

# President's Report to the Membership, 2019

On behalf of our Board of Directors, I would like to thank you for your membership in the Academy of Human Resource Development. Each year, the membership is presented with an annual report that provides information about the state of the organization through multiple lenses which include the finances, membership information, and committee reports. This year, we built upon the infrastructure that was created under President (now Past President) Wendy Ruona in which we have committees chaired by members of the board. These committees are Membership and Engagement (chaired by Yonjoo Cho), Academic Programs (chaired by Kim McDonald), Communications and Branding (chaired by Tomika Greer), Research and Journals (chaired by Tom Reio), AHRD-Affiliated International Conferences (chaired by Rajashi Ghosh), and the Americas Conference (chaired by President-Elect Laura Bierema).

## 2017-2018 Financials

The mission of our organization, to lead HRD through research, remains a compelling one and this board of directors has been working to create strategic goals designed to help us transition to a transdisciplinary model in which we envision partnering with other organizations to increase our reach, increase our membership, and to create – potentially – economics of scale with our conference. The strategic goals and objectives remain squarely on our planning table and in front of us. Each committee is refining their goals to help us move toward this transdisciplinary future and this work is vital. In the shorter term, however, we face some headwinds that are becoming stronger and closer to us, to which we must respond.

Our two primary sources of revenue are membership and the conference. As you can see in the financial summary, the conference profit from 2004 to now has fluctuated between \$8,442.29 in 2007-2008 to \$79,602.39 in 2013-2014. Our 2018 conference profit was \$16,376.97. We spent additional funds at our conference last year for our 25th Anniversary celebration. We have continued to rely on conference revenue over the years to support the cost of operating the organization as a whole. It is not as reliable of a source of revenue for us as it has been in the past. This is the case for many associations. The other option for revenue is membership, which has been steadily declining over the years. In 2010, we had 723 members; however, that was the last year that we required membership to attend the conference. We discontinued this practice in 2011 so non-members could attend the conference, and so we would not have to provide member services throughout the year to those who only wanted to come to the conference because they were presenting. Unless we diversify our membership while still serving

our mission of leading human resource development through research, we will continue to have pressure on our historical income sources. We need to diversify our income sources. Based on this environment, the board did pass a -\$22,593.49 budget for fiscal year 2017-2018. We ended up at -\$19,966.62 by keeping our expenses down where we could while serving the members at the professional level that they have become accustomed to with a professionally managed conference, website, emails and member services. Our income projections for conference and membership were where we budgeted. The journal royalty income was off by \$5,000 and our administrative costs were down \$7,000.

One of the biggest line items on our budget is our management consulting expense, at \$92,256. This also represents a tremendous value add for our organization, and I think it is safe and accurate to say that we could not have the polish and professionalism that we enjoy currently, without an outside management consulting firm like Ewald Consulting. Our three year contract with them ends in June of this year, and we plan on renewing for one year in order to thread the needle of making a sound fiscal decision for the organization, and at the same time, creating a buffer of time for the Board (with crucial input from you, our members) to determine where we go from here. With 2017-2018's net loss of \$19,966.62, and a budgeted negative year for 2018-2019, it is difficult to justify the fiduciary wisdom of renewing for three years. However, it is equally difficult to envision how we could continue to have the infrastructure that we current enjoy, without a professional management consultant. Therefore, the Executive Team and the board are laser-focused on identifying near-term strategies to bring the financials of the organization to a position where the financials do not indicate a net loss. Part of these strategies include creating value-add types of revenue-generating services such as webinars for which would be free for members, and a fee for non-members.

## Membership Trends

While our current membership is 472, we still have the ability to take action and make informed decisions. We can and should continue to study and examine dimensions such as member trends but ultimately we know they have been trending downward, as have HRD programs. Therefore, what is key is to think about is how we create an organization that is compelling and that adds value for members, other stakeholders and society as a whole. In terms of pragmatics of how we square our budget as we achieve our aspirations, is that we think about monetizing the intellectual property (our research) of this community. More research can foster more research, creating an upward loop of value for ourselves, our careers, our institutions and our communities.

Table 1

**MEMBER TRENDS 2004-2019**

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
2019 (Jan)	257	183	12	1	15	4	472

The Member Trends chart shows declining membership. Concurrently, we have seen increased pressure on university programs impacting regular membership and students who come in and out of membership based on their conference participations. While our regular members are down, the new Publications Only membership is up. We need to look at our options to grow membership in new areas including scholar-practitioners and other disciplines that cross into the HRD domain. We have partnered with AAACE and are looking for other partner organizations that align with our mission.

