

AMERICAN SOCIETY
FOR TRAINING AND
DEVELOPMENT

A YEAR OF CHANGE
1981 ANNUAL REPORT



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A Year of Change . . . Solving A Happy Problem

1981 was a year of profound change for the American Society for Training and Development—change in keeping with the mission of its members, that of developing the potential of our human resources in the world of work. In the midst of the world's many problems, we see that mission as a "happy problem"—one of helping people move toward greater achievement in their work.

Increasingly, leaders in management, government, economics and education are recognizing that improving the quality of the work force is a key factor in improving national and international economic and social well-being. There is growing recognition that developing the skills and knowledge of workers and work teams brings broad benefits to the individuals themselves, their organizations and the economy in general.

And the need grows. The entire work force, from entry level youth to chief executive officers, is continually faced with changing demands for new knowledge in order to be proficient. Changes in technology, in economic and social conditions, in international trade, in job and career aspirations all contribute to the constant new demand for employee training and development.

The enormous scope of this need is indicated by the extent of employee training and development today. Although good data simply aren't available, partly because of the immensity and diversity of the field, ASTD estimates that employers in the United States are now investing some \$30 to \$40 billion each year in developing their employees. It is

noteworthy that this figure approximates half the cost of all of higher education in the United States. Employers, without doubt, play an important educational role, and all indicators, such as the growth of our own Society, show that role to be increasing rapidly.

The task of filling this never-ending need for new job knowledge and skills has become an important and extensive function in work place affairs and is becoming even more critical as economic stress intensifies. The happy and rewarding task of providing that new know-how is the charge of the members of ASTD and, thus, the Society faces vast new challenges in helping its members meet their growing responsibilities.

As a result, 1981 saw more change in ASTD than in any other year of its 38-year history. In response to these many new challenges, the Society . . .

. . . relocated its Headquarters from Madison, Wisconsin to Washington, D.C. to be more effective in national affairs and to utilize the resources of the "association capital of the world."

. . . reorganized the Society staff to better cope with the new and emerging purposes and demands.

. . . developed a comprehensive, strategic plan for meeting the future needs of its members and the human resource development field.

. . . embarked on vital research programs as a basis for better informed planning and operations.



This report describes briefly these and other significant accomplishments of 1981 and the professional visions of ASTD leadership for the future of human resource development in the world of work.

I am personally very proud of the accomplishments of our Society in 1981 and extremely pleased to have had the privilege and professional honor of serving as its president in this year of critical and dramatic change.

A handwritten signature in cursive script that reads "Carnie Ives Lincoln". The signature is written in dark ink on a light background.

Carnie Ives Lincoln
President

A Year of Change . . . In the World Around



ASTD's outreach grew to new dimensions in 1981. As human resource development becomes recognized as a major contributor to the economic health of the nation, there have been new demands on ASTD to relate to other sectors of the community.

To respond to these demands, ASTD's National Issues Committee has become proactive in presenting the views of employer education to both the Federal government and the traditional education community. A major role of the committee has been to meet with Congressional committees and representatives of business and trade groups to explore new concepts for upgrading the skills of the work force. An important thrust of these meetings has been to focus attention on the critical need to increase investment in human capital and to recognize that investment in human resources produces positive economic, as well as social, results.

This liaison between our membership and the Congress is more and more timely in light of the growing legislative attention to changing national policy for

human resources and national productivity. ASTD has increasingly been called upon by both the Congress and the executive branch agencies of the Federal government as an authoritative source of information about work force development.

ASTD's legislative and regulatory agenda has grown rapidly on behalf of its members' interests in issues such as inequitable taxation of employees for employer educational assistance, burdensome and unnecessary employer reporting of training programs, tax treatment of employer training expenses, relevance of occupational education legislation and inadequacies of Federal job training initiatives.

In 1981, ASTD accelerated collaborative efforts with many other special interest groups on the national level such as the Business Roundtable, Committee for Economic Development, National Association of Manufacturers, Chamber of Commerce of the U.S., National Tooling and Machining Association, and Associated General Contractors to heighten awareness of the problems and

solutions in human resources development.

