

To: Executive Board
From: Chris Eskridge
Date: April 20, 2000
Re: Executive Director Report

I have been engaged in ASC business over the course of the past five months and have given an accounting below. Please note that there are several action items being requested (items #5 and #6), as well as a financial report (item #14).

1. We have finalized the 2006 Los Angeles contract.
2. We have begun to look at options for the 2007 meetings. Between Ron's injury and my trip to the Philippines, we were unable to make any visits this spring. We have been in communication with Doug Weiss at Conferon who is doing the preliminary cuts. Ron and I will make the visits to the promising sites this summer and fall, and provide the Board with a report in November. It is our plan to conduct the 2008 site visits in the spring of 2001, ie., we will return to the normal site visit schedule next year.
3. The 2001 program team has been working together and has made plans for a site visit to Atlanta this fall to begin the process of organizing the 2001 meetings.
4. I was asked by the Board to find someone who would write the history of ASC from 1975 to present. Charles Wellford has agreed to do this. As instructed by the Board, I indicated that an honorarium would be in order, but he opted to ask only for some travel money so that he could come to Columbus and get into the ASC archives. I obviously agreed to this very reasonable request.
5. I continued my work on the policy and procedures manual, making the changes that were recommended after the Toronto Board Meeting. This revised version is now up on the web, and Sarah has both a hard copy and a disk copy. I would like to bring four matters to your attention today:
 - A. I would like to propose that the AAAS representative, the COSSA representatives and the Travel Arrangements representative should all be appointed for three year terms. This will allow them to bring a measure of consistency to their assignments. Note that the Treasurer and the Executive Secretary are currently three year appointments.
 - B. I would like to ask the Board to consider the pros and cons of making all other ASC committee membership terms two years, again in the name of bringing some measure

of consistency to our organization. They would be staggered two year terms. An incoming president would then be able to appoint half of the committees. The program committee, of course, is excluded from this recommendation. If we were to agree on this plan, Ron Huff would designate half of his people as one year appointees and half as two year appointees. Let me suggest that staffing the committees is somewhat of a burden on the president. A counter argument is that this cuts in half the opportunity our members have to serve in ASC.

- C. We have received a request from one person this year, though we have had other requests in the past, to allow life memberships to be paid via an installment plan. A current life membership costs \$900 (15 x the annual dues). There are currently 141 life members (1163 one year members; 258 three year members; 773 student members; 59 retired; 64 partner/spouse; 2 emeritus). Perhaps we should re-visit the entire issue of life membership. I see several options:
1. do away with life memberships
 2. up the fee to 20 x annual dues
 3. allow for two installment payments
 4. allow for three installment payments

My preference and the preference of our bookkeeper is to avoid the installment model. It gets very messy, especially if the people don't pay the second year - then what do you have? I don't think I would go for the "20 x" figure, though some organizations are doing that now. Unless there is strong sentiment to make a change, I would propose that we keep things as they are; life membership is 15 x annual dues, payable in one lump sum.

- D. Our bookkeeper, Sue Beelman, is currently paid a flat salary for 32 hours of work a week. She keeps a time card (a copy of which is sent to me). Some weeks she does not put in 32 hours, and of course, some weeks she puts in much more than 32 hours of work (annual meeting preparation, tax time). We make up the difference one way or the other at the end of the year. Sue is not considered full-time, but three quarter-time. Our current employee benefits package does not include holiday benefits for three quarter-time employees. Sue has asked if she could receive the seven (7) holidays in our full-time employee benefits package (Christmas, Thanksgiving, New Year's Memorial Day, Independence Day, Labor Day, Martin Luther King Day) as paid

holidays. The way this would work is that ASC would not be out any more money. She would just not work those days and yet be credited with having worked. So in essence, she would work 56 hours less during the year and still get the same salary.

