

President's Report to the Membership, 2020

On behalf of our Board of Directors, I would like to thank you for your membership in the Academy of Human Resource Development. I am pleased to, as is customary for the President of the Academy of Human Resource Development, present the Annual Report for the members at the AHRD Conference in the Americas. This report provides information on the overall picture of the organization through a financial and membership lens, and it provides updates from each committee chair. This past year, our committees were Research and Journals (chaired by Robert Yawson), Academic Programs (chaired by Kim McDonald), Global Initiatives (chaired by Rajashi Ghosh), Membership and Engagement (chaired by Brad Shuck), Communications and Branding (chaired by Tomika Greer), Awards (chaired by Marilyn Byrd), and the AHRD Conference in the Americas (chaired by President-Elect Laura Bierema). Each of our chairs will provide their own updates in this annual report.

Over this past year and in particular, at our Fall Board Retreat where we spent substantive time and focus together on the strategic direction of the organization, we came to some decisions regarding the near term future of AHRD. We have decided to remain open to the possibility of strategic partnerships and at the same time, we continue to embrace our identity as a community of HRD scholars and scholar-practitioners. We see the value in remaining true to the original inspiration for the Academy of Human Resource Development. We have judiciously taken incremental initiatives to collaborate with organizations whose missions and values complement ours, such as AAACE and UFHRD, manifested through reciprocal membership discounts. We have also engaged with a partner in China, OnDemand, to host an HRD conference (which had a focus on practitioners) in Shanghai this past November, and we have decided to continue that partnership. This in no way supplants our enthusiasm and commitment to the annual conference in Asia, which will continue. Our approach to these types of opportunities has been analytical and strategic, always keeping our mission of leading HRD through research at the forefront of our minds. As you can see in the finances and membership information for this year, we remain in the challenging position of experiencing aggregate member declines and a financial picture that calls for continued attentiveness to minding expenses and identifying ways to increase revenue. It is a challenging, necessary and exciting balance to remain true to our identity and value, while running an organization that serves its stakeholders. As a board, we realize that we must be attentive to membership numbers and conference success – the two primary drivers of revenue-- but the ultimate goal of our organization is research and research to practice.

2018-2019 Financials

Our primary revenue sources remain conference income and membership dues. There is no identifiable trend in conference profit. Last year's conference netted \$22,957.23. While good (in terms of conference profit) years obviously add to our investment coffers, modest years have a relatively significant impact because of our reliance on these two drivers of revenue. We passed a -\$17,506 budget, and ended up \$5,120 favorable to budget, with a year-end net income of -\$12,385.57. We kept a very close eye on expenses this past year, and that prudence was effective. We continue to have a relatively healthy investment account and cash on hand, which allows us some buffer to pass a negative budget. Nevertheless, it is imperative that we develop revenue sources that accompany our conference profit and membership dues, if we are to continue to serve our mission and remain sustainable. We continue to closely monitor expenses and those efforts have been helpful to our financial situation. However, no organization grows only by keeping expenses down. Growth occurs through innovation, and through new relationships – both individual and organizational.

The board has identified and approved fund development initiatives such as allowing donations for supporting specific causes such as awards, international collaborations for research, or general operations. We have also approved encouraging planned giving, and the exploration and development of a capital campaign.

After careful consideration as well as member feedback at last year's AHRD business meeting, the board approved renewing our contract with Ewald Consulting for three years. Although we had considered a one- year contract, we determined that it was advantageous to renew for three years for the following reasons. First, having a three-year contract with a trusted management consultant with whom we have had a successful relationship, gives AHRD continuity and operational stability. Second, it allows us to have a predictable line item expense for management consulting fees for the three-year period (Ewald did not raise our fee).

