

2015 Annual Report

Driving communication as a force for good in business and society



I'm Connected.



International Association
of Business Communicators



HOME

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HOME

1000+ leaders around the world put their shoulders to the wheel in the last year. It is thanks to these hard-working practitioners that the association, and our shared work for the profession, has moved forward. So if you meet an IABC leader, please stop and say thank you. They'll appreciate it.

“We're returning to growth and we've overcome the show-stopping issues.”

 [Read the Chair's Blog](#)

Here's a brief run-through—under the headers of the 2014-17 strategy:

Financial recovery and sustainability

Our top priority. As we're closing out the 45th year of this organisation, we want to make sure we're around for another 45! Professional communication can be a force for good in society, and we believe this association is essential to advancing international practice—and individual careers.

To this end we clarified our Theory of Change. Because all worthwhile work starts with a clear 'why'—and it is followed by a clear who, what, when and where. All of these are summarized in this report and invite you to keep it as a reference for the year ahead.

At the 2015 Annual General Meeting we promised to carry out the first comprehensive Portfolio Review in recent history. I want to thank Ginger Homan, our Treasurer, and Carlos Fulcher, our Executive Director, for leading this work jointly. It was essential for aligning efforts in the short term—and the preparation of a balanced 2016 budget—focused on long-term sustainability.

We cut costs by eight percent so we can continue to focus resources on strategic investments for the future, in line with what I set out in my inaugural comments:

- **Technology**—essential to keep any global organization running
- **IABC Academy**—enabling the next generation of strategic advisers
- **Certification**—credentialing the world's leading practitioners

I also want to note deep appreciation to the leaders and staff who put blood, sweat and tears into the technology transition completed in 2015. It followed ten years of underinvestment in this area. It wasn't easy, yet, we got through it. So thank you.

To ensure this does not happen again the board increased the scope of the Audit Committee into one that also





oversees risk. To ensure no stone is unturned, the board also asked for the most thorough and detailed audit to date. Big thanks to Audit & Risk Chair Olivia Gadd and her team who oversaw this.

That's not all. At the core of our strategic investment programme what we value most as an organisation: people. I'd like to turn to that next.

Loyalty and development of our members and leaders

We have started bringing IABC's membership thinking into the 21st century. Big thanks to the Membership Task Force, led by Claudia Vaccarone - with support from Stephanie Doute, CAE, on staff. Flowing from this the board has adopted:

- A focus on the Strategic Adviser segment within IABC's Career Road Map—following an extensive global consultation.
- The first comprehensive Membership Survey in years—serving all parts of the organisation, not just International.
- A reintroduction of member-only content—increasing the value of membership.

Also, working with our Treasurer, groundwork for a broader review of membership pricing has been completed. This will inform the 2017 budget process. Currency fluctuations affect all international organisations, including IABC.

On the leader front, both loyalty and development suffer if there is a lack of clarity on roles. Following extensive consultation with leaders, we now have a clear shared understanding of who does what, including the essential intersects. Because this is shared work.

Examples of how this has increased impact already:

- The now-permanent Open Call process for our 22+ global committees has yielded the most diverse talent base to date. Talented practitioners who are helping advance the association—and the profession.
- Regional Conferences now form a clearer part of IABC's global events, with increased sharing of resources and good practice
- The annual strategic investment in the international Leadership Institute now permanently overseen by the Council of Regions has seen an increase in re-use of leadership development materials. Big thanks to this team—and the Regional Boards around the world.

We also completed the first comprehensive overhaul of our policy infrastructure in living memory. And we continue to improve on-boarding for leaders (including board evaluation), ensuring strong continuity. In 2016-17 we'll start rolling out a new Affiliation Agreement to further clarify roles and responsibilities, increasing accountability across the organisation.

Consolidating gains from the 2011-14 strategy

The IABC Academy and the work of the Global Communication Certification Council have both substantially advanced—and our commitment to the IABC Global Standard for Professional Communication has

been reaffirmed. The Gold Quill Awards Program continues to go from strength to strength as both a recognition programme—and a capacity-building one through the constructive feedback provided by the dedicated and diligent evaluators. Please see the respective reports from Theomary Karamanis, Ph.D., Sue Heuman, ABC, and Monica Lancucki, ABC, later in this report. Big thanks to them and their teams for advancing this important work.

Increased reputation in the profession and better brand positioning

Conferences around the world have brought IABC's influence to new audiences: Basel, Baltimore, Calgary, Denver, Johannesburg, Rotterdam, Sydney and London, to mention few. It has been great to see the new IABC brand so thoroughly adopted throughout the world.

The pride in the pack remains World Conference, this year chaired by Stacy Wilson, ABC. This team of leaders and staff have done a fabulous job preparing. We all owe a debt of gratitude.