ASTD also worked extensively with groups representing various sectors of traditional education during the year in order to bring about closer, more productive relations between employers and educators. An especially significant event took place in December of 1981 when ASTD, along with the American Council on Education, cosponsored a precedent-setting special forum, "Education-Work Relations for the 1980s." The results of the highly successful session, published in a special report, provide recommendations for collaboration on issues such as remedial education and curriculum relevance in continuing education. The participants were senior professionals from traditional education and from employee education. It was held at the Xerox Corporation's International Training and Management Development Center and was keynoted by Dr. Robert Holland, President of the Committee for Economic Development, who described the education and training concerns of corporate chief executive officers.

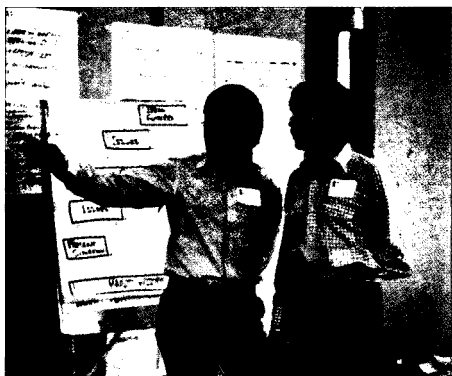
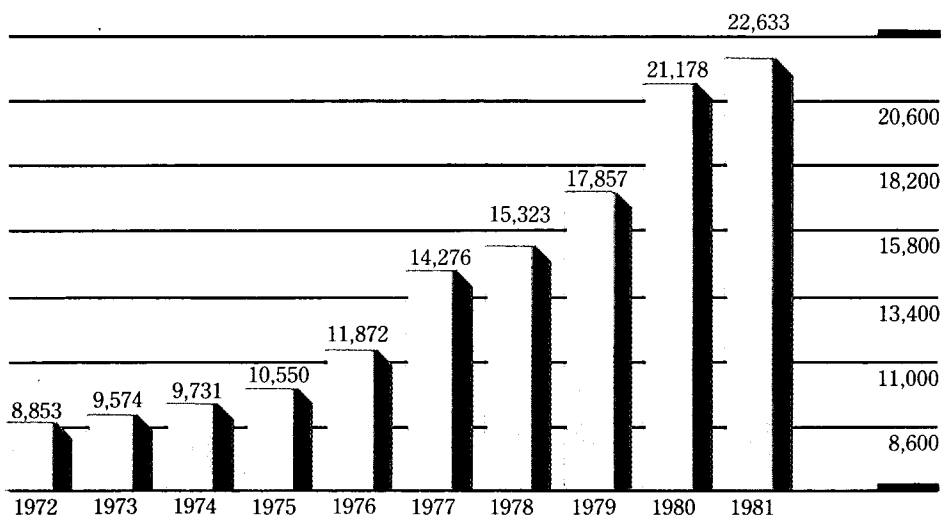
In 1981, ASTD began work with The College Board to examine the problem of basic skill deficiencies of youth coming from high schools into the work place.

The addition of a consulting economist to ASTD's staff in 1981 is notable. Dr. Anthony Carnevale, a labor economist with extensive Congressional staff experience, is exploring the new economics of human capital and the parameters of investing in the development of that human capital.

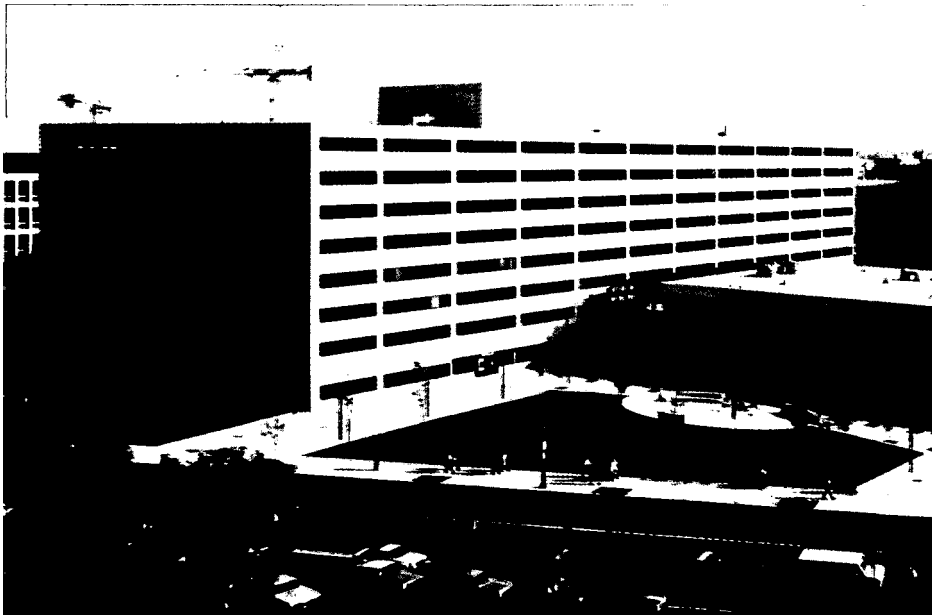
As the field and the Society grow, both are attracting increasing national attention. In 1981, two such instances were the NBC White Paper, "American Works When America Works," a treatment of the U.S. productivity problem which noted the role of the training and development field and the Society's rapid growth, and *The New York Times* Fall Supplement on Continuing Education (August 30, 1981) which was devoted almost exclusively to this field and cited ASTD often.