Membership Trends

Our regular membership category is comparatively even with last year, as the chart shows. The publications only membership is slightly up, and noteworthy is the substantive decline of student memberships. While we do not exert direct influence over the category of student memberships, this decline signals an increased significance for our organization to identify other ways to offer value for those interested in

Table 1

MEMBER TRENDS 2004-2020

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
2020 (Jan)	259	123	7	1	18	6	414

HRD, whether or not they are students enrolled in traditionally recognizable HRD graduate programs. Clearly too is the importance of creating and sustaining value for our current regular members, and outreach for new and prospective members. The arguable fluidity of the precise definition of HRD can benefit AHRD, because it signals a wider expanse of possibilities for relationships that can evolve into members and into partners.

The board is responsible for guidance and leadership, and we are stewards of the organization. We are a niche organization, comprised of scholars and scholar-practitioners who research human resource development. The work that we do has never been more important than it is now. The constellation of insights that spring from our work represents responses and solutions to “real world” organizational challenges. On a note that cuts across both financials as well as membership trends, I would like to pose some questions. Since the board is representative of the membership, how do you want to engage in AHRD? How might we consider innovative and perhaps even disruptive ways to bridge research to practice, and extend our reach? Our strongest assets are intangible: our ideas, our research, and our community. What might our collective strategy be, to raise AHRD’s visibility by linking it with organizations and other stakeholders who are hungry for insights that can equip them to flourish? We are in a changing organization environment and we have to consider ways of innovating and disrupting. What do we want to do as a community going forward?

Americas Conference Report

Report submitted by Laura Bierema, Marilyn Byrd, Joshua Collins, Caleb Han, & Sarah Minnis

We extend a heartfelt thanks to all authors who submitted to the Academy of Human Resource Development (AHRD) Conference, to our 278 volunteer reviewers, to our 10 Track Chairs and 4 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 343 total submissions. There were 295 refereed submissions (153 full manuscripts, 2 symposia, and 140 posters) and 48 non-refereed submissions (25 Focus Sessions, 6 HRDtalk, and 17 Professional Development Workshops). The final submission number is 278 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 86% (compared to 84.4% for 2019). Overall, there was a 15.68% increase in the number of refereed submissions this year (295) compared to last (255), while there was an increase of 37.14% of non-refereed submissions this year (48) compared to last (35).

Table 2: Comparison between Initial Submissions and Final Submissions

Submission Type	Initial Submissions	Final Submissions
Refereed Full Manuscripts	153	139
Refereed Posters	140	126
Refereed Symposia	2	1
Non-Refereed Focus Sessions	25	24
Non-Refereed Professional Development Workshops	17	14
Non-Refereed HRDtalk	6	4
Total	343	308

True to the international nature of the conference, we received submissions from submitters in 17 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 343 Submissions (Submitters)

Country	Number
United States	284
Republic of Korea	18
United Kingdom	6
Canada	2
Pakistan	6
India	5
Hungary	1
Lebanon	2
Malaysia	2
Kuwait	1
Morocco	1
China	3
Ireland	1
Poland	1
Taiwan	1
UAE	1
Vietnam	1
No country indicated	7
Total	343

Table 4: Submitter State in the United States

Submitter State	Number
Texas	69
Illinois	27
Minnesota	22
Georgia	25
Indiana	17
Louisiana	11
Pennsylvania	14
North Carolina	10

The Academy of Human Resource Development (AHRD) strives for continuous improvement to our conference. Accordingly, HRD made inclusiveness and civility a major priority for the 2019 conference and continues its efforts for 2020 with a new conference planning structure—The Research and Conference Engagement Team (Chair: Dr. Laura Bierema)—that incorporates three sub-teams of Program and Manuscript (Chair: Dr. Sarah Minnis), Research and Conference Engagement (Co-Chairs: Drs. Marilyn Byrd & Joshua Collins), and University of Georgia Site Host (Chair: Dr. Caleb Han). Advancing our aim for a high quality, inclusive community, AHRD strives 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 are excited to continue and expand the AHRD Ambassador Program. This involves a cadre of volunteers trained to welcome and involve attendees, inclusive name badge ribbons, designated networking spaces 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. We are also excited to be celebrating Black History Month this year in Atlanta, particularly given the city’s role in the Civil Rights Movement in the USA.