As Chair I have had the privilege of leading 60+ engagements across four continents with government departments, corporates, NGOs and start-ups—and of course IABC leaders and members. Thanks to all who graciously and generously assisted, accelerated and amplified this work for IABC. You can read about many of

these—and much more about the board's work in the 70+ posts on the [board blog](#).

The Editorial Committee, led by IABC Fellow John Clemons, ABC, and the Communications Committee, led by Katie Macaulay, have reshaped two critical aspects of what IABC does. Big thanks to them and their teams and stay tuned for more in the year ahead.

Also, the 2016 Annual General Meeting will consider a refreshed IABC Code of Ethics. It is an important piece of work in an age that calls for greater integrity, accountability—and transparency. Big thanks to Committee Chair (and IABC Fellow) Barbara Puffer, ABC, and her hard working team of global practitioners.

Greater interaction

In the last year I have seen IABCers advocate for the profession like never before—both in-person, and online. Now let's knock #IABC16 out of the park!

A look ahead to 2016-17—and the 2018-20 strategy

It with humble thanks and anticipation that I hand over to my successors. Dianne Chase will lead the board as it closes out the 2014-17 strategy. Sharon Hunter, the nominee for Vice Chair, is set to lead the work preparing IABC for a 2017-20 three-year rolling strategy and also

take over the leadership of the Council of Regions. I also continue to look to Ginger Homan for her leadership as Treasurer—and Carlos Fulcher's operational leadership.

I am constantly amazed at what IABC members can accomplish as a group—the multiplier effect is alive and well in this organisation. Maybe it is our shared values, but no matter where I travel I find dedicated professionals who are willing to tackle the big issues. Thank you for showing the world that Professional Communication is a force for good.

Let's create connection like never before.



Michael Ambjorn
International Chair

2015 was an exciting and challenging year. In 2015, IABC started to address long-standing challenges and transform the organization, guided by its strategic plan.

“*The Global Communication Certification Council launched the certification program at the 2015 World Conference and the program continues to grow far faster than anticipated, with six sites hosting certification exams around the globe.***”**

Increased chapter and membership support

IABC brought in dedicated resources to better serve chapters and members. Director of Membership, Senior Membership Manager and Chapter Relations Manager are newly created positions focused on supporting and growing this critical area of the organization. Additionally, a new membership retention program was put in place and enhancements to the membership program are being led by the Membership Task Force.

Assessed and strengthened our products

As mentioned in the Chair's report, we conducted an extensive Portfolio Review last year. Every product, service and initiative was reviewed against their relevance and contribution to delivering on our objectives. Mature products essential to IABC's future, such as World Conference, CW and Awards programs, are being revamped with strengthened governance support. The 2017 and 2018 World Conferences are taking place in Washington, D.C. and Montreal respectively. IABC continues to invest in the future with new products. In all, over 22+ committees and task forces are engaged in advancing the mission of IABC globally.



Renewed our commitment to learning and growth

The work of the IABC Academy continues to unfold, with the launch of 20+ new workshops. We are also investing in the software that will allow us to offer self-paced courses—to be launched later this year.

The Global Communication Certification Council launched the certification program at the 2015 World Conference and the program continues to grow far faster than anticipated, with six sites hosting certification exams around the globe. More exam sites are coming online. The next level of the certification program is under development and will focus on the strategic adviser level.



Launched a new cloud-based system

After three-plus years, IABC delivered on a new membership management and financial system. The deployment of the new system brought a far more manageable and dependable cloud-based system, replacing the outdated homegrown system. The implementation presented challenges, but we were able to make the system fully operational by year end. Additional work and investments are underway to enhance the system.

Improved operational efficiencies

In late 2015, IABC secured its new headquarters at 155 Montgomery St. Suite 1210, San Francisco, California. Maximizing operational efficiencies from the move was a big focus. As part of the change, many of our staff now work virtually. These changes will reduce overhead costs in 2016 and beyond—allowing us to more effectively invest resources in delivering on IABC's mission.

Embraced our new brand and values

The IABC brand was launched at the 2015 World Conference. Brand adoptions are currently underway with over 80 percent of chapters reporting to have implemented the new logo. We continue to move everyone closer to complete brand by getting them to focus on tone of voice and the imagery used with all IABC promotions.

The representation of the brand values extends to the character and commitment of the staff. I would like to thank my staff who worked tirelessly to meet organizational objectives and deliver quality member experience throughout 2015.

Carlos Fulcher, MBA
Executive Director

And IABC members said...

Every time a member completes a transaction with IABC, they get a link to a survey to see how we are doing. Since February 2016, 74 surveys were completed.

- 100 percent of survey respondents reported that the IABC staff member with whom they interacted was helpful, polite, and courteous.
- 93.4 percent of members who contacted IABC by phone or email reported that their overall experience contacting IABC was good or excellent.
- 100 percent of calls answered or returned within one business day.
- 96 percent of email inquiries were replied to the same day or within one business day.