**Americas Conference Report**

*Report submitted by Laura Bierema & Sunyoung Park*

In our conference report, we would like to extend a heartfelt thanks to all authors who submitted to the conference, to our 239 volunteer reviewers, to our 10 Track Chairs and 2 Associate Track Chairs, to our Board of Directors, to President Julie Gedro, and to Kathie Pugaczewski and Jill Tichy 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 290 total submissions. There were 255 refereed submissions (160 full manuscripts and 95 posters)

and 35 non-refereed submissions (20 Focus Sessions and 15 Professional Development Workshops). The final submission number is 232 published in the proceedings and program book after excluding all rejected and withdrawn submissions (see Table 2)

The overall acceptance rate for submissions this year was 84.4% (compared to 84.3% for 2018). Overall, there was a 6.27% increase in the number of refereed submissions this year (255) compared to last (239), while there was a decrease of 35% of non-refereed submissions this year (35) compared to last (54).

Table 2: Comparison between Initial Submissions and Final Submissions

Submission Type	Initial Submissions	Final Submissions
Refereed Full Manuscripts	160	129
Refereed Posters	95	78
Non-Refereed Focus Sessions	20	14
Non-Refereed Professional Development Workshops	15	11
<b>Total</b>	<b>290</b>	<b>232</b>

True to the international nature of the conference, we received submissions from submitters in 14 different countries (Table 3). Within the United States, the top submitting states are shown in Table 4 (states with submissions below 10 are not shown).

Table 3: Countries Represented in 201 Submissions (Submitters)

Country	Number
United States	240
Republic of Korea	19
United Kingdom	7
Canada	5
Pakistan	4
India	3
Hungary	2
Lebanon	2
Malaysia	2
Botswana	1
Burundi	1
China	1
Ireland	1
Netherlands	1
Portugal	1
<b>Total</b>	<b>290</b>

Table 4: Submitter State in the United States

Submitter State	Number
Texas	53
Illinois	27
Minnesota	20
Georgia	14
Indiana	13
Kentucky	13

AHRD strives for continuous improvement in our conference and made inclusiveness and civility a major priority of the 2019 conference planning. We aim to provide a safe, respectful, and harassment-free conference environment for everyone involved regardless of age, sex, gender, gender identity and expression, sexual orientation, (dis)ability, physical appearance, race, ethnicity, nationality, marital status, military status, veteran status, religious beliefs, dietary requirements, childbirth- and pregnancy-related medical conditions or childcare requirements. We received feedback that we need to do better in these areas and are taking steps to do so. We need your help, to report concerns regarding harassment or discrimination, and to

hold each other accountable for creating and preserving an inclusive, civil community. You should notice some specific changes this year, such as the AHRD Ambassador Program, inclusive name badge ribbons, a designated networking room to provide a space for interest groups to meet, and an openness to receive your feedback and recommendations for continued improvement on all aspects of the conference, especially inclusion and civility. Our conference theme of transdisciplinarity also challenges us to invite inclusiveness across professional boundaries and academic disciplines. We look forward to how these steps and perspectives might position us to lead HRD through research for our next 25 years!

## Communications and Branding Committee

*Report submitted by Tomika W. Greer*

The primary means of communicating with AHRD members is through the AHRD Digest, AHRD website, direct email, and the AHRD Facebook Community.

### **AHRD Digest**

The AHRD Digest continues to serve as the most comprehensive information source for AHRD members. This monthly publication is distributed through direct email to all AHRD members and is archived on the AHRD website. The AHRD Digest includes information about upcoming events, calls for proposals, articles authored by members of the AHRD Board of Directors, journal news, and job postings. Tomika W. Greer, AHRD Board Member and Chair of AHRD Communications and Branding Committee, has served as Editor-in-Chief of the AHRD Digest since February 2018.

AHRD members are encouraged to contribute to the monthly AHRD Digest. As a concerted effort, the AHRD Communications and Branding Committee will solicit contributions from AHRD members each month in 2019 to help engage and build community among AHRD members. AHRD members who contribute to the AHRD Digest should be aware of and conform to the AHRD Digest Submission Guidelines ([https://www.ahrd.org/resource/resmgr/policies/Digest\\_Submission\\_Guidelines.pdf](https://www.ahrd.org/resource/resmgr/policies/Digest_Submission_Guidelines.pdf)). Articles should be submitted to [editor@ahrd.org](mailto:editor@ahrd.org) by the 10th of each month to ensure timely publication.

AHRD's has 1559 Facebook followers from 45 countries (Table 2) 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.