Our conference theme of “Inclusion and Activism in an Age of Intolerance” also challenges us to invite inclusiveness across professional boundaries and academic disciplines. The Town Forum will help us consider the topic of “Leveraging Emerging Methodologies to Challenge Master Narratives in HRD” followed by the Opening Reception at the Atlanta History Center with an opportunity to see the Cyclorama and take a critical look at Civil War History and network with the AHRD Community. We look forward to collectively leading HRD through research!

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. In 2019, the AHRD Communications and Branding committee utilized additional social media platforms to communicate with members and non-members; and promote the AHRD brand.

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. AHRD members who contribute to the AHRD Digest should be aware of and conform to the AHRD Digest Submission Guidelines (https://c.ymcdn.com/sites/ahrd.site-ym.com/resource/resmgr/policies/Digest_Submission_Guidelines.pdf). Articles should be submitted to editor@ahrd.org by the 10th of each month to ensure timely publication.

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 1,930 followers from 45 countries (Table #) as of January 6, 2020, which is an increase of 209 followers since January 2019. The AHRD Facebook Community is diverse in terms of gender and age as shown in Figure #1.

Furthermore, the Facebook followers represent the countries listed in Table #.

Table 5: AHRD Facebook Followers from different countries

Country	Number of Followers
United States of America	621
India	210
Egypt	122
Thailand	98
Pakistan	87
South Korea	70
Malaysia	45
Philippines	42
Bangladesh	34
Myanmar	33
United Kingdom	24
Nigeria	24
Canada	21
Taiwan	17
United Arab Emirates	14
South Africa	14
Iraq	14
Saudi Arabia	13
Ghana	13
Romania	13
Morocco	12
Vietnam	12
Indonesia	11

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

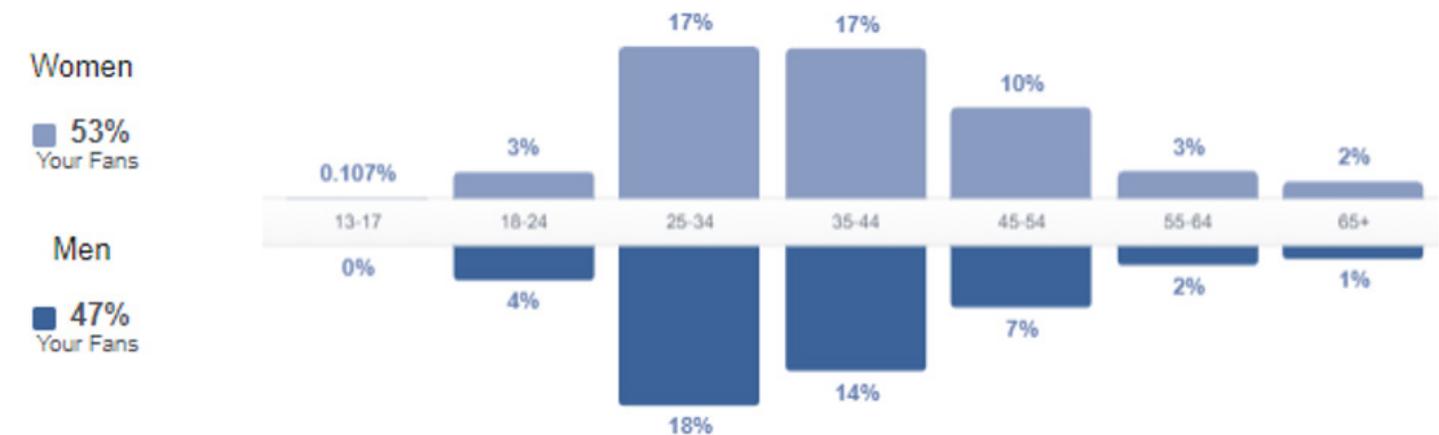


Table 5: AHRD Facebook Followers from different countries (Cont.)