This is the *Theory of Change* and shows, in line with our bylaws, why IABC exists. This is how as an organization we have influence and impact on our profession, the business world and society at large.



Input—Leadership Development

Philosophy: IABC is a practitioner-driven organization whose strength is derived from the dedication of its members to the advancement of their profession.

Purpose: IABC serves its organizational subdivisions and leadership by providing services, management support, leadership development, conferences and awards programs encouraging and recognizing innovation, creativity and best practices.

Output—Our Influence

Mission: Provide lifelong learning opportunities that give IABC members the tools and information they need to be the best in their chosen disciplines.

Mission: Share among our membership best global communication practices, ideas and experiences that will enable the development of highly ethical and effective performance standards for our profession.

Outcome—Our Impact

Mission: Champion the communication profession to business leaders.

Mission: Shape the future of the profession through ground-breaking research.

The International Association of Business Communicators (IABC) is a nonprofit association for business communication professionals, with 102 chapters and members spread across 69 countries.

Our vision

IABC enables a global network of communicators working in diverse industries and disciplines to identify, share and apply the world's best communication practices.

IABC is recognized as the professional association of choice for communicators who aspire to excel in their chosen fields.

Our values

We connect communicators worldwide with a global and local network, career opportunities, resources and knowledge—using communication to engage, influence, counsel and execute.

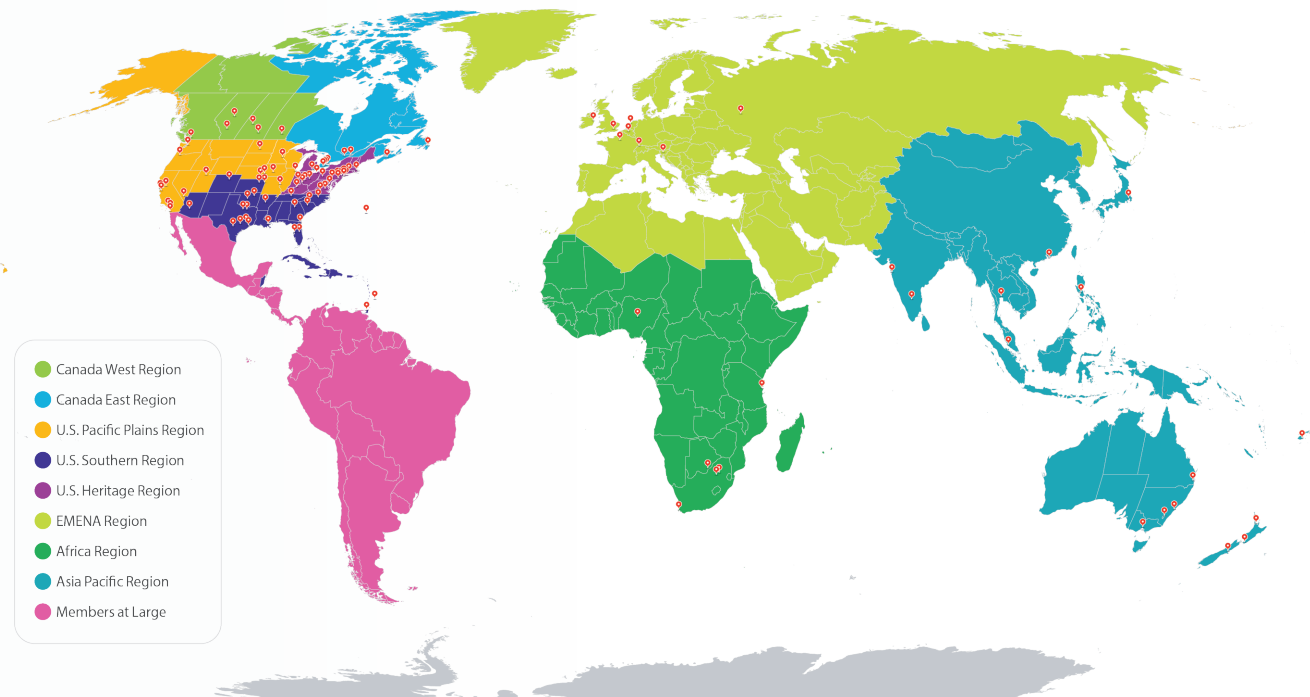
Our beliefs

We believe that in today's world, communication can be a force for good in business and society and we connect members and businesspeople together for this purpose.

At the forefront of the communication profession and setting the global standard, our members are professionals who practice with integrity and passion.