**AHRD Website and Direct Email**

Ewald Consulting continues to maintain and update the AHRD website and assist members with sharing information on the website. Ewald Consulting also works directly with the AHRD Conference team to deliver timely messages to the AHRD membership through emails regarding Conference preparations, news, and events.

**AHRD Facebook Community**

AHRD’s Facebook page has 1721 followers from 45 countries (Table 5) as of January 29, 2019, which is an increase of 162 followers over the same time last year. The AHRD Facebook Community is diverse in terms of gender and age as shown in the figure below.

Furthermore, the Facebook followers represent the countries listed in the table below.

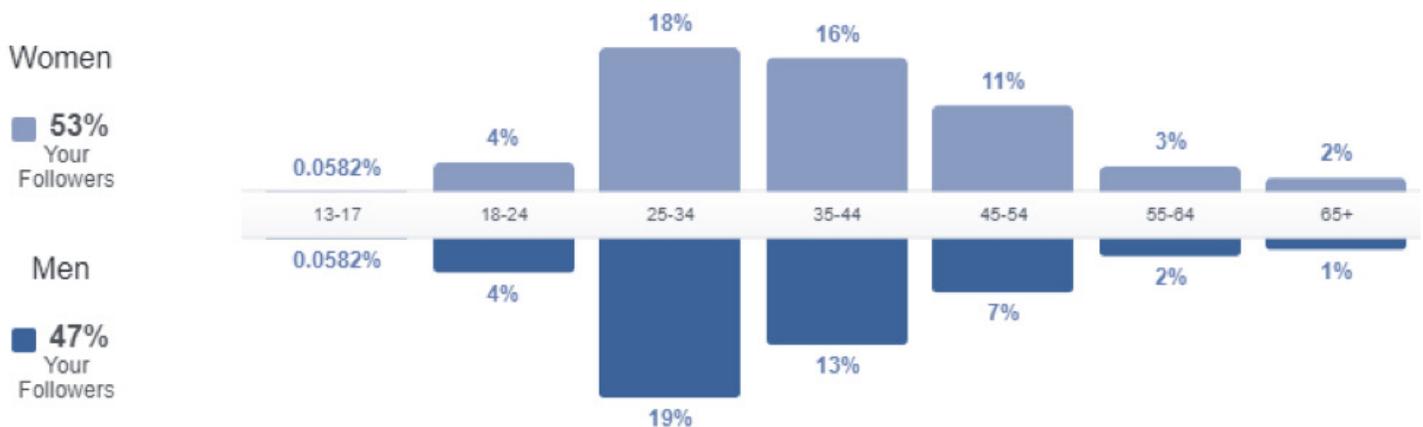
Table 5: AHRD Facebook Followers from different countries

Country	Number of Followers
United States of America	581
India	193
Egypt	111
Thailand	90
South Korea	73
Pakistan	72
Malaysia	41
Bangladesh	30
Philippines	28
United Kingdom	23
Myanmar	21
Nigeria	21
Canada	18
Taiwan	18

Table 5: AHRD Facebook Followers from different countries (Cont.)

Country	Number of Followers
Iraq	14
Saudi Arabia	13
United Arab Emirates	12
Brazil	12
Ghana	12
Romania	12
Morocco	11
South Africa	10
Somalia	9
China	8
Germany	8
Indonesia	8
Mexico	8
Nepal	8
Turkey	8
Vietnam	8
Azerbaijan	7
Ireland	7
Jordan	7
Cambodia	7
Tunisia	7
Tanzania	7
Austria	6
Australia	6
Ethiopia	6
Iran	6
Japan	6
Kenya	6
Netherlands	6
Puerto Rico	6
Sudan	6

Figure 1: AHRD Facebook Community is diverse in terms of gender and age



The 2018 Facebook post with the most interaction by followers was posted on November 17, 2018. The post contained content from the *Human Resource Development Review* Editorial Team. The team offered advice for writing the methods section for a literature review paper. The post reached 961 people. Additionally, 53 people “liked” the post, 8 people “shared” the post, and there were 90 clicks on the post. More posts with this type of content will be posted in 2019.

Facebook is also used by members to share information and spark conversations of interest with the members of the AHRD Facebook Community. These posts are monitored by Tomika Greer. All guest posts in 2018 have been appropriate for sharing on the Facebook page and will be encouraged in the future to create more community among the followers. In 2019, Facebook will continue to be utilized as a primary tool to communicate with AHRD members and non-members about news and events; and increase awareness of the AHRD brand.