In 1981, it became obvious that ASTD and its members were achieving a public visibility commensurate with the growing importance of developing human potential in the world of work.

A Decade Of Growth National Members



1981 A Year of Change . . . The World Within



New ASTD Headquarters Site at Capital Gallery

No organization stays completely static. Any given year will find change taking place. For the American Society for Training and Development, 1981 was a tumultuous year. Never before in the history of the Society had so many changes of such magnitude taken place in such a short period.

The Society completely reorganized its staff structure, almost completely replaced its professional staff and relocated its headquarters. It conducted a major survey of its membership and completed the first phase of a strategic planning process that would impact on the Society for the next five years. Finally, it began a thorough re-evaluation of its entire governance structure and an exhaustive study of the competencies involved in the human

resource development profession.

Almost nothing was left untouched. Everything was called into question. A spirit of rejuvenation touched every corner of the Society from its physical location, to its staff, to its volunteer leadership, and to the very field it served.

Even since the Society was founded in 1945 (known then as the American Society of Training Directors), ASTD has grown at a phenomenal rate. New members required new services which necessitated new staff. In June of 1980 the Board of Directors made a decision concerning a question that had been debated for years: should the Society relocate its headquarters, and, if so, where? At the same time, it took a long hard look at how the staff was organized. In

its present structure, could it serve the members well, could it handle the myriad opportunities and challenges facing it almost everyday?

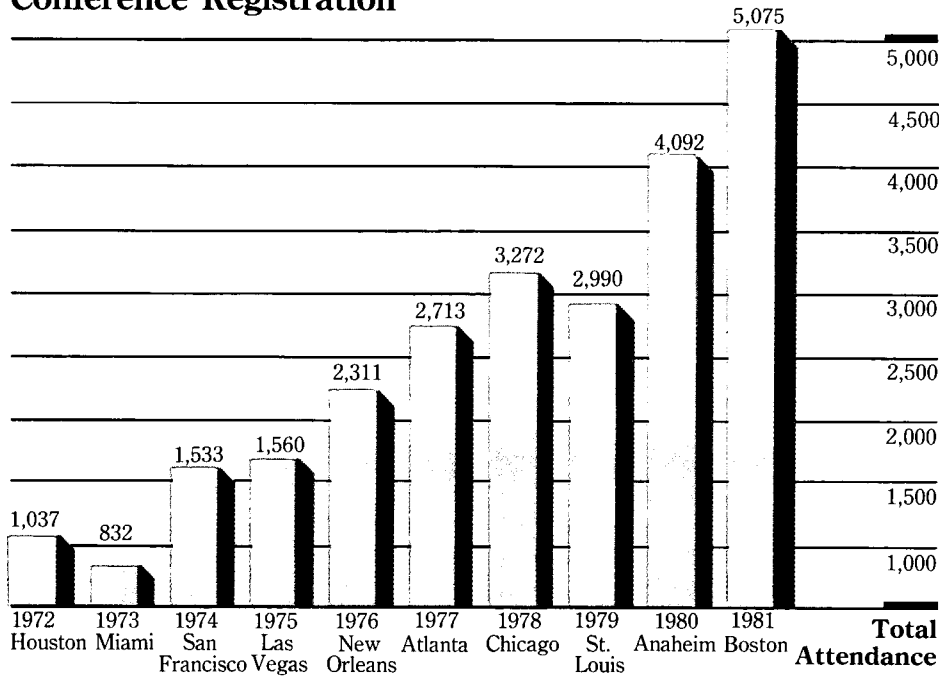
Dr. Curtis E. Plott, formerly the director of employee relations at Johns Hopkins Hospital and University School of Medicine, was appointed Executive Vice President of ASTD in October of 1980. By the end of January 1981, he had completed the staff reorganization. The Society's operations were streamlined into four logical and more efficient units, and the general manager and executive director functions were combined to establish a single executive vice presidential position.