Our Shared Values

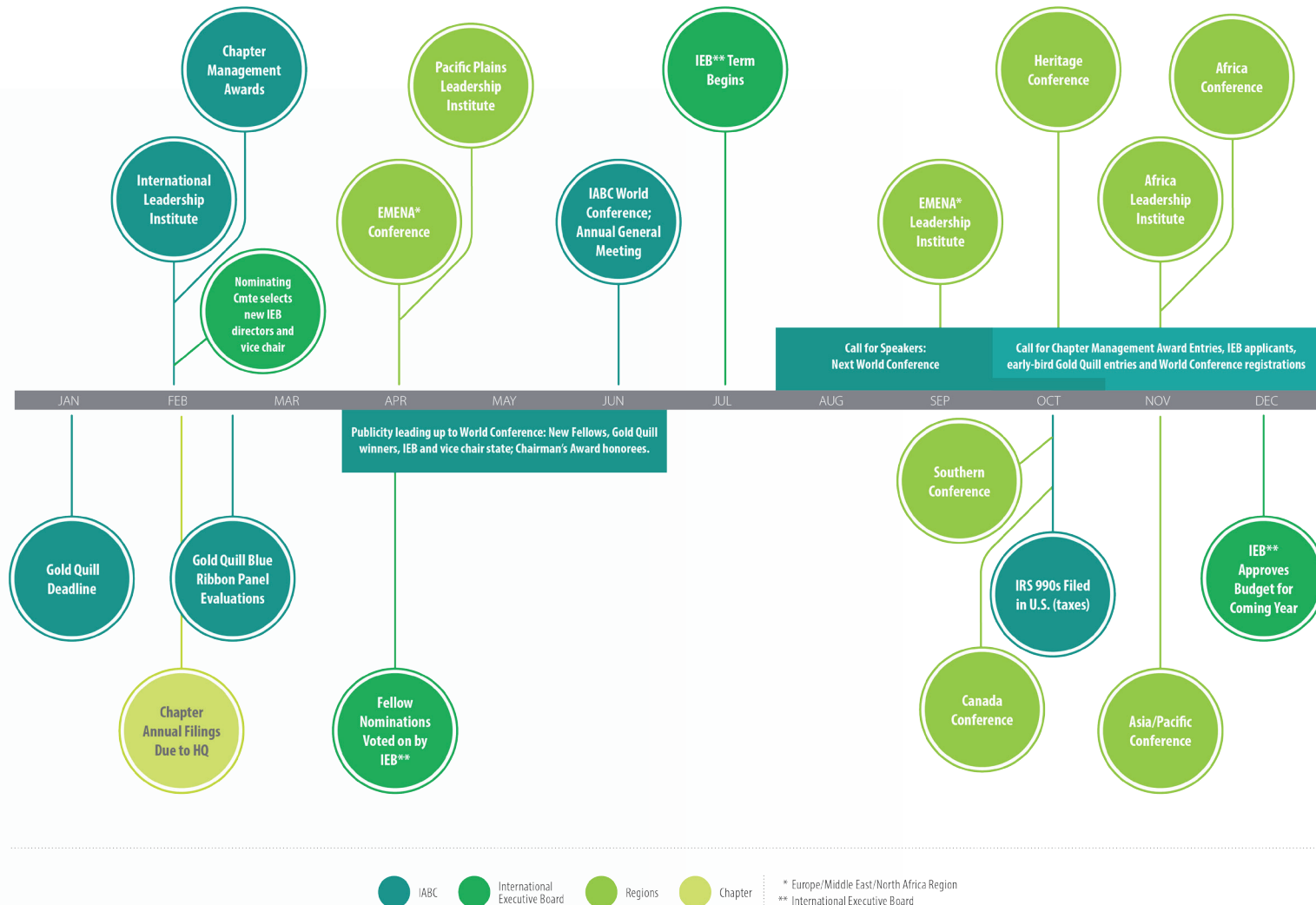
- We represent the global profession.
- We create connection.
- We are a diverse community.
- We focus on insights and results.



IABC serves its organizational subdivisions and leadership by providing services, management support, leadership development, conferences and awards programs that recognize innovation, creativity and best practices.



There is a reason it always feels like an IABC event is happening somewhere. Here is a timeline that shows key events for chapters, regions, the International Executive Board and headquarters.





CONNECT



10,165

IABC Members on 12-31-15



44,305

Members in the IABC
LinkedIn Group



11,291

Followers on Company
LinkedIn Page



12,000

Fans on Facebook

23,500

Followers on Twitter
Weekly #CommChat



LEAD



146 Contributed

2016 Leadership Institute
in Long Beach, CA + many
more at Regional Leadership
Institutes across the globe



Launched:

Improved

Membership Management Area

10 Minute Guide

for New Chapter Leaders

1 hour training

webinar for onboarding



IABC achieved

a Gold Star rating from
GuideStar for our transparency.



LEARN



1,198 Attended

2015 World Conference in
San Francisco + many more
at Regional Conferences
and 100s of chapter events
around the world



15 People Achieved

Communication Management
Professional certification



402 Participated

in Academy courses



During this year, we have undertaken a pilot to extend the duties of the Audit and Risk Committee to encompass a broader risk remit.