### **Other Social Media**

The AHRD Twitter feed remains under-utilized. Volunteers are being sought in 2019 to focus on boosting the social media presence to engage and inform AHRD members and non-members; and promote the AHRD brand. Also, in development are promotional videos using footage secured at the 2018 AHRD Conference in the Americas (Richmond, VA). The videos could potentially form the foundation for a more active YouTube presence for AHRD, especially if there are volunteers to help oversee the YouTube Channel.

## **Research and Journals**

*Report submitted by Tom Reio, Jr.*

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

As the AHRD journal that focuses on Research-to-Practice, in 2018 *ADHR* published four Issues that highlighted talent development, diversity intelligence, motivation theory, and employee engagement in an international context. The journal received a SJR Score of 0.61 in 2018 up from .5 the previous year. *ADHR* invites proposals that reflect current HRD trends as well as trends that reflect the changing nature of organizations and work.

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

In the first ever *HRDI* editorial in 1998, Monica M. Lee declared the birth of the journal aiming to give voice and representation in the field of HRD from all parts of the world. Since its debut, *HRDI* has been governed by a prestigious team of editorial leadership over the last 20 years: Monica Lee (1998-2002), Jean Woodall (2003-2006), Peter Kuchinke (2007-2009), Rob Poell (2010-2012),

Alexandre Ardichvili (2013-2015), and Carole Elliott (2016-2018). All while managing to stay true to its founding ethos of openness to methodological approaches, theoretical stances, and acceptance of diverse perspectives.

Over the years, *HRDI*'s editorial teams have worked hard to strategically position *HRDI* for steady growth. In 2018, *HRDI* received 140 submissions: 124 Peer-Reviewed and 16 Perspectives, from 37 countries around the world. This stability and global reach of *HRDI* is a testament to the recent tenure of Carole Elliott's leadership and the dedication and quality work of her *HRDI* editorial team. Over the next three years, the incoming Editor-in-Chief, Jessica Li, is excited yet humbled to be a part of this prestigious ensemble and entrusted with the privilege of shaping the scholarly discourse through future publications in *HRDI*. In addition Jessica Li, the new editorial team includes Rajashi Ghosh, Associate Editor for the Peer-reviewed section of *HRDI* and Stefanos Nachmias, Associate Editor for the Perspectives section; both bringing extensive scholarly and professional experience to *HRDI* along with impressive records of achievement. Continuing its vision, the new editorial team embraces the traditions of *HRDI* as they look forward to celebrating the beginning of the next 20 years.

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

Following the strong leadership of Co-Editors Valerie Anderson, Kim Nimon and Jon Werner, there is a new Editorial team in place as of January 1, 2019. Thomas G. Reio, Jr. will serve as Editor-in-Chief for the coming three years. Andreas Gegenfurtner, Regina Mulder, and Robert Yawson have joined the Editorial team as new Associate Editors, while Trevor Brown, Sewon Kim and Seung Won Yoon will be serving their second and final three-year terms. The Editorial team is extremely excited and honored to be part of the strong research tradition at *HRDQ* and looks forward to working to carry the latest creative thinking and research about the field of human resource development through its pages.

*HRDQ* received 256 manuscript submissions in 2018, representing 43 countries. *HRDQ*'s SSCI impact factor remained strong at 1.875. *HRDQ*'s Journal Citation Report ranking is 8/27 (Industrial Relations & Labor) and 38/82 for (Psychology, Applied). The journal also has an h-index of 52, which places it at #32 out of 157 on the SCImago Journal and Country Rank list (Q1; Organizational Behavior and Human Resource Management). The journal continued its push for methods articles with some success and will press forward for more in the coming months. Finally, the editorial team represented the journal at international conferences in the United States, Thailand, India, and the United Kingdom.

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

During 2018, *HRDR*, in collaboration with our publisher, Sage Publications, continued its commitment to publish high quality research and expand its global reach. To this end, we launched several initiatives to better position the journal in the HRD field and related disciplines in the international arena. Examples of our efforts include:

- Updated the journal's website, with a more clearly articulated aim and scope, and a revised vision statement.
- Introduced "*HRDR* Tip of the Month," which was shared across our various social medial platforms as well as through the AHRD Monthly Digest.
- Released two virtual special issues, "Enhancing Organizational Health: What Can Be Done?" (January), and "Taking Ethical Considerations in HRD Research and Practice" (October).
- Designed and delivered four educational workshops on how to publish high-quality non-empirical research at various venues, including the AHRD 2018 International Research Conferences in the Americas (Richmond, VA), Europe (Newcastle, UK), and Asia (Bangkok, Thailand), and the American University of Beirut in Lebanon.
- Sponsored the keynote speech of Laura Bierema at the UFHRD conference, held in June, in Newcastle, UK.