Detailed planning then began for the relocation of ASTD headquarters, the dual staffing necessary to keep the Society running during the move, and the selection of the new site in Washington, D.C.

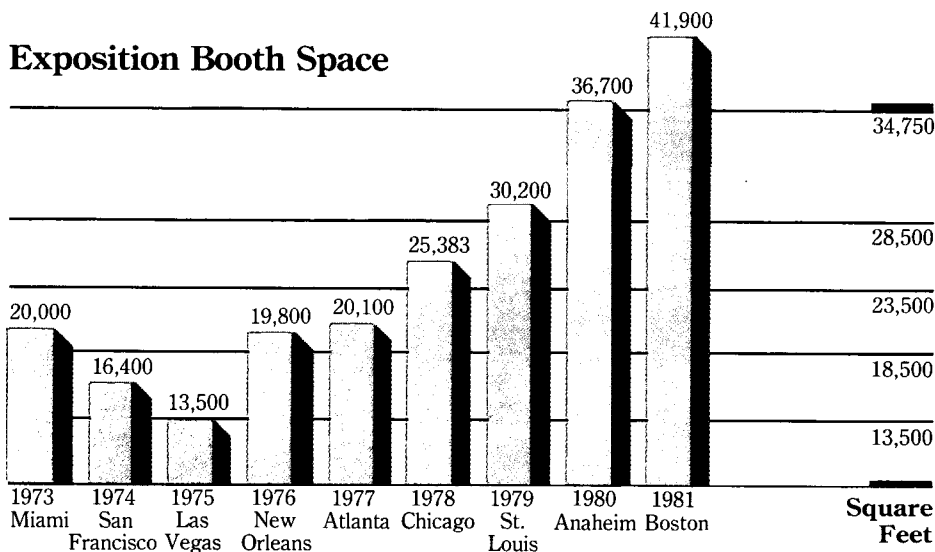
Members Surveyed

In the Spring of 1981, a major survey of the Society's membership was conducted. It was the first time ASTD had attempted to build a major data base of information about its members, their professional activities, and their opinions of the Society's services. Through the survey ASTD discovered that 75% of its members are internal practitioners employed by an organization in a human resource development capacity, 75% of members' dues are paid by their employers, and 49.9% have been members two years or less. The Society also learned that the average age of a member is 41, 89% have Bachelors degrees, 41% have Masters degrees, and 13% have Doctor-

Conference Registration



Exposition Booth Space



ates. Of the members, 66% are female, 95% are white, 3% are black, and 2% are Hispanic. Their average salary is \$25,000, with 53% having income between \$25,000 and \$50,000.

The most popular services for all members are the *Training and Development Journal*, the National Conference and Exposition, and the Society's professional book publishing program. The most popular services for newer members are ASTD's Position Referral Service, Member Inquiry Service, and Operation Talent Match.

Members join the Society for a variety of reasons. For entry-level members, it is to receive information that enables them to stay current in the field; for mid-career members, it is professional contacts which are most important; and for older members, it is being part of their professional association. As the most extensive member survey ever undertaken by ASTD, it provided a wealth of information and gave the Society a solid foundation upon which to build future membership services.

ASTD held its annual conference in May. The history of the ASTD Conferences and Exposition has been one of almost continuous growth. But never before had the Society experienced what awaited it in Boston, Massachusetts, the site of its 1981 national meeting. During a six-day period, ASTD hosted 6,977 attendees and 308 exhibiting organizations, the greatest number of attendees and exhibitors ever. It was the largest event ever held for the training and development profession by anyone at any time, and it was a certain indicator that the field of human resource development was growing like never before.

Moving On . . .

In the month of August, the actual relocation of headquarters took place. Many years' worth of files, furniture and equipment were packed and loaded by one group of employees and, just a few days later, were unloaded and unpacked by an almost entirely new group of employees. There was an almost complete turnover of the Society's staff. In fact, only six employees from Madison, Wisconsin relocated to Washington. When the Society officially opened its new doors on August 24th, 10 employees had been employed with the Society one year or more, 12 had been employed 10 months or less, and 32 were reporting to work at ASTD for the very first time. The smooth transition of operations and the success of the overall relocation was a tribute to "practicing what we preach" about human resource management. Carefully designed training programs brought the new employees up to speed quickly, and professional outplacement services were provided to the Madison-based employees who could not make the move.