Too many organizations focus on annual goals and quarterly results, a short-term view that can result in poor investment decisions and narrow thinking. This was IABC's mode until a few years ago, when more rigor was brought to planning and the creation of three-year strategic plans. The rhythm of a rolling strategic plan is now the norm for our board and with it have come other questions around our governance and our approach to risk.

During this year, we have undertaken a pilot to extend the duties of the Audit and Risk Committee to encompass a broader risk remit. I was very proud to chair a committee—composed of Vita Kernel, Cindy Schmieg, Alexander Taratov and Ritzi Villarico Ronquillo, and ably supported by IABC staff Brook Yciano and Carlos Fulcher—that took their new role very seriously and asked great questions about the Terms of Reference we were given and the best value we could bring.

As a result, we sought the support of the IABC chair and the executive board to review our remit and make recommendations for further development of the role of the committee.

As communicators, we are all very attuned to reputational risk. However our concern was that the association was not focusing enough on the other risk areas (e.g. strategic, operational, financial and compliance). As a result, we

have instituted a new annual risk review by all board committees to inform the executive board of the key risks and opportunities they see for their area of responsibility. This will feed into the strategic planning that is undertaken on a three-year cycle. In addition, the committee now offers regular oversight of the association's risk register, which is maintained by the executive committee.

On the audit side of our work, beyond our financial audit duties, we have investigated the state of our HR and IT functions. For each of these we determined that the timing for an independent audit was not right and that these should be considered as appropriate activities in the next 12–18 months.

We have reviewed our financial audit process and proposed actions to make improvements to it in the coming year.

While the concept of an audit and risk committee may not make the heart of the average communicator race, I would challenge each of you to reflect on the value and purpose of this activity in your own sphere of interest—whether you are an in-house practitioner, a consultant, in academia or a student. The management and mitigation of risk can sound to many like a negative and somewhat grey practice. May I reframe this for you? This is the activity of seeing all our opportunities and ensuring nothing—by

“ While the concept of an audit and risk committee may not make the heart of the average communicator race, I would challenge each of you to reflect on the value and purpose of this activity in your own sphere of interest... **”**

design or by default—stands in our way. And any threats to our success are recognized, appreciated and handled.

Put like that, to me it sounds like simple good reputation and performance management. Something I hope we can all rally around.

Audit and Risk Committee



Olivia Gadd chairs the Audit and Risk Committee.

Members include Cindy Schmieg, ABC; Ritzi Ronquillo, APR; Vita Kernal, ABC; Alexander V. Taratov, PHR, SHRM-CP and Carlos Fulcher, MBA, CAE.

The Ethics Committee conducted extensive outreach to develop a shorter, easier-to-read, more focused and globally sensitive Code of Ethics, which will be voted on at the Annual General Meeting in New Orleans. It is hoped that the new code will serve as “true north” for the profession.

Code of Ethics for Professional Communicators

As a professional communicator, you have the potential to influence economies and affect lives. This power carries with it significant responsibilities. The International Association of Business Communicators requires its members to agree to the IABC Code of Ethics.

This code serves as a guide to making consistent, responsible, ethical and legal choices in all of our communications.

IABC’S Code of Ethics

1. I am honest—my actions bring respect for and trust in the communication profession.
2. I communicate accurate information and promptly correct any errors.
3. I obey laws and public policies; if I violate any law or public policy, I act promptly to correct the situation.
4. I protect confidential information while acting within the law.
5. I support the ideals of free speech, freedom of assembly, and access to an open marketplace of ideas.
6. I am sensitive to others’ cultural values and beliefs.
7. I give credit to others for their work and cite my sources.

8. I do not use confidential information for personal benefit.
9. I do not represent conflicting or competing interests without full disclosure and the written consent of those involved.
10. I do not accept undisclosed gifts or payments for professional services from anyone other than a client or employer.
11. I do not guarantee results that are beyond my power to deliver.

IABC’S Code of Ethics in Practice

IABC requires its members to embrace these ethical guidelines in their work and to sign the following statement as part of the application and renewal processes: “I have reviewed and understand the IABC Code of Ethics.”

The association reserves the right to terminate membership for any member found guilty of violating the code, laws and public policies.

The IABC Code of Ethics is freely available to everyone—you are welcome to copy it and incorporate all or part of the code into your own personal or corporate policies, with appropriate credit given to IABC.

Ethics Committee

Barbara Puffer, ABC, IABC Fellow, chairs the committee.

Members included: Olivia Gadd, Bent Sorensen, Caroline Sapriel, Mark Toth, Nigel Glennie and Connie Mayse.



The IABC Academy and World Conference

The IABC Academy

The IABC Academy oversees all IABC professional development offerings and advises the IABC executive board on policy, standards, strategic development and monitoring. In 2015, the Academy redefined all course categories to be aligned with the Global Standard and the Global Communication Certification Council program. Extensive syllabi development followed in the first quarter of 2016.

