134.00	\$3,604.91	\$736.11	\$871.47	\$1200.22
Publications (AHRD Journals)	\$50,421.92	\$44,895.00	\$34,766.00	\$39,783.32	\$28,349.80	\$28,564.70	\$26,254.82
Professional Fees (accountant, Insurance, Web Hosting)	\$14,096.25	\$5,043.00	\$7,433.00	\$9,702.06	\$8,079.21	\$9,916.84	\$14,736.69
Research Grants	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Travel (Other)	\$0.00	\$0.00	\$0.00	\$1,546.29	\$2,241.00	\$1,207.77	\$3,640.47
Other	\$430.00	\$1,860.00	\$1,647.00	\$1,302.90	\$0.00	\$1,244.00	\$1,914.86
Conference	\$89,369.01	\$81,723.00	\$79,711.00	\$77,899.22	\$99,228.30	\$73,925.21	\$96,728.17
<b>TOTAL EXPENSES</b>	<b>\$258,381.84</b>	<b>\$226,816.00</b>	<b>\$222,071.00</b>	<b>\$236,892.93</b>	<b>\$243,466.61</b>	<b>\$223,498.23</b>	<b>\$256,842.09</b>
<b>INCOME MINUS EXPENSES</b>	<b>-\$20,011.77</b>	<b>\$27,640.00</b>	<b>\$35,770.00</b>	<b>\$34,311.20</b>	<b>-\$4990.97</b>	<b>\$31,200.31</b>	<b>-\$26,865.27</b>
<b>ASSETS &amp; LIABILITIES</b>							
<b>TOTAL ASSETS</b>	<b>\$140,486.78</b>	<b>\$171,508.00</b>	<b>\$208,131.00</b>	<b>\$242,625.27</b>	<b>\$262,326.15</b>	<b>\$269,392.03</b>	<b>\$250,275.41</b>
<b>ACCOUNTS PAYABLE</b>	<b>\$119.69</b>	<b>\$3,501.00</b>	<b>\$4,352.00</b>	<b>\$2973.95</b>	<b>\$23,030.01</b>	<b>\$5,885.00</b>	<b>\$2,780.73</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>\$140,486.78</b>	<b>\$171,508.00</b>	<b>\$208,131.00</b>	<b>\$242,625.27</b>	<b>\$262,326.15</b>	<b>\$269,392.03</b>	<b>\$250,275.41</b>
<b>Conference Profit</b>	<b>\$30,123.50</b>	<b>\$45,243.00</b>	<b>\$56,606.00</b>	<b>\$79,602.39</b>	<b>\$24,994.21</b>	<b>\$46,000.41</b>	<b>\$14,068.02</b>