With regards to the journal ranking, *HRDR* made tremendous progress this year, thanks to the leadership of all the past and current editors and their editorial teams, outstanding contributions of authors and reviewers, as well as consistent support from the journal's Editorial Board.

- Scopus ranks *HRDR* in Q1, **#27** (out of 163) among the Business, Management and Accounting – Organizational Behavior and Human Resource Management journals.
- According to the SClmago Journal & Country Rank (SJR), *HRDR* is Q1, ranked **#40** (out of 157) among Organizational Behavior and Human Resource Management journals and **#262** (out of 1139) in the wider category of Business, Management and Accounting journals.
- Clarivate Analytics released the 2017 Impact Factor Journal rankings, and the newest Impact Factor for *HRDR* is **2.050**, representing an increase of 14% from our 2016 Impact Factor (1.795).

In terms of the journal publication, *HRDR* had a healthy manuscript pipeline throughout the year and attracted quality manuscripts from all over the world, using different research methodologies. Finally, we have strategically designed our social media campaigns and aligned them with Sage's campaigns to further boost reader engagement

across all of our platforms. It has been a very productive year for *HRDR*!

## **AHRD-Affiliated International Conferences**

*Report submitted by Rajashi Ghosh*

2018 was a successful year in regards to AHRD-affiliated international conferences. 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 in Newcastle upon Tyne, England, UK– organized by our strategic partner, University Forum for Human Resource Development (June 5-8, 2018). *Theme: Power and Possibility: Unleashing the Potential of HRD.*
- 17th AHRD International Research Conference in Asia – coordinated in partnership with the National Institute for Development Administration (NIDA), Bangkok, Thailand (November 7-10, 2018). *Theme: People Development for Sustainability Development.*

The 2018 *University Forum for Human Resource Development Annual Conference in Newcastle* was a great success in bringing together reflective scholars and scholar-practitioners to consider a critical perspective to the field of HRD and examine the implications of power relations within organizations. Distinguished keynote speakers included David McGuire, Glasgow Caledonian University, Laura Bierema, College of Education, University of Georgia, Steve Moreton, Head of People, Resourcing and OD at Virgin Money, and Ann Francke, CEO of Chartered Management Institute

The 2018 *AHRD Annual Research Conference in Asia* successfully brought together HRD scholars and scholar-practitioners from Asia and many other countries as well. We had over 100 attendees, distinguished keynote speakers including Julie Gedro, AHRD President, thought-provoking pre-conference workshops on Writing for Publication, Theory Building, and Structured On-the-Job Training by renowned AHRD scholars such as Gary McLean, Kenneth Bartlett, and Ron Jacobs, and several panel discussions and presentations showcasing cutting-edge work in HRD. We want to recognize the efforts of our partner organization, The Graduate School of HRD, National Institute of Development Administration (NIDA) and, especially, thank our coordinator for AHRD, Gary McLean for this successful conference.

In 2019, we look forward to the following conferences:

- 20th International Conference on Human Resource Development Research and Practice across Europe in Nottingham Business School, Nottingham, UK –

organized by our strategic partner, University Forum for Human Resource Development (June 24-26, 2019).

*Theme: From Robin Hood to the digital era: HRD as a driver for future creativity, innovation and change.*

- 18th AHRD International Research Conference in Asia – coordinated in partnership with the Foreign Trade University (FTU), Hanoi, Vietnam (November 5-8, 2019). *Theme: Human Resource Development: Innovations and Evolution in the Digital Era.* A special note of thanks to Gary McLean who will be coordinating this 2019 AHRD International Research Conference in Asia.
- 1st AHRD Research Conference in China – coordinated in partnership with a relatively well-known national training consultancy in China, named *On Demand* (November 14–16, 2019). *Theme: Talent ready for Business.* Thank you to Ron Jacobs and Judy Sun, representatives of AHRD's China Special Interest Group (SIG) serving as co-coordinators for the 2019 AHRD Research Conference in China.

In addition, at this time, iCapital Africa and Ron Jacobs on behalf of the AHRD are planning the 2019 HRD Research Conference in Africa, based on acceptance of a funding proposal that has been submitted to the German International Development Foundation (GIZ). If the proposal is accepted, prominent AHRD members will be invited to speak at the conference, along with scholars and thought leaders from Africa. It is unlikely that IFTDO will be invited to be a partner in the 2019 conference.