Traditionally, the mode of delivery has been synchronous online workshops and/or face-to-face workshops. Based on both global trends in higher education and market demand, the Academy is adding self-paced online courses to the mix.

To meet growing needs, IABC's first-ever Learning Management System (LMS) is being launched at the 2016 World Conference. The platform is LearnUpon, the fastest growing LMS system in the world. It was chosen for its user-friendliness and cost-efficiency. Self-paced courses are expected to be available in the last half of 2016. In the meantime, from June 2016 onward, the LMS will be fully functional, offering on-demand workshops, hosted on the Academy's new website, www.iabcacademy.org.

The Academy also started developing a high-level, three-year strategic plan, featuring a new financial model.

In addition, the committee focused on the quality of facilitators and educational content. As such, a new course evaluation tool and a new facilitator observation and feedback tool have been created and implemented to enhance the continuous improvement process with all IABC Academy offerings.

Academy Committee



Theomary Karamanis, Ph.D., chairs the Academy Committee.

Members include Allison MacKenzie; Julie Bjorkman, Ph.D., ABC, APR; Alice Brink, ABC; Tamara Hill; Bish Mukherjee, ABC; Aisha Rashid and Felicia Shiu, ABC, APR.

World Conference

The IABC World Conference is a long-running, global, professional development event that brings together communication professionals from around the world. Typically drawing about 1,200 attendees, it provides communicators a chance to learn from skilled speakers and each other, as well as experience the IABC community and culture of sharing.

Speakers are selected based on alignment to the IABC Global Standard and career paths, and their demonstrated

ability to engage with quality content. The peer-review selection process includes evaluators from around the world in various communication disciplines.

The theme of the 2016 conference, "RISE: Innovating Global Communication," speaks to the need to innovate the communication process and profession, as well as the need for communicators to be engaged with innovation efforts in their organizations. The theme also speaks to the rise in the relevance of communication in business, along with the rise of our host city, New Orleans, as a technology center.

Perhaps most important, the theme illustrates the importance of connections in successful innovation; connecting people generates the ideas that become the innovations. IABC's World Conference is an opportunity to inspire the very best innovations our community can deliver.

World Conference Program Advisory Committee (PAC)

Stacy Wilson chairs the World Conference PAC.



Global Communication Certification Council

Momentum is growing for the Communication Management Professional (CMP) designation! To date, 37 professionals have achieved their CMP certification. Exams are being held (or have been held) in nearly 15 locations in the past year, meaning the exam is more accessible to professionals around the world. In future, the Global Communication Certification Council (GCCC) would like to consider more ways to be inclusive and accessible, such as possibly translating promotional materials and exams into other languages.

The Council would like to thank those who tested their abilities and achieved their certifications this past year, with a special thanks to several newly certified members who shared their stories to inspire others. Their participation assisted the marketing subcommittee by spreading the word and sharing their experiences with others.

The Council is looking at creating a new dynamic logo for the program to replace the interim brand. Watch for it to be launched later in 2016.

The Council held monthly meetings to both promote the CMP certification and to begin work on the Strategic Adviser level—the next certification that will be available. Currently underway are planning and the development

of the job task analysis, which form the basis for the exam development. The Council is anticipating rolling out this level in 2017.

In the meantime, professionals interested in achieving the CMP certification will have plenty of opportunities this year. For more information about exam dates and locations, visit the IABC website and click on Certification, under Professional Development.

Sue Heuman, ABC, chair of the GCCC, gratefully acknowledges the contributions of all Council members, and thanks those members whose terms are coming to a close. The chair would also like to acknowledge the work of IABC staff Ron Hansen, Ed.D., and Sara Fowdy, Ed.D., for their skilled and responsive support of the Council.

Global Communication Certification Council

Sue Heuman, ABC, chairs the GCCC.

Members include Liam FitzPatrick; Rajeev Kumar, ABC; Lynda Phelan, ABC; Meryl David, ABC; Christiane Vaillancourt, ABC; and James Lukaszewski.



5 DOMAINS TESTED

1. *Communication ethics*
2. *Communication research and analysis*
3. *Consistency and strategic implementation*
4. *Communication strategy and engagement*
5. *Communication measurement*



Download the **Candidate Handbook**



Re-imagining the IABC Gold Quill Awards

“Imagine” was the theme of the 2016 Gold Quill Awards program. Accordingly, the Awards Committee invested time and expertise in re-imagining both the Gold Quill Awards and the Excellence Gala at the World Conference to ensure their ongoing relevance and sustainability.

The committee streamlined the number of award categories from 47 to 28 and clarified the requirements of student entries. Building on the work of the 2015 committee, the Awards Committee also, for the first time, developed an evaluation rubric for the Communication Management Division entries: to extend to Management Division entries the improved consistency of evaluation achieved in 2015 through use of an evaluation rubric for the Skills Division.

