

To: Executive Board
From: Bonnie Fisher and Chris Eskridge
Date: April 15, 2017
Re: Treasurer and Executive Director's Report

This has been a period of high activity, as usual. We are currently working on our taxes and other legal forms, paid our various dues and fees for the year, are refining the app for the Annual Meeting, working on Philadelphia and Atlanta meeting logistics, and dealing with the normal flow of business.

Our report, with a particular focus on the financial state of affairs:

1. Financial State of the Organization:

- A. We have engaged in the normal flow of business; invoicing, collecting, paying our bills, maintaining the books, etc. These functions are being carried out accurately and with dispatch.
- B. The following end of the year financial reports are attached:
 1. Balance Sheet 2016: We had \$3.3 million in assets at the end of 2016. Approximately \$2.8 million was open balance equity (our net worth).
 2. Profit and Loss 2016: We realized a profit of \$150,000 for the year. Our investments realized a net returned of \$92,000, which yielded a \$58,000 positive operational cash flow in 2016. We consequently had no problem making our payroll and paying our bills. An examination of the Balance Sheet and the Profit and Loss statement reveal that we are in a very positive fiscal position.
 3. Profit and Loss Budget Comparison 2016: As you can see, overall we generated more income than expected, and spent less than expected, which is a good thing! More precisely on the expenditure side, we came roughly \$58,000 under budget. There were three expenditure line-items where we went over budget, Criminology and CPP, and then Misc Expenses. Misc Expenses is the line-item where we place credit card processing fees, and those were up simply because we had such a large attendance at the New Orleans meetings (a larger number came than anticipated and so we ran more credit cards).
- C. New Orleans Meeting Financial Report – There is so much more to our annual meetings than just the bottom line of our balance sheet, though the focus at times tends to shift in that direction. In that latter context, we did very well in New Orleans, showing a \$190,000 profit. That substantial profit was realized due to the fact that New Orleans drew the largest number of participants we have ever had - 4,600 from 49 countries, and New Orleans is a very inexpensive place to hold a meeting. I do wish to re-emphasize that in addition to size and money, the meetings were just tremendous. I saw

vibrant intellectual exchange and collegial energy and excitement and enthusiasm. Those were the real bottom lines, and Ruth and her team did a tremendous job.

D. Divisions - The Divisions are all doing well. They are all on the positive side of the ledger financially and have solid membership figures. The Division of White Collar Crime, our newest division, is just getting its feet on the ground, and will see an increase in its membership as the year moves on. Division chairs receive detailed financial updates and membership counts on a monthly basis. The following information has been given to all of the Division Chairs:

1. DCC - \$30,500; 256 members
2. DCS - \$8,600; 353 members
3. DEC - \$4,500; 150 members
4. DIC - \$10,800; 179 members
5. DLC - \$3,800; 279 members
6. DOP - \$8,500; 347 members
7. DOV - \$33,700; 208 members
8. DPCC - \$24,500; 209 members
9. DTBC – \$5,200; 123 members
10. DWC - \$46,500 (plus \$72,100 in Feminist Crim); 335 members
11. DWCC - \$1,100; 66 members

2. Membership - We ended the year with 3,698 members. By head-count, we have members from 63 countries, though 88 percent of our membership is U.S.-based. Roughly 29 percent of our members in 2016 were students (1,060).
3. Philadelphia Meeting Site Visit - A site visit of the Philadelphia Marriott will be conducted the day before the Board meeting.
4. Atlanta Site Visit – We visited Atlanta in February and a very productive walk-thru of the property. We had several items that needed to be re-negotiated, and that has now been taken care of. The Atlanta Marriott is a tremendous property. We have plenty of meeting space, and plenty of sleeping rooms. As a team we will build it, and hope they will come!
5. Divisions and Committees – Chris has stayed in touch with division and committee chairs, communicating with them regarding a number of issues, as usual. There are currently eleven and soon to be thirteen divisions (a Division of Community and Place, and a Division of BioPsychoSocial Criminology are in the works), 28 committees, seven journals, and we have representatives to five external organizations (AAAS, COSSA, IACP, OACP, UNODC).