As was noted in the 2018 President's report, the first HRD Research Conference in Africa was organized and conducted in August 2017 through a partnership among iCapital Africa <https://icapitalafrica.org>, a prominent consulting firm in Addis Ababa, AHRD, and IFTDO. Financial support was provided by GIZ, the German International Development Foundation. Because of unresolved funding issues, the planned 2018 conference was not held. Of importance, the 2017 conference was attended by over 350 participants from private sector companies, non-governmental agencies, and government ministries. In addition, the 2017 conference resulted in the development of four refereed manuscripts that have been submitted to the *International Journal of Human Resource Development*. Ron Jacobs and Darlene Russell represented AHRD at the 2017 conference and helped facilitate preparing the manuscripts for submission.

As HRD is a global phenomenon affecting organizations, societies at-large, and nations, these international conferences enable HRD professionals to share knowledge and build learning communities geared towards conducting research and thought leadership related to HRD. In

supporting these conferences, we are especially attentive to making the conferences complement each other. With this consideration, the first AHRD Research Conference in China is scheduled to occur during the week following the conference in Hanoi, Vietnam and also the conference is primarily geared towards inviting participation of scholars and scholar-practitioners from China as their participation in the Asian conferences has been somewhat smaller compared to other countries in the region. Our agreement to partner with On Demand for organizing the conference in China will be in effect for one year only, and can be extended afterwards, depending on AHRD's determination of (a) the success of the conference and (b) how it relates to the Annual Research Conference in Asia.

AHRD does not benefit financially from any of these international conferences. Nevertheless, we are exploring various ways to market the Journals-Only Membership option (\$75 per year) to international scholars who may have limited access to AHRD sponsored journals. Furthermore, we are embarking on doing a comprehensive needs assessment to understand the value offer needed to increase international membership for the AHRD.

To conclude, I would like to invite all AHRD members to come forward and engage in planning and organizing international conferences. 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 [rg429@drexel.edu](mailto:rg429@drexel.edu), or approach me in person at the conference.

## Academic Programs & Students

*Report submitted by Kim McDonald*

The purpose of the Program Excellence Network (PEN) is to support and to strengthen HRD academic programs. This year PEN is chaired by Cindy Crowder (Indiana State University) and its annual conference meeting will be held prior to the official start of the *2019 Research Conference in the Americas*. 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: the 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, 24 graduate students have registered to participate in the 2019 colloquium.

## Special Interest Groups

Report submitted by Yonjoo Cho

In late-Fall 2017, the Board administered a member satisfaction and engagement survey led by Wendy Ruona, the former AHRD President, Yonjoo Cho, and Jason Moats. On the basis of data analysis, member engagement and development emerged a strategic focus area to which we would attend, including the promotion of current member experiences, year-long professional development, and special interest groups (SIGs).

The purpose of the SIGs is to engage members with special interests, provide leadership opportunities, and build networking for research and practice. Currently we have 13 SIGs whose participation is one of the AHRD membership benefits. To identify the current state of SIGs, we conducted a quick needs assessment with SIG chairs in late-Fall 2018: the SIGs have done many member engagement activities. Following are a few examples of SIG activities in 2018:

- The Leadership SIG surveyed members to inquire what they would like to do, created a blog as resource repository, and provided webinars and PDWs in which students are encouraged to engage.
- The Scholar-Practitioner SIG did a successful two-day pre-conference workshop to bring together HRD scholar-practitioners and discussed how to address the challenges we face in the changing world of HRD.
- The Faculty Learning & Development SIG did a special issue on *academic changes* for ADHR and developed a PDW for the 2019 conference to assist AHRD members with opportunities for PD in teaching and research.
- The Quantitative SIG worked toward a special issue on quantitative research for *ADHR* in hopes that its publication would engage AHRD members who are not associated with the SIG.
- The Critical HRD SIG engaged in monthly *critical conversations* via WebEx to provide space to begin conversations for the next directions for the SIG and for AHRD.
- The Qualitative SIG provided a Focus Session with editors/scholars who review/publish qualitative research and held one webinar on a qualitative research topic.
- The Korea SIG continued providing a grant for AHRD student members' research collaboration, published a book on Korean women in leadership, and partnered with the China and India SIGs to conduct cross-cultural research including a Focus Session on women entrepreneurs in Asia at the 2018 Asian AHRD conference and a special issue on the same topic for *ADHR*.

- The India SIG held webinars on cross-cultural research, published a book on Indian women in leadership, and moderated a panel discussion on India at the 2018 Asian AHRD conference in Thailand.

AHRD SIGs' diverse activities for member engagement including webinars, PDWs, Focus Sessions, and special issues, which were live and present throughout the year, emphasize the importance of self-managing teams in the organization and provide many possibilities for collaboration cross SIGs in the future.