In evaluating this year’s entries, evaluators placed greater emphasis on the achievement of strategic outcomes, innovation and creativity and the need for work to be truly exceptional to warrant an Award of Excellence. Pleasingly, of the 650 entries received, the committee awarded 85 Excellence Awards and 138 Merit Awards, with 12 countries represented in the list of winners.

The Gala, too, has been re-imagined and the committee looks forward to sharing its vision for a festive yet prestigious event at this year’s World Conference, with

due recognition for award winners and memorable celebrations for all attending.

Priorities for the year ahead will be a review of the criteria of the education and training division, further work on the consistency and quality of evaluation and an analysis of the results achieved by this year’s improvements. A big thank-you to staff and all our passionate volunteers who selflessly contributed at global, regional and local level to the success of this year’s awards program.

Awards Committee

Monika Lancucki, ABC, chairs the committee.

Members include Lynn Barter, ABC; Michael Nord; Priya Bates, ABC, MC and Cindy Schmieg, ABC.



“Priorities for the year ahead will be a review of the criteria of the education and training division, further work on the consistency and quality of evaluation and an analysis of the results achieved by this year’s improvements.”

This year the Council of Regions advanced a number of initiatives to benefit chapters and IABC as a whole.



Leaders Making a Difference for IABC

- Served as the Program Advisory Committee for the 2016 Leadership Institute held in February 2016 in Long Beach, CA. Over 140 chapter leaders from across the world attended the event, which included speakers from each IABC region.
- Advanced feedback on customer service initiatives and advanced chapter leader feedback to International Executive Board (IEB) and IABC staff.
- Helped to strengthen leadership in struggling Chapters through meetings, planning, and best practice sharing.
- Created and participated in the Leader Centre Task Force to enhance the resource for chapter leaders.
- Honored Asia Pacific Region Chair Leanne Joyce as the 2016 Region Leader of the Year, and Sherry Boyd from the Colorado Chapter as Chapter Leader of the Year. IABC Kansas City was honored as the International Chapter of the Year.
- Assisted in supporting IABC chapters with the brand adoption.

Wise Spending

- Provided a needs development for the new Membership Management Area (MMA) solution for Chapters and Regions.
- Offered scholarships to members to Leadership Institute and World Conference.

Positive Advancement

- Participated in user testing of the new MMA.
- Took part in a detailed review and discussion of the Pre-Leadership Institute Survey results and assisted in the development of the Pre-LI Survey Results Action Plan.
- Acted as the Nominating Committee for the International Executive Board and IABC Committees, reviewing over 220 nominations.
- Reviewed and revised the Affiliation Agreement to ensure chapter needs would be reflected within the agreement.



Africa Chair: Daniel Munslow
7 chapters



Asia Pacific Chair: Leanne Joyce
13 chapters



Canada East Chair: Robert Plant
8 chapters



Canada West Chair: Kathleen Bell, ABC
6 chapters



EMENA Chair: Klavs Valskov
8 chapters



Heritage Chair: Mary Bogan
19 chapters



Pacific Plains Chair: Kim Arnold
15 chapters



Southern Chair: Julie Ludwig
25 chapters

Financial Summary

US Dollar

Revenues and Support

Conference, Academy, Awards	2,163,712
Membership	2,020,726
Job Centre	108,313
Ad Sales	84,391
Investment income (loss)	-9,385
Total Revenues and Support	4,367,757

Expenses

Program services

Conference, Academy, Awards	1,554,507
Membership	652,914
Marketing, Communications, Publications	319,281
Leadership Institute	93,753
Certification	124,324