Country	Number of Followers
Brazil	10
Australia	10
China	9
Mexico	9
Germany	8
Nepal	8
Somalia	8
Cambodia	8
Ethiopia	8
Turkey	8
Tanzania	7
Sudan	7
Botswana*	7
Kenya	7
Ireland	7
Syria*	7
Italy*	7
Azerbaijan	7
Tunisia	7
Puerto Rico	6
Austria	6
Yemen*	6
*There were no followers from these countries in the previous year	

There were 38 Facebook posts created by the AHRD Communications team in 2019. The Facebook post with the most interaction by followers was posted on October 18,

Table 6: 2019 Twitter activities

Month	Number of Tweets	Impressions	Total Engagements	Retweets	Replies	Likes
February 2019	471	19740	891	44	19	253
March 2019	8	3916	64	6	4	24
April 2019	3	2068	95	2	0	26
May 2019	4	2654	58	6	1	15
June 2019	182	8209	343	15	5	108
July 2019	3	1984	50	5	0	9
August 2019	2	2169	39	7	0	8
September 2019	9	5532	130	21	3	40
October 2019	5	2073	100	7	1	37
November 2019	243	7904	213	5	10	46
December 2019	2	434	10	1	0	3
TOTAL	125	56683	1993	119	43	569
<ol style="list-style-type: none"> AHRD Conference in Louisville, KY UFHRD Conference in Nottingham, UK AHRD Conference in Hanoi, Vietnam 						

2019. The post contained a link to an interview with Dr. Gary McLean, conducted to commemorate the 25th anniversary of AHRD in Richmond, VA. The post reached 559 people. Additionally, 137 people “liked/loved/wowed” the post, 15 people “shared” the post, and there were 41 clicks on the post. In 2020, 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.

AHRD Twitter Community

Though under-utilized in the past few years, the AHRD Twitter feed became significantly more active in 2019. AHRD member, Oliver Crocco, volunteered his time to maintain the AHRD presence on Twitter, starting with the 2019 conference in Louisville, KY. As of January 6, 2020, the AHRD Twitter feed had 606 followers. Monthly Twitter activity is summarized in Table #6.

In 2020, Twitter will continue to be utilized as a tool to communicate with AHRD members and non-members about news and events; and increase awareness of the AHRD brand. This medium will be particularly used during conferences for timely communications.

AHRD YouTube Channel

In October 2019, the AHRD YouTube Channel was created. Tomika W. Greer launched the channel with 6 videos of AHRD scholars recorded at the 2018 AHRD Conference in Richmond, VA. As of January 6, 2020, there were 10 subscribers to the YouTube channel; and the most viewed video was “AHRD Presents Dr. Gary N. McLean”, which had 156 views.

Continued and/or increased use of the YouTube channel in 2020 will require additional volunteers and/or staff to record, edit, and upload videos that represent the AHRD brand. Video footage could come from additional interviews at the 25th anniversary conference, pre-recorded webinar materials, or conference presentations and events. YouTube could also be used to “go live” at AHRD events.

AHRD Instagram Page

In October 2019, the AHRD Instagram page was created. As of January 6, 2020, there has been no activity on the Instagram page. However, volunteers to focus on Instagram are being sought in the AHRD community.

Research and Journals

Report submitted by Robert Yawson

Advances in Developing Human Resources (ADHR):

Under the leadership of Marilyn Byrd, the Editor-In-Chief, in 2019 ADHR published four Issues that highlighted challenges and solutions facing science, technology, engineering, and mathematics (STEM) careers in the 21st century; Social Movement Learning, Examination of Theoretical Foundations; and Meta-Science in Human Resource Development. Full text usage (sum of PDF and HTML downloads from the journal platform) during 2019 was 1155,992. The journal received a SJR Score of 0.326 in 2019 down from 0.61 the previous year. In response to a proposal received from Sage, the publishers of the Journal, the AHRD Board has set up a task force charged with determining the future format and purpose of ADHR. The Task Force will conclude its work with a proposal to present to the AHRD Board of Directors at its May 2020 board meeting.