## Awards

Report submitted by Marilyn Byrd

The AHRD "Academy Awards" ceremony is an event that continues to be a highlight of the annual 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. This ceremony is the culmination of time and effort given by the various committees/teams that review, collaborate, and select the award recipients. This can be a challenging task and the Board appreciates their service. The Board also recognizes the Ewald Consulting staff for their role and expertise in making the annual ceremony a success.

An ongoing goal is to enhance the suite of awards that showcase the achievements of AHRD's membership. Towards that goal, the Awards Committee continues its work to refine and improve the process.

## Concluding Thoughts

Submitted by Julie Gedro

May I extend thanks to the members of our board: Marilyn Byrd, Yonjoo Cho, Rajashi Ghosh, Tomika Greer, Kim McDonald, Jason Moats, Brad Shuck, Tom Reio, and Robert Yawson. I am also extremely grateful to work with Wendy Ruona (Past-President) and Laura Bierema (President-Elect and Conference Chair), as the Executive Team. Kathie Pugaczewski and her staff at Ewald Consulting have been and continue to be an excellent management consulting partner. It has been a pleasure and a privilege to serve as President this past year, and as I head into my second year in this role, I am excited and appropriately concerned about the near term and the longer term shape of our beloved organization. AHRD is at a time and in a position where we can make decisions. If we want to have the infrastructure that we currently have that includes a consulting partner, we have to innovate. We have a compelling mission, leading HRD through research, we have committed leaders and members who give of their time and talents. I am confident that we can guide AHRD through an intentional and strategic shape-shift that will propel us forward to a productive and thought-leading future that adds value for each of us individually, for the field, and for any constituency who is touched by the work that we create.

Table 3  
**END OF YEAR FINANCIAL SUMMARY**

	FY 2004-2005	FY 2005-2006	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010	FY 2010-2011
<b>INCOME</b>							
Conference Fees	\$94,787.39	\$90,450.36	\$108,022.17	\$82,583.49	\$114,020.00	\$89,960.00	\$119,155.99
Membership Dues	\$85,700.00	\$85,360.00	\$103,286.00	\$140,030.00	\$122,550.00	\$109,810.00	\$104,934.99
Dividend & Interest	\$0.00	\$1,008.29	\$527.33	\$913.75	\$878.32	\$2.79	\$0.00
Other	\$0.00	\$3,117.28	\$12,332.92	\$10,182.06	\$1,147.46	\$2939.58	\$475.00
Royalties	\$0.00	\$0.00	\$0.00	\$0.00	\$1,709.87	\$22,445.59	\$13,804.09
<b>TOTAL INCOME</b>	\$180,487.39	\$179,935.93	\$224,168.42	\$233,709.30	\$240,305.65	\$225,157.96	\$238,370.07
<b>EXPENSES</b>							
Credit Transaction Fees	\$0.00	\$3,053.67	\$4,128.89	\$6,479.59	\$7,613.43	\$7,699.96	\$7,349.65
Committee Expenses	\$0.00	\$1,830.17	\$0.00	\$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	\$1,277.34
Board Meetings	\$9,972.83	\$17,659.71	\$10,452.94	\$14,963.56	\$9,981.70	\$7,623.35	\$7,016.84
Management (Personnel)	\$41,147.07	\$39,676.97	\$38,660.85	\$42,800.56	\$47,694.93	\$78,000.00	\$82,604.96
Office Expenses	\$3,985.63	\$3,604.13	\$2,994.45	\$8,949.08	\$13,349.00	\$5,204.08	\$5,815.87
Publications (AHRD Journals)	\$42,809.50	\$43,081.77	\$50,462.44	\$63,571.19	\$52,943.83	\$70,472.15	\$50,421.92
Professional Fees (Accountant, Insurance, Web Hosting)	\$9,178.25	\$1,596.80	\$3,596.73	\$4,959.50	\$14,029.00	\$5,490.40	\$14,096.25
Research Grants	\$0.00	\$0.00	\$10,000.00	\$0.00	\$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	\$0.00
Other		\$2,057.61	\$4,196.11	\$3,655.00	\$7,427.13	\$5415.00	\$430.00
Conference	\$48,867.78	\$50,598.98	\$66,828.60	\$74,141.20	\$69,102.52	\$57,424.04	\$89,369.01
<b>TOTAL EXPENSES</b>	\$159,846.34	\$179,214.93	\$196,934.74	\$224,294.50	\$226,184.99	\$247,023.16	\$258,381.84
<b>INCOME MINUS EXPENSES</b>	\$20,641.05	\$721.00	\$27,233.68	\$9,414.80	\$14,120.66	-\$21,865.20	-\$20,011.77
<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	\$140,486.78
<b>ACCOUNTS PAYABLE</b>						\$12,517.91	\$119.69
<b>TOTAL LIABILITIES &amp; EQUITY</b>	\$130,713.67	\$131,435.02	\$158,193.60	\$167,608.40	\$182,224.06	\$172,896.77	\$140,486.78
<b>Conference Profit</b>	\$45,919.61	\$39,851.38	\$41,193.57	\$8,442.29	\$44,917.48	\$32,535.96	\$30,123.50