New Directions

With fall came the passage of the Society's new strategic plan. Under development for the past two years, the plan was presented to and adopted by the Society's Board of Directors at their final meeting in 1981.

As with so many things during this year of change, the Society's Strategic Plan was filled with new directions, new goals, new ways of looking at traditional responsibilities. Renewed emphasis would be placed on the importance of measuring everything the Society does

against how well these things meet the needs of the members. ASTD would become more proactive as the voice of the field.

The Society's services would be designed to serve the membership, both as a whole and as it is divided into special interest areas. ASTD would deliver a number of these services through its network of 128 Chapters and a renewed emphasis would be placed on strengthening these chapters. An ongoing member needs identification system would be put into place, and a new commitment would be made to defining the field and its professional competencies. More attention would be paid to identifying, attracting, and meeting the needs of experienced HRD professionals.

Products and services would be created primarily to educate and disseminate information, and more of them would be related to the area of professional development and designed to meet the needs of internal practitioners, managers, and administrators.

Special constituencies such as older workers, youth, racial minorities, women and the handicapped would receive additional responsiveness on the part of the Society, and ASTD's involvement in international HRD matters would be increased. Most important of all, the Society would have as its goal a unified, national, individual member-based organization.

Also at their final meeting, the Board of Directors requested a thorough review of the Society's volunteer governance structure and a detailed study of the competencies needed in the human resource development profession.





As it had done some 18 months earlier when looking at the management structure of the professional staff, the Board questioned whether the Society was presently governed in the best way possible. Should political representation dictate membership on the Board or should discipline affiliation? Is the current structure too large or too small? The different operating bodies such as the chapters, regions and divisions, the Board and the Executive Committee would be examined to determine whether the present structure would be appropriate to carry out the new direction of the Society. And, as with the strategic plan, the final results of the governance study will have a profound effect on the Society for many years to come.

The competency study also will have a lasting impact on both the Society and the field. It will establish a body of knowledge for the field. The purpose of this study is to define the field, describe the roles filled by practitioners in the field, identify the activities performed in those roles and, finally, describe the competencies needed to perform those activities. As of this time, 18 roles have been defined, and HRD experts now are identifying the activities for those roles.

Even though 1981 found the Society preoccupied with change on almost

every front, it continued to look for new ways of serving its members and the field of human resource development.

Recognizing the growing interest and need for academic preparation for the field, ASTD created a direct link with those academic institutions offering programs in human resource development.

The purpose of the link is to ensure that colleges and universities are providing their HRD students with the knowledge and skills relevant to the needs of the world of work.

As part of this effort, the Society sponsored the "Second Invitational Conference on the Academic Preparation of Training and Development/Human Resource Development Practitioners." The purpose of the conference was to discuss models and concepts underlying the T&D/HRD curricula in post-secondary education. Representatives of 20 educational institutions presented papers on the operative models in their institutions, and these papers were then published in book form under the title "Models and Concepts for Training and Development/Human Resource Development Academic Programs."

ASTD also published the "Directory of Academic Programs in Training and Development/Human Resource Development." The first of its kind, the direc-

tory describes 175 academic programs offered by 72 U.S. colleges and universities, from the certificate through doctoral level.

ASTD held 16 of its popular "train the trainer" institute series around the country in 1981 covering various aspects of the training and development field and made plans for expanding the program in 1982.

Warren Bennis, noted management expert, and Richard Bolles, author of the popular "What Color is Your Parachute," were welcomed as guest columnists in the Society's monthly *Training and Development Journal*.

A salary survey was published in April. The survey, entitled "Compensation in Human Resource Development," is a compilation of salary ranges by type of practitioner, geography, industry and experience.

The enormous changes that have occurred within the Society in 1981 have strengthened it and provided encouragement for its future directions.

The Society is committed to maintaining its standards of excellence in the service to its members, dedicated to strengthening the profession, and determined to increase the public's understanding of human resource development and its contribution to the national economy and quality of life.