- E. Another significant policies and procedures question revolves around the "no-shows" issue. I have read the committee report and would like to respond. San Francisco will be the 25th meeting at which I have had some role, and it seems to me that the issue of "no-shows" has been raised every year. I sympathize with Ron (who was the co-program chair 25 years ago) and his committee for having to explore this matter; dealing with the "no-show" problem is like asking a geometer to trisect a line. I appreciate their efforts and particularly the fact that they contacted so many other professional organizations. I would like to suggest that the proposal they have presented has rather significant workload and economic considerations that we need to consider carefully.
1. Each morning before the sessions begin, a stack of "no-show" forms will need to be delivered to each of the 30 break out rooms at the two hotels where the sessions will be held. We will need to hire a team of people to do this.
 2. There will be anywhere from a 5 to 15 minute break between sessions when a team of persons will need to go to each of the 30 break out rooms in the two hotels to pick up the completed "no-show" forms. I propose a team of four persons to do this - two in each hotel. They will need to do the run five times during the day. We could hire students, but students have proven to be totally unreliable, and we moved away from the student model several years ago. If we really want this information, then we are going to need to hire folks through the Chamber of Commerce, like we do with registration. We won't be able to take folks away from the registration counter, so this will need to be a team of four persons who we hire to start at 7:30 am when they place the "no-show" forms in the sessions rooms, until 6:30 pm (the last session ends at 6:00 pm and it will take a few minutes to collect the forms and get back to the registration area). We will be looking at hiring 4 people for 11 hours a day for 3 1/2 days. At \$15/hour, this will come to \$2,310.00. Again, students would be much cheaper, but the students who come to our meetings are not there to work, but to engage in

the meeting activities and we simply cannot count on them to do this kind of job. If you want the data, then we will need to have it collected properly.

3. We can have this team of four use the laptop computer and prepare the long list of names of "no-shows" during the dead times. My guesstimate of 225 "no-show" papers (10 percent) means that we are probably looking at a list of 450 people.
4. It is proposed that these 450 people be sent letters. I would suggest that since this is a program issue, that the Program Chair and the President sign this letter. This would clearly need to be a form letter, for we can't have the Columbus office typing a formal front end address to 450 people. But it will still take a massive amount of time for the Columbus staff to look up the addresses of 450 people, type up 450 labels, affix those labels on 450 envelopes, and stuff those envelopes with the letters. I would estimate that we are looking at two to three days of office time. We pay Sarah roughly \$250/day. This portion of the effort will cost us somewhere between \$500 to \$750. In addition, this effort will consume a nominal ream of paper, several boxes of envelopes, and \$125+ in postage. Realize that some of the "no-shows" will not be members and some will not even have registered for the meetings, since they were co-authors and had made arrangements for the other co-author to present. How hard and long do we want the Columbus staff to look for addresses, ie., how badly do we want to communicate with the "no-shows"?
5. Some "no-shows" do call the registration desk during the meetings, and explain why they can't come and they ask us to find their session chair and tell them. We are not set up to handle this kind of information right now, and make only minimal efforts to contact the chairs. If we start this letter proposal, we will need to staff the phone in a systematic fashion and get "no-show" information to the session chairs via a runner and make sure that those who phone in are not on the "reprimand" list. This will necessitate hiring a phone secretary and another person to serve as the message runner. There is no way Sarah can do this and handle registration. We would need to have this staff in place from Tuesday morning to Saturday noon. The message runner could be used for other purposes of course

(stuff packets, staffing the message board). The numbers would be 11 hours a day for 2 persons for 4 1/2 days; this would cost us \$1,485.00.