In 2019, ADHR celebrated its 20th year of service to the field of HRD. The first issue of *Advances* was published in February 1999 with a theme of performance improvement. Dr. Richard Swanson is the founding Editor in Chief of the journal, 1999-2002. The following scholars/practitioners have also served in that role: Scott Johnson, 2002-2004; Wendy Ruona, 2004-2007; Kenneth Bartlett, 2007-2009; Susan Lynham, 2009-2012; Kimberly McDonald, 2012-2015, Michael Leimbach, 2015-2018.

Human Resource Development International (HRDI):

Under the leadership of Editor-in-Chief, Jessica Li, HRDI continued to make great successes. Five issues of the Journal were published in 2019. HRDI is ranked as a ‘2’ (Human Resource Management and Employment Studies) in the Chartered Association of Business Schools Academic Journal Guide. It has an h-index of 42 on the Scimago Ranking. The current Cite Score on Scopus is 2.84 a big jump from 1.69 the previous year.

Human Resource Development Quarterly (HRDQ):

Under the leadership of Thomas Reio Jr., HRDQ continued its successes in 2019. HRDQ’s SSCI 2018 impact factor jumped to 3.00 from 1.875. HRDQ’s ISI Journal Citation Reports © Ranking: 3/27 (Industrial Relations & Labor) 72/217 (Management) 18/82 (Psychology, Applied). The journal also has an h-index of 56, up from 52 on the Scimago Ranking. The journal continued its push for methods articles with some success. Authors were strongly encouraged to submit papers that demonstrate or discuss a quantitative, qualitative, or mixed method with relevance to human resource development and related fields

Human Resource Development Review (HRDR):

Under the leadership of Jia Wang, during 2019, HRDR, in collaboration with the publisher, Sage Publications, continued its commitment to publish high quality research and expand its global reach. The HRDR editorial team has continued their effort in extending the journal’s impact in the international arena. During the Academy of Human Resource Development International Research Conference held in Hanoi, Vietnam, between November 5 and 8, 2019, the Editor-in-Chief, Dr. Jia Wang, delivered a three-hour workshop “Writing for International Publication.” HRDR made tremendous progress with regards to Journal Rankings. HRDR’s SSCI 2018 impact factor jumped to 2.487 from 2.050. The journal also has an h-index of 39 on Scimago.

AHRD-Affiliated International Conferences

Report submitted by Rajashi Ghosh

2019 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:

- 20th International Conference on Human Resource Development Research and Practice in Nottingham Business School, Nottingham Trent University, UK – organized by our strategic partner, University Forum for Human Resource Development (24-26 June, 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: Innovation and Evolution in the Digital Era.
- 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) on the theme: Talent Ready for Business.

The 2019 University Forum for Human Resource Development Annual Conference in Nottingham was a great success in bringing together reflective scholars and scholar-practitioners to celebrate its 20th Anniversary. Distinguished keynote speakers included Professor James (Jim) McGoldrick, Professor Fang Lee Cooke, Professor David Asch, and Professor Julie Gedro. The conference enabled attendees to engage in debating the role of HRD in relation to quality of jobs, engagement, diversity, leadership, talent, learning and new technologies.

The 2019 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 Dr. Julie Gedro, Dr. Gary McLean, Dr. Nguyen QuangTuyen, thought- provoking pre-conference workshops on Publishing in International journals by Dr. Jia Wang, and several panel discussions and presentations showcasing cutting edge work in HRD. We want to recognize the efforts of our partner organization, The Foreign Trade University (FTU) and, thank our coordinator for AHRD, Dr. Gary McLean for this successful conference. As a result of this conference, the AHRD board is currently in conversation with the leadership at FTU to discuss prospects of institutional membership/partnership of FTU with the AHRD.