ASTD-at-a-Glance

National membership	22,616
Chapter only membership	26,000 (estimated)
Chapters	128
Special Interest Groups	38
Division Membership	
Career Development	2599
International	1228
Media	1501
Organization Development	4389
Sales Training	1583
Technical & Skills Training	2703
Network Membership	
Women	1074
Minorities	434
Publications	
Training and Development Journal (monthly)	
National Report (bi-weekly newsletter)	
Membership Quarterly	
Who's Who Membership Directory (annual)	
Buyer's Guide and Consultants Directory (annual)	
Staff	55

A Year of Change . . . By Any Measure

Dear Colleague:

The strength and breadth of the American Society for Training and Development can be measured in its growing membership, its diversified interests and its continued financial stability.

ASTD's national membership has doubled in the past five years with a comparable increase in members who belong to chapters only, reflecting the increased commitment by employers to improving the quality of the workforce. ASTD chapters increased by 25% in five years, and 5 new chapters were chartered in 1981, bringing the total to 128.

As the financial statement demonstrates, 1981 was a very good year for ASTD. Despite an expenditure of approximately \$200,000 for the relocation of its headquarters to Washington, D.C., ASTD produced a net income of \$42,000. Our total income increased from \$3.8 million in 1980 to \$4.5 million. Due to prudent fiscal management, the Society ended the year with \$702,000 in

equity, providing a firm financial base from which to conduct future operations.

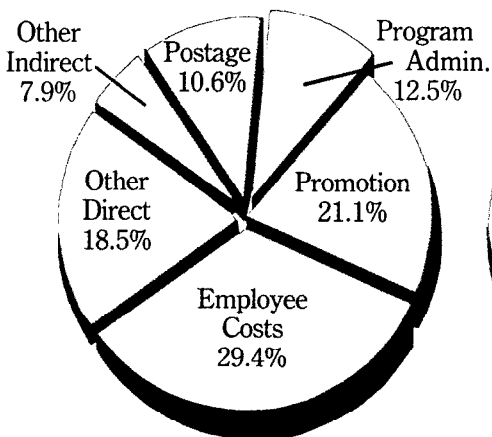
With the continued dedication of ASTD's volunteer leadership and the expertise of a fine new staff, the Society has a sound and promising future. We believe that the consolidation of our operations in the nation's capital will enable ASTD to contribute substantially to the affairs of the community while maintaining its standards of excellence in service to its members. As the leading organization for professionals in employee education and training, the American Society for Training and Development will continue to grow and to seek new avenues to strengthen the field of human resource development.

Sincerely,

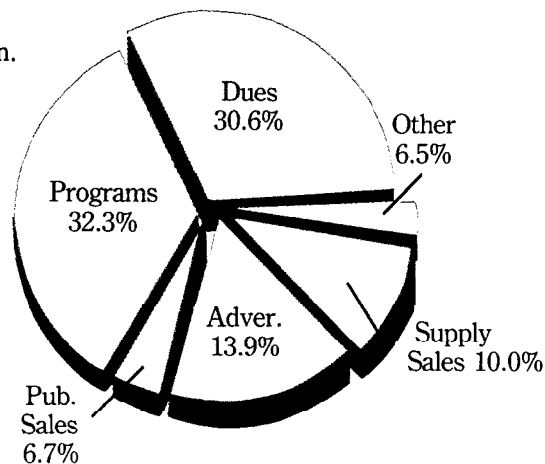


Curtis Plott
Executive Vice President

Expense



Income



American Society for Training
and Development, Incorporated

BALANCE SHEET

December 31, 1981

ASSETS

	Unrestricted funds	Restricted funds	Total all funds
CURRENT ASSETS			
Cash	\$ 92,097	\$4,447	\$ 96,544
Money market funds	857,789	—	857,789
Accounts receivable	575,085	—	575,085
Inventories	59,755	—	59,755
Prepaid expenses	119,509	—	119,509
Total current assets	<u>1,704,235</u>	<u>4,447</u>	<u>1,708,682</u>
PROPERTY AND EQUIPMENT — AT COST			
Furniture and equipment	22,207	—	214,207
Leasehold improvements	80,482	—	87,482
Equipment under capital lease	31,910	—	31,910
	<u>333,599</u>	<u>—</u>	<u>333,599</u>
Less accumulated depreciation and amortization	53,036	—	53,036
	<u>280,563</u>	<u>—</u>	<u>280,563</u>
OTHER REAL ESTATE OWNED			
Building and improvements net of accumulated depreciation	150,582	—	150,582
Land	183,087	—	183,087
	<u>614,232</u>	<u>—</u>	<u>614,232</u>
OTHER ASSETS			
Computer software license fee, less accumulated amortization of \$3,112	3,888	—	3,888
Cash surrender value of life insurance	9,727	—	9,727
	<u>13,615</u>	<u>—</u>	<u>13,615</u>
	<u>\$2,332,082</u>	<u>\$4,447</u>	<u>\$2,336,529</u>