6. All told, this policy decision carries a \$4,500 to \$5,000 price tag via my admittedly rough estimates. In my opinion, I do not think this is worth the cost nor the effort. By in large, our people are professionals and they know that they are suppose to attend if they submit and are accepted. They "no-show" for reasons they deem justifiable. Receiving a letter from us telling them that they were expected to come is in some ways condescending, and is not likely to alter behavior in the affirmative (the goal of the letter). Instead, I believe such a letter will damage the goodwill of ASC. Instead of sending letters, I suggest that we do two things:
 - a. Establish, publish and stick to a firm October 1 registration fee refund deadline.
 - b. Write a small piece for the Criminologist, outlining in a very kind and clear fashion, the expectations of those who present papers at the meetings. Perhaps this should be written by the Program Chair and/or the President and/or myself. Granted, many would not read the piece, particularly those who know (or think they know) the expectations. But the piece would be read by many graduate students and junior faculty who are looking for cues and it will influence/socialize them into our professional norms and expectations. After all, that is one primary purpose of the newsletter.
 - c. Formally share this concern with the Ph.D. school consortium, and ask the school representatives to address the issue with their respective faculty and students.

6. I was asked to give careful consideration as to the way we would manage ourselves financially. Before going to the Philippines, I visited at some length with financial officers from five professional organizations. Clearly the most informative visit was with a Mr. Beecher. He has served as the financial officer of a number of organizations - 501c3 as well as 501c6 entities. He is currently the chief financial officer of AAAS, and really a handle on this whole business. Let me share some of his thoughts and insights.

When entities like ours develop, the members simply out of

necessity, are initially involved in the organizations' financial affairs. As per basic Weberian theory, as the organization becomes larger and more complex, there is a need for greater specialization, particularly in the area of the organizations' financial management. That, in fact, is one of the primary reasons that staff are hired. Our members have an expertise in criminology and not in finance, and the few hours that they have to donate toward ASC activities would be better served if they were in the area of criminology, and to let the staff handle financial matters.

Given that argument, I would like to propose the adoption of the AAAS model. As you are all well aware, AAAS is a much larger entity than ASC (130,000 members; \$67 million annual budget; 350 full time staff), but the model is a sound one.

There are four dimensions to this model:

- A. The Executive Director, in consultation with the President, the Treasurer, program chair, division heads, journal editor, administrator, the bookkeeper, will be responsible for preparing the proposed budget (including the annual meeting budget). The Executive Director will be responsible for monitoring the flow of funds (expenditures and investments), and compiling financial reports of these activities.
- B. The budget, and the financial reports will be submitted to the Executive Board at least twice a year for review, comment, queries, and in the case of the budget, approval.
- C. The Finance Committee will be dissolved.
- D. The Treasurer position would remain in tact. As outlined in our Constitution, the Treasurer will be a member of the Board, and a member of the Executive Committee. The Treasurer will have a focal interest in and will serve as an advisor to the Executive Director in all financial matters.

De facto, this model is already in place. Serving as this combined Executive Director and Treasurer, I prepare the budget, monitor the flow of funds, and compile the financial reports. In a de jure sense if this AAAS model is accepted, I would engage in these same activities but as the Executive Director, and not as the Treasurer, because someone else will now be the Treasurer and they have different duties.

An important postscript thought. Under this model, we would have six entities in our financial affairs checks and

balances "loop":

- A. Executive Director
- B. Administrator
- C. Bookkeeper
- D. Treasurer
- E. Executive Board
- F. External auditor

7. We experienced a rather significant but brief problem with respect to an errant listserve effort. Eric, our former part-time computer specialist, was exploring the thought of using a corporate listserve service. He set up what he thought was an in-house listserve program for us to review as a model. In reality, he set up an active listserve. The matter became accentuated due to the fact that the company, Onelist.com, had a poor unsubscribe protocol as well as a glitch in the software. We managed to shut the program down after some 15 frantic hours. Eric, by mutual agreement, moved on to another company shortly after this episode. We are in the process of hiring a new computer specialist.
8. We have been in communication with various publishers and external groups regarding their request for space at the San Francisco meetings, and will try to accommodate them as best as we can.
9. By the time of the Board Meeting, Debbie, Ira, Sarah and I will have completed a site visit of the San Francisco meeting hotels and will have absolutely everything done.....well, some things done! We will have met with the drayage firm, made preliminary room assignments for the social functions, exhibit hall, registration, etc.
10. We have been in touch with Hugh Barlow, our Travel Representative and have made some plans that should help ease some travel matters for our members.
11. We have worked closely as a team to keep our web page up to date. This has been a major activity and will continue to absorb a growing proportion of organization resources. My intent is to maintain a very professional and informative web page. Note that the 1999 Toronto abstracts are on the web. My intent is to leave those on the web for the foreseeable future and to add future annual meeting