The 1st AHRD Research Conference in China was also a successful event drawing over 700 attendees, mostly HRD practitioners in China, with pre-conference workshops offered by Dr. Ron Jacobs and Dr. Jie Ke and with keynote speeches by Dr. Laura Bierema, Dr. Brad Shuck, Dr. Ron Jacobs, and Dr. Jie Kie. We want to recognize the tremendous effort of our partner organization, OnDemand Consulting, and thank our coordinator for AHRD, Dr. Ron Jacobs for this successful conference.

In 2020, we look forward to the following conferences:

- 21st International Conference on Human Resource Development Research and Practice to be hosted by The Budapest Business School and The University of Pécs on “Sustainability and Ethics: The Responsibility of HRD in the Global Society” in Budapest, Hungary, June 10-12, 2020.
- 19th AHRD International Research Conference in Asia – coordinated in partnership with the Universiti Pu tra Malaysia (UPM), Kuala Lumpur, Malaysia and the Asian Regional Association of Career Development (ARACD), Nov 18-21, 2020. A special note of thanks to Dr. Mesut Akdere who will be coordinating this 2019 AHRD International Research Conference in Asia.

In addition, AHRD Board recently approved a three-year partnership with OnDemand Consulting to continue the relationship between On Demand and AHRD to host the AHRD Research Conference in China on an annual basis and to enter into serious discussions to establish an AHRD chapter in China and co-sponsor a professional certificate program in China.

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. AHRD does not directly benefit financially from any of these international conferences. The conferences provide an outreach for achieving the mission of AHRD. 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. 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 attend the International Conference Coordinator and Host Team Panel or contact me at 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 2020 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: evaluating research quality, promoting evidence-based HRD practices, developing one’s professional identity, and completing a research project. This year’s colloquium coordinators are Tomika Greer (University of Houston), Sarah Minnis (Western Carolina University) and Quincy Brown (University of Southern Mississippi).

This past year a document was created to help guide those coordinating the colloquium. It outlines the roles and responsibilities of the various individuals involved in the colloquium and it provides a timeline for completing tasks relevant to planning and implementing the colloquium.

In October of this year, the membership of PEN (Program Excellence Network) were surveyed to receive feedback regarding their satisfaction with PEN and to gain input on ways to improve PEN. Many of the PEN members (75%) provided valuable feedback which will be used to determine programming for the annual meeting and to provide additional services to the members.

Membership

Current membership numbers are at 414, which, is down from this point in time last year. On a positive note, we are ahead in regular members (+2), but have experienced a significant drop in student memberships (-60). At present, student memberships are at their lowest historical point, which has been a predicted trend for several years now. This coincides with an assessment of membership trends undertaken by our subcommittee in September 2019. The purpose of the assessment was to explore data trends across the past five years and identify opportunities for growth that would directly impact membership interest and renewal. The assessment identified several key opportunities including focusing on the student experience and student led initiatives as well as expanding international opportunities for collaboration and membership. Both of these areas continue to represent significant development for AHRD and a need for dedicated focus going forward but also require new efforts as we transform across the next decade.

As we move into 2020, we must continue to think about how we create an organization that is compelling and that adds demonstrated value for members at all levels as well as other outside and community stakeholders, and society as a whole. We continue to think about utilizing SIGs and the annual and international conferences across the globe to build momentum, capitalizing on our intellectual property, grant funding, and expanding the reach of AHRD research as a community of scholars and scholar-practitioners. These ongoing efforts will continue to play a part in our planning efforts for the foreseeable future, and we must also consider new efforts such as expanding our social media presence, developing AHRD-driven programmatic initiatives that translate into value for University students, staff, and faculty to help preserve and grow programs, as well as expand our reach in non-traditional avenues. Helping members at all levels see their future as a part of AHRD will be the key to translating potential members into longstanding, involved members that represent the bedrock of our membership.