LIABILITIES AND FUND BALANCES

	Unrestricted funds	Restricted funds	Total all funds
CURRENT LIABILITIES			
Accounts payable	\$ 272,662	\$ —	\$ 272,662
Accrued liabilities	80,774	—	80,774
Deposits	8,245	—	8,245
Deferred revenue			
Membership dues	748,139	—	748,139
Nonmember subscriptions	84,035	—	84,035
Program and exhibit fees	349,495	—	349,495
Obligations under capital leases	4,053	—	4,053
Income taxes payable	48,000	—	48,000
Total current liabilities	<u>1,595,403</u>	<u>—</u>	<u>1,595,403</u>
DEFERRED REVENUE			
Membership dues	3,192	—	3,192
Nonmember subscriptions	8,689	—	8,689
Noncurrent capital lease obligations	26,981	—	26,981
	<u>38,862</u>	<u>—</u>	<u>38,862</u>
COMMITMENTS			
	—	—	—
FUND BALANCES			
	<u>697,817</u>	<u>4,447</u>	<u>702,264</u>
	<u>\$2,332,083</u>	<u>\$4,447</u>	<u>\$2,336,529</u>

American Society for Training and Development, Incorporated

STATEMENT OF REVENUES AND EXPENSES AND CHANGES IN
FUND BALANCES

Year ended December 31, 1981

	Unrestricted funds	Restricted funds	Total all funds
REVENUES			
Membership dues	\$1,372,903	\$ —	\$1,372,903
Journal subscriptions and advertising	688,579	—	688,579
National conference and exposition program fees	1,268,966	—	1,268,966
Education programs and institutes program fees	178,917	—	178,917
Membership list sales	388,197	—	388,197
Publications and cassettes sales	163,936	—	163,936
Other including interest income of \$182,408	433,869	662	434,531
Total revenues	4,495,367	662	4,496,029
EXPENSES			
Membership			
Membership maintenance and services	790,893	—	790,893
Chapter, region and division maintenance and services	290,259	—	290,259
Journal	1,110,551	—	1,110,551
National conference and exposition	910,757	—	910,757
Education programs and institutes	245,373	—	245,373
Membership lists	337,638	—	337,638
Publications and cassettes	425,439	—	425,439
Other	7,266	620	7,886
Total program expenses	4,118,176	620	4,118,796
General and administrative, board of directors and committees	287,314	—	287,314
Total expenses	4,405,490	620	4,406,110
Excess of revenue over expense before income taxes	89,877	42	89,919
Income taxes	48,000	—	48,000
EXCESS OF REVENUE OVER EXPENSE	41,877	42	41,919
FUND BALANCES AT BEGINNING OF YEAR	655,940	4,405	660,345
FUND BALANCES AT END OF YEAR	\$ 697,817	\$4,447	\$ 702,264

1981 Awards

Gordon M. Bliss Memorial	Rob Jones
Torch — Contribution to ASTD	Eugene Boldt Diane Heffner Gutierrez Sue Neil
Contribution to Employer	Jack Eckner Frank Hinkley
Contribution to Community/Nation	Barbra Horrell
Innovation & Training Technology	Office of Executive Programs Boston University
Human Resource Development	McGraw-Hill, Inc.
James R. Ball Memorial	C. E. Hahne
Career Development Professional	Malcolm Knowles
International Trainer of the Year	Helen Clinard
Media Communicator of the Year	Peter R. Schleger
Minority Network Trainer of the Year	Benjamin R. Bostic
Excellence in Professional Development of Organization Development Practitioners	D. D. Warrick
Technical Trainer of the Year	Peter Beckschi
Women's Network Professional Development Leadership	Carlene Turman Reinhart
National Chapter Excellence Awards	
Group 1	Permian Basin Chapter
Group 2	Central Missouri Chapter
Group 3	Nebraska Chapter
Group 4	Valley of the Sun Chapter
Group 5	Illinois Training & Development Society