abstracts using the same format (seeking some consistency and familiarity). Prior to leaving for the Philippines, we loaded up the Criminology abstracts for the year 2000 to date. We will get back to that activity upon my return.

12. I have been working with representatives from the British Society of Criminology and the International Society of Criminology in an attempt to enhance our level of interaction and cooperation.
13. I have been working with two newly created entities - the European Society of Criminology and the Indian Society of Criminology. Efforts are underway to help them get established, provide them with information regarding our organizational structure, as well as our policies and procedures, help them get some publicity, help them get a journal underway, help them get a meeting organized, etc. I would specifically ask that the Board continue to consider the possibility of holding the mid-year meeting in 2001 in conjunction with the 1st European Society of Criminology meeting. We will need to think of some creative ways to finance this trip - paying for everyone's way to Europe out of ASC funds would be outside the bounds of acceptability. Perhaps ASC could cover the equivalent cost of a Board meeting that would have been held in Chicago, and we would each need to come up with the rest through other means.
14. We have been engaged in a number of financially related activities in the past few months:
 - A. We have engaged in the normal flow of business; invoicing, collecting, paying our bills, maintaining the books, etc. I can report to the Board that these fiscal functions are being carried out smoothly and with dispatch.
 - B. As reported last year, we have moved our primary checking account out of National City Bank to Bank One. Both our corporate VISA and our checking account are under one corporate roof. We saved a considerable sum of money doing this. Our Bank One account also gives us more flexibility in moving our funds from savings to checking account, and it has an electronic bill paying feature which we are now using.
 - C. Due to a combination of factors, we have been unable to obtain the final investment income figures from our accountant as of this time. Please be advised that we are in a very solid and healthy position, and experienced a positive revenue flow in 1999. These

figures will be provided next week, and the following reports will be presented at the San Francisco Board Meetings:

1. **Balance Sheet 1999**
 2. **Balance Sheet 2000** (as of 3/31/00)
 3. **Annual Profit and Loss Statement 1999**
 4. **Annual Profit and Loss Statement 2000** (as of 3/31/00)
 5. **Budget v. Actual Comparison 2000** (thru 3/31/00)
 6. **Budget v. Actual Comparisons: 1995 - 1999**
- D. Financial information has been given to the Division Chairs. Note that all of the divisions are currently in relatively solid financial position (balance and membership as of 3/31/00):
1. Corrections and Sentencing Division: \$1,597; 211 members
 2. Critical Division: \$3,571; 214 members (had 370 members year-end 1999)
 3. International Division: \$2,872; 221 members (had 337 members year-end 1999)
 4. People of Color and Crime: \$2,762; 133 members (had 210 members year-end 1999)
 5. Women and Crime: \$6,873; 291 members (had 414 members year-end 1999)

Our relatively solid financial health seems to stem from four factors:

- A. Membership continues to be strong. We peaked at 3,444 members in 1999 and appear on track to reach that same level this year. Our 1999 net income from dues of \$134,500 exceeded our expectations. We had 2,480 members as of March 31, 2000.
- B. We had just under 2,500 persons register for the Toronto meetings and realized a profit of \$75,000. We anticipate a similar number of persons to register for the San Francisco meetings.
- C. Library subscriptions to Criminology continue to sell well though revenue was not quite as high as we would have liked.
- D. We have been very conservative in our investment

strategy, and despite significant market variability, we have continued to see an increase in the value of our investment portfolio. Do please note that the market value of our stock is NOT represented in the financial reports you will have placed before you at the meetings. The financial reports denote the purchase price of the stock. As of December 31, 1999, the purchase price of our stock was \$705,907 (as noted in the balance sheet which will be provided at the Board Meeting). The market value of that stock today, combined with current cash on hand, would put the total assets of the American Society of Criminology somewhere around the \$1.1 million mark. Given our \$272,000 in liabilities, our current market value equity is roughly \$800,000.