We continue to monitor the increased pressure on university programs and dwindling funding for professional development activities, especially at the student level, which has greatly impacted the number of members who can afford to attend a conference and maintain their

membership. These are often localized budget driven and legislative decisions that impact individual members that are greatly impacting AHRD. As a Board, and subcommittee, we will be looking at our options to expand in new areas, build bridges across disciplines that cross into the HRD domain in transdisciplinary fashion, and search for partners through a multidisciplinary framework. Shoring up the value of SIGs, considering conference recommendations, and communicating yearly value will make-up the bulk of the work for our team going forward. However, these ongoing efforts will not shore up our decline in membership and so, more will need to be done. Programs are shrinking across the country and identifying new areas for expansion and growth, technology-driven and dynamic communication strategies, and clearly articulating the value proposition for each member will be pivotal to the future of AHRD.

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. Behind the scenes, respective committees and teams devote countless hours to review nominations and select the award recipients. This can be a challenging task and the Board appreciates their dedicated service.

An ongoing goal has been to enhance the suite of awards that showcase the achievements of AHRD’s membership. This past year the Board voted to discontinue the current AHRD Service Award from the suite of awards. A task force will be formed that is charged with recommending an integrated program that recognizes different kinds and levels of service and leadership that has contributed to AHRD. Another action taken by the Board was to revise the Awards Policy to include a review/selection matrix. Each award committee will submit their review/selection matrix to the Board for review and final approval. The revision to the policy adds more transparency to an already rigorous, highly competitive process. We will continue to re-evaluate, refine, and improve the Academy Awards process.

Concluding Thoughts

Submitted by Julie Gedro

The AHRD Board of Directors is a hands-on, working board. Not one seat is symbolic; all of us work and all of us have distinct roles and responsibilities, whether as committee chairs or strong supporting roles. I would like to express thanks to each of our directors: Marilyn Byrd, Tom Garavan, Rajashi Ghosh, Tomika Greer, Kim McDonald, Heeyoung Han, Brad Shuck, Katie Rosenbusch, and Robert Yawson. It has been

a pleasure to work with Wendy Ruona (Past-President) and Laura Bierema (President-Elect and Conference Chair), as the Executive Team. I have served in several roles during my membership and engagement with AHRD and have had the distinct privilege and joy to develop many collaborative relationships. The configuration of the executive leadership

of AHRD, segmented into three, two-year roles, is a strength because it allows for continuity and succession. As I move into my position as Past President, I will focus on areas such as strategic partnerships, both in the U.S. as well as internationally, and I will support our incoming President Bierema and the board.

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
INCOME							
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
TOTAL INCOME	\$180,487.39	\$179,935.93	\$224,168.42	\$233,709.30	\$240,305.65	\$225,157.96	\$238,370.07
EXPENSES							
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
TOTAL EXPENSES	\$159,846.34	\$179,214.93	\$196,934.74	\$224,294.50	\$226,184.99	\$247,023.16	\$258,381.84
INCOME MINUS EXPENSES	\$20,641.05	\$721.00	\$27,233.68	\$9,414.80	\$14,120.66	-\$21,865.20	-\$20,011.77
ASSETS & LIABILITIES							
TOTAL ASSETS	\$130,713.67	\$131,435.02	\$158,193.60	\$167,608.40	\$182,244.06	\$172,896.77	\$140,486.78
ACCOUNTS PAYABLE						\$12,517.91	\$119.69
TOTAL LIABILITIES & EQUITY	\$130,713.67	\$131,435.02	\$158,193.60	\$167,608.40	\$182,224.06	\$172,896.77	\$140,486.78
Conference Profit	\$45,919.61	\$39,851.38	\$41,193.57	\$8,442.29	\$44,917.48	\$32,535.96	\$30,123.50