Table 3 Continued

**END OF YEAR FINANCIAL SUMMARY**

	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2017-2018
<b>INCOME</b>							
Conference Fees	\$126,966.00	\$136,318	\$157,745.00	\$124,222.51	\$122,780.93	\$117,474.50	\$126,507.88
Membership Dues	\$101,066.00	\$97,850	\$88,094.00	\$83,580.00	\$88,416.00	\$79,286.00	\$82,224.00
Dividend & Interest	\$0.00	\$0.00	\$0.03	\$804.28	\$1,550.73	\$4,575.27	\$11,718.58
Other	\$1,825.00	\$3,142	\$3,525.40	\$7997.00	\$8,749.00	\$5,747.33	\$1,075.00
Royalties	\$24,599.00	\$20,531	\$21,839.70	\$21,871.85	\$33,201.88	\$22,893.72	\$25,962.13
<b>TOTAL INCOME</b>	\$254,456.00	\$257,841	\$271,204.13	\$238,475.64	\$254,698.54	\$229,976.82	\$247,487.59
<b>EXPENSES</b>							
Credit Transaction Fees	\$7,300.00	\$7,515.00	\$8,640.69	\$8,110.27	\$7,959.43	\$7,861.27	\$8,245.54
Committee Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$100.00	\$291.33	\$367.86
Awards	\$889.00	\$1,100.00	\$2,115.76	\$2,186.30	\$3,391.03	\$3,037.84	\$2,211.46
Board Meetings	\$719.00	\$5,765.00	\$7,837.82	\$8385.58	\$8,447.78	\$8,920.42	\$8,827.06
Management (Personnel)	\$82,385.00	\$82,000.00	\$84,459.96	\$86,150.04	\$87,870.00	\$92,256.00	\$92,256.00
Office Expenses	\$2,003.00	\$2,134.00	\$3,604.91	\$736.11	\$871.47	\$1200.22	\$2,256.77
Publications (AHRD Journals)	\$44,895.00	\$34,766.00	\$39,783.32	\$28,349.80	\$28,564.70	\$26,254.82	\$29,683.05
Professional Fees (accountant, Insurance, Web Hosting)	\$5,043.00	\$7,433.00	\$9,702.06	\$8,079.21	\$9,916.84	\$14,736.69	\$5,615.66
Research Grants	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0
Travel (Other)	\$0.00	\$0.00	\$1,546.29	\$2,241.00	\$1,207.77	\$3,640.47	\$2,824.22
Other	\$1,860.00	\$1,647.00	\$1,302.90	\$0.00	\$1,244.00	\$1,914.86	\$5,035.68
Conference	\$81,723.00	\$79,711.00	\$77,899.22	\$99,228.30	\$73,925.21	\$96,728.17	\$110,130.91
<b>TOTAL EXPENSES</b>	\$226,816.00	\$222,071.00	\$236,892.93	\$243,466.61	\$223,498.23	\$256,842.09	\$267,454.21
<b>INCOME MINUS EXPENSES</b>	\$27,640.00	\$35,770.00	\$34,311.20	-\$4990.97	\$31,200.31	-\$26,865.27	-\$19,966.62
<b>ASSETS &amp; LIABILITIES</b>							
<b>TOTAL ASSETS</b>	\$171,508.00	\$208,131.00	\$242,625.27	\$262,326.15	\$269,392.03	\$250,275.41	\$250,046.13
<b>ACCOUNTS PAYABLE</b>	\$3,501.00	\$4,352.00	\$2973.95	\$23,030.01	\$5,885.00	\$2,780.73	\$20,268.28
<b>TOTAL LIABILITIES &amp; EQUITY</b>	\$171,508.00	\$208,131.00	\$242,625.27	\$262,326.15	\$269,392.03	\$250,275.41	\$250,046.13
<b>Conference Profit</b>	\$45,243.00	\$56,606.00	\$79,602.39	\$24,994.21	\$46,000.41	\$14,068.02	