To: ASC Board
From: Chris Eskridge
Date: April 24, 2000
Re: Executive Director Report Addendum

1. I just received word from Martin Killias that the European Society of Criminology has decided to hold its first Annual Meeting in September of 2001, not in June. So the idea of holding our mid-year Board Meeting in Europe next year as per item #13 in my April 20 report is now dead.
2. We have obtained the final piece of financial information and can now file this financial report. There are ten financial reports coming to you, as follows:
 - a. **Balance Sheet 1999** (as of 12/31/99): Note that we had approximately \$910,500 in total assets, \$767,000 of which was invested in a variety of stocks and bonds. We had \$272,000 in liabilities, leaving us \$638,500 in equity. We are in a solid fiscal position as an organization.
 - b. **Balance Sheet 2000** (as of 3/31/00): Note that we had approximately \$917,000 in total assets, \$842,000 of which was invested in a variety of stocks and bonds. We had \$208,000 in liabilities, leaving us \$707,000 in equity. As per my report of April 20, given the market value of our stock today, our net worth as an organization is roughly \$800,000 at present.

- c. **Annual Profit and Loss Statement 1999** (1/99 - 12/99):
Note that we showed a profit of roughly \$42,000 for 1999.
- d. **Annual Profit and Loss Statement 2000** (1/00 - 3/00):
Note that we have shown a profit of roughly \$69,000 for the year to date.
- e. **Budget v. Actual Comparison 1999** (1/99 - 12/99): Note that in 1999, we made more from the Annual Meeting and from membership dues than expected, but picked up less from Criminology sales than we had hoped. We also made substantially more from our investments than anticipated. On the expense side, our two publications continue to exceed the projected figures. Note that for 2000, we increased the projected budgeted expenditures for both. The big, unplanned expense in 1999 was that of the Executive Director. The 1999 budget was not put together with this expense in mind. We also overspent on equipment, but needed to bring the office up to speed with new computers.
- f. **Budget v. Actual Comparison 2000** (1/00 - 3/00): Note that while 25 percent of the year has past, we have spent 13.8 percent of the budget, and have generated 26.3 percent of the expected income for the year to date. We have generated \$68,913 in net income for the year to date. Membership dues are coming it at a faster pace than anticipated, but there are two areas of concern:
 - 1. We projected \$120,000 in Criminology sales, while last year we only hit \$91,000. The increase in the projection is due to the fact that we increased the subscription price of the journal. We are hoping that the increased revenue will more than off-set the cancellations. So far, this is not appearing to happen, but we won't know for sure until Nov-Dec when libraries send in their subscription orders.
 - 2. Investment income from our stocks and bonds has been erratic. We picked up \$102,000 in 1998, but only \$62,000 in 1999. We had hoped to pick up \$120,000 in 2000, but may not hit that figure given the current volatility in the market.

My estimate at this point is that we may likely dip into the red this year, particularly given the additional cost of having an Executive Director on

board. We have three general revenue options - raise dues, raise meeting registration fees, raise Criminology subscription rates. We just raised Criminology subscription rates, so that option is probably out. I suggest that we put dues and meeting registration fee increases on hold for now and get a better look at things in November, with the thought of possibly raising rates for Atlanta and for membership year 2002.

- g. **Budget v. Actual Comparisons: 1995 - 1998:** At the last meeting, the Board asked that multiple years of Budget v. Actual reports be provided for comparison purposes.