6. Data Management – As you surely all recall, we had a discussion regarding the need for the Columbus office to streamline its data collection and overall data management systems and procedures. We identified a highly reputable and recommended company out of Pittsburgh to help us, Summa Technology. We spent a significant amount of time looking over our needs with a number of Summa reps. We visited over the phone, they came to Columbus and we had a meeting, and of course exchanged more memos and emails. In the end, we decided to amicably part ways. They wanted to come in and do a relatively quick, bang-bang, top to bottom realignment. The more we looked at it, the more we came to the conclusion that we need to do this in a more deliberate and measured fashion. We did not pay them anything and they, due to a number of reasons, were fine with that. We are moving forward, but in a more measured fashion. We have hired a company out of Chicago (I4A – Internet 4 Associations), and we are now updating and streamlining. The plan is to take this on to the tune of \$5,000 to \$7,000 a year for the next few years. The plan is to continue to update and integrate, and then step back and analyze the impacts and implications, and to continue with this model really from now on as we strive to stay current with the technology and the demands on our growing organization.
7. Mid-Year 2017 Budget Review and Adjustment – We need to make a number of adjustments to the 2017 budget as we consider actual expenses and income realized in 2016 and anticipated expenses and income for this year. Bottom line, we are now proposing a budget in the \$1.27 million range. See the attached proposed budget and footnote explanations. Having so proposed, we realize that decisions will be made during the course of the Board Meeting that will surely result in this budget being further adjusted. Note that *2017 Revised Budget* is the last item on the agenda. We suggest that we wait until then to discuss this matter.
8. Long-term Budget Issues – We are closing in on a strategic decision point with respect to our finances. We do not propose to discuss this matter today, but rather at the Board Meeting in November. We do wish to raise the matter now however as a point of information, and to put the issue on our radar as a Board. Our expenditure trends are moving us towards the red. As with any organizations’ budget, there are some core operational expenditures that either static or increase slightly each year that we can do very little about (ie., personnel lines, postage, rent). Then there are a number of expenditures where there is more flexibility. We need to take a careful look at the latter, and we have listed a few such expenditures below. We realize that some of you may view a number of my proposed “flexible expenditures” as core operational activities that should not be touched, but we do need to look to cut back somewhere. That said, here are some items for us to at least review as we look to make some tough fiscal decisions this Fall.
 1. Should we continue to budget \$25,000/ year for external annual meeting speakers?
 2. Should we continue to pay program chairs \$7,500 each since we have now drastically reduced their duties (scheduling is now being done in Columbus)?

3. Should we continue to pay ½ of our media representative’s salary of \$72,000/year?
4. Should we continue to pay our lobbying firm \$20,000/year (plus \$5,000 in expenses)?
5. Should we continue to budget \$10,000 for Presidents’ international meeting travel?

Funds are being used to a positive end in each of these scenarios. I have championed several of them myself. We have been able to undertake these activities in a fiscal context because our income has traditionally exceeded our outgo. But again, we have moved slowly down an expenditure approval path where we will be outspending our annual income. Investment returns and annual meeting income are an annual uncertainty, granted, but we need to be prudent and re-asses the level of our expenditures.

That said, we need to consider adjustments on the revenue side too of course. In detail, here is what Chris proposed in his Director Transition Memo over the next 10 years as a path to increasing revenues to cover the cost of hiring a Director and Meeting Planner (dues and registration fees were last raised in 2013):

Year	Dues*	Registration	Advertising
2017		+\$10	
2018			+\$50/\$200
2019			
2020	+\$5		
2021			
2022			+\$50/\$200
2023			
2024		+\$10	
2025	+\$10		
2026			+\$50/\$200

**Note – We are reticent to increase dues because those are “real” dollars that come out of our members’ pockets, while meeting registration fees are often reimbursed, at least in part, by our members’ home institutions.*

9. Misc. Items:
 - a. Chris would like to propose that we eliminate the provision outlined in Appendix O, item #5 – “Award committee members cannot nominate individuals for awards given by the award committees on which they serve.” The proposed alternative narrative would be as follows – “Committee members are encouraged to submit nominations given by the award committees on which they serve.”
 - b. We have been working with Wiley, and they will be setting up an app for ASC members who wishes to download Criminology and/or CPP articles to their phones.

There will be no cost for this, no cost to ASC nor to our members. Non-members may purchase the app.

c. We propose that we create a new committee, a Development Committee. This committee would be charged with identifying potential donors and working with them to make financial contributions to ASC. We are experiencing a fair number of retirements in the field as the Baby-Boomers move on, and we believe that many would be willing to make donations to ASC, some large, some small. The Committee would also explore various donation options, with an obvious focus on student scholarships and awards.

2016 NEW ORLEANS MEETING FINANCIAL REPORT

<i>INCOME</i>	
Registration	594,100.00
Dance	3,640.00
Donations/Sponsor	1,500.00
Prev. Year Reg Fee	180.00
Room Rebate	0.00
Workshops	4,200.00
TOTAL:	\$603,620.00

<i>EXPENSES</i>	
All Academic	11,000.00
App Program	9,106.43
Audio Visual	116,897.99
Child Care	3,865.00
Drayage	24,283.53
Extra Help/Program Chairs	23,000.00
Miscellaneous	1089.59
Phone	0.00
Postage	1,473.95
Presidential Plenaries	11,994.88
Printing	7,886.49
Programs	26,718.18
Receptions	133,050.45
Reg Desk Internet	1,365.60
Shipping	1,254.34
Site Visit	1,891.07
Supplies	24,616.88
Travel	9,093.75
Workshops	4,000.00
TOTAL:	\$412,588.13