Table 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	FY 2018-2019
INCOME								
Conference Fees	\$126,966.00	\$136,318	\$157,745.00	\$124,222.51	\$122,780.93	\$117,474.50	\$126,507.88	\$133,284.07
Membership Dues	\$101,066.00	\$97,850	\$88,094.00	\$83,580.00	\$88,416.00	\$79,286.00	\$82,224.00	\$74,365.00
Dividend & Interest	\$0.00	\$0.00	\$0.03	\$804.28	\$1,550.73	\$4,575.27	\$11,718.58	\$4,699.62
Other	\$1,825.00	\$3,142	\$3,525.40	\$7997.00	\$8,749.00	\$5,747.33	\$1,075.00	\$850.00
Royalties	\$24,599.00	\$20,531	\$21,839.70	\$21,871.85	\$33,201.88	\$22,893.72	\$25,962.13	\$22,347.61
TOTAL INCOME	\$254,456.00	\$257,841	\$271,204.13	\$238,475.64	\$254,698.54	\$229,976.82	\$247,487.59	\$235,546.30
EXPENSES								
Credit Transaction Fees	\$7,300.00	\$7,515.00	\$8,640.69	\$8,110.27	\$7,959.43	\$7,861.27	\$8,245.54	\$8,484.31
Committee Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$100.00	\$291.33	\$367.86	\$100.00
Awards	\$889.00	\$1,100.00	\$2,115.76	\$2,186.30	\$3,391.03	\$3,037.84	\$2,211.46	\$2,110.87
Board Meetings	\$719.00	\$5,765.00	\$7,837.82	\$8385.58	\$8,447.78	\$8,920.42	\$8,827.06	\$7,777.79
Management (Personnel)	\$82,385.00	\$82,000.00	\$84,459.96	\$86,150.04	\$87,870.00	\$92,256.00	\$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	\$849.24
Publications (AHRD Journals)	\$44,895.00	\$34,766.00	\$39,783.32	\$28,349.80	\$28,564.70	\$26,254.82	\$29,683.05	\$16,537.19
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	\$6,415.49
Research Grants	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Travel (Other)	\$0.00	\$0.00	\$1,546.29	\$2,241.00	\$1,207.77	\$3,640.47	\$2,824.22	\$3074.14
Other	\$1,860.00	\$1,647.00	\$1,302.90	\$0.00	\$1,244.00	\$1,914.86	\$5,035.68	\$0.00
Conference	\$81,723.00	\$79,711.00	\$77,899.22	\$99,228.30	\$73,925.21	\$96,728.17	\$110,130.91	\$110,326.84
TOTAL EXPENSES	\$226,816.00	\$222,071.00	\$236,892.93	\$243,466.61	\$223,498.23	\$256,842.09	\$267,454.21	\$247,931.87
INCOME MINUS EXPENSES	\$27,640.00	\$35,770.00	\$34,311.20	-\$4990.97	\$31,200.31	-\$26,865.27	-\$19,966.62	-\$12,385.57
ASSETS & LIABILITIES								
TOTAL ASSETS	\$171,508.00	\$208,131.00	\$242,625.27	\$262,326.15	\$269,392.03	\$250,275.41	\$250,046.13	\$228,153.93
ACCOUNTS PAYABLE	\$3,501.00	\$4,352.00	\$2973.95	\$23,030.01	\$5,885.00	\$2,780.73	\$20,268.28	\$5,045.37
TOTAL LIABILITIES & EQUITY	\$171,508.00	\$208,131.00	\$242,625.27	\$262,326.15	\$269,392.03	\$250,275.41	\$250,046.13	\$228,153.93
Conference Profit	\$45,243.00	\$56,606.00	\$79,602.39	\$24,994.21	\$46,000.41	\$14,068.02	\$16,376.97	\$22,957.23