Total program services 2,744,779

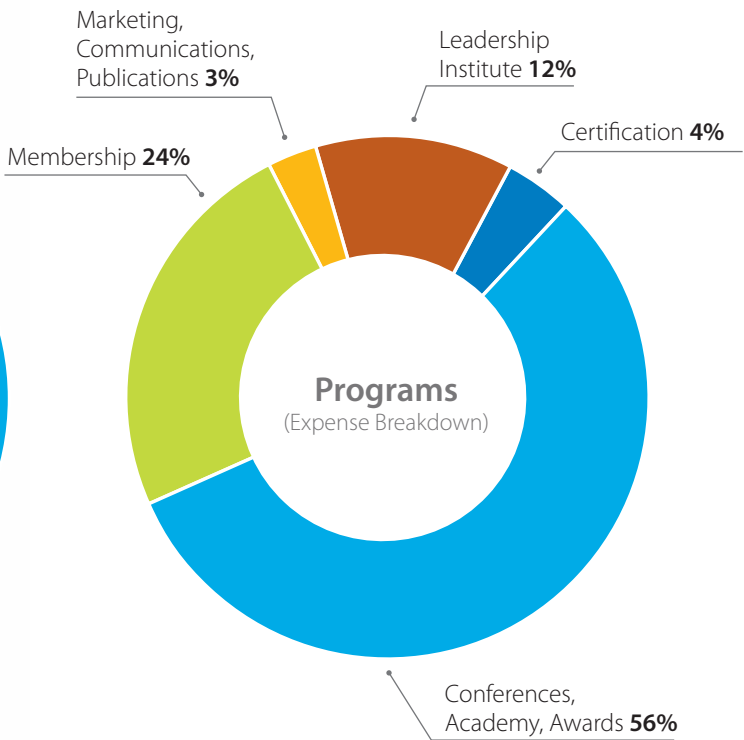
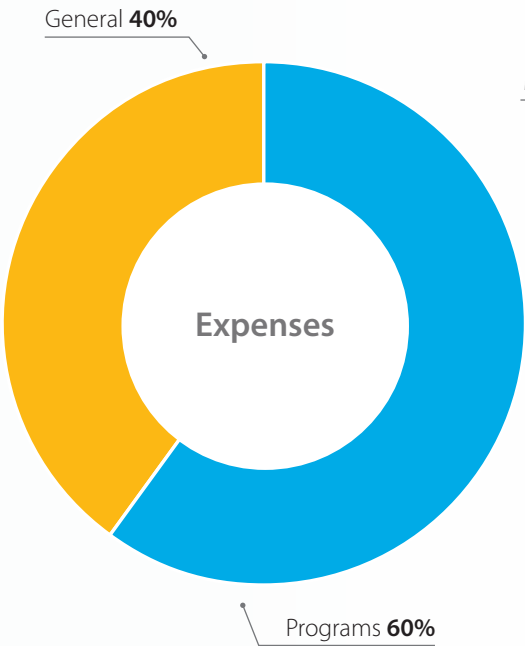
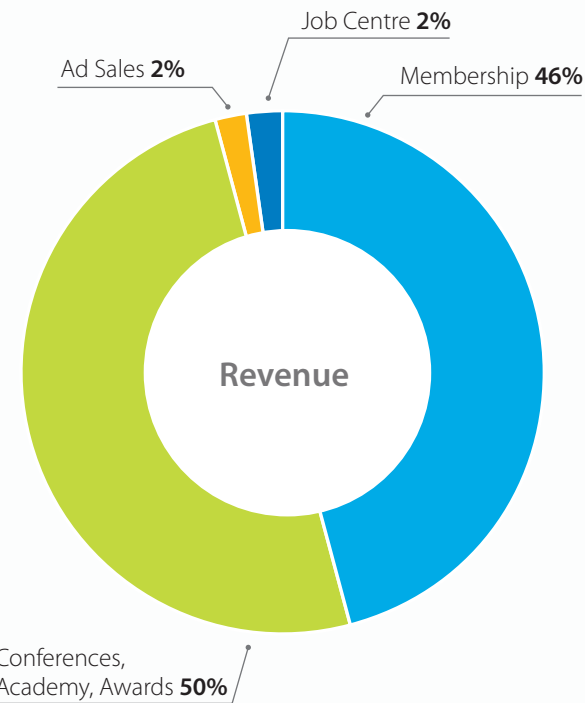
General and Administrative	1,635,794
Governance	216,208

Total expenses 4,596,781

Change in net assets -229,024

Net assets beginning of year	320,610
Net assets end of year	91,586





Our primary goal in the 2014-2017 strategy is financial recovery and sustainability, along with increasing member loyalty through development and retention programs.

The IABC executive board, committees, regions and chapters work together to achieve this goal, while increasing our reputation within the profession through better brand positioning and greater interaction with the broader communication profession—as a revenue generator and reputationally.

Those who served this past year:

Executive Board 2015–2016

Michael Ambjorn, Chair*
Dianne Chase, Vice Chair*
Russell Grossman, ABC, Past Chair*
Ginger D. Homan, ABC, Secretary/Treasurer*
Sharon Hunter*
Shannon Frederick, ABC
Ron Fuchs, APR
Olivia Gadd
Alain Legault, MA
Ritzi Villarico Ronquillo
Cindy Schmieg, ABC
Claudia Vaccarone



Executive Director

Carlos Fulcher, CAE, MBA

2015 Executive Board Committee Chairs

Ethics Committee, Barbara Puffer, ABC, Fellow
Finance Committee, Ginger D. Homan, ABC
Audit & Risk Committee, Olivia Gadd
Investment Committee, George McGrath,
Fellow, *Past International Chair*
Nominating Committee, Russell Grossman, ABC
Policy Committee, Zora Artis
Credentials Committee, Carol Allers, ABC, APR

2015 Programmatic Committee Chairs

Awards Committee, Monika Lancucki, ABC
Fellows Committee, John Deveney, ABC, IABC
Fellow, APR, PRSA Fellow

Editorial Committee, John Clemons, ABC, IABC
Fellow, APR, *Past International Chair*

Communications Committee, Katie Macaulay
Program Advisory Committee, Stacy Wilson, ABC
Academy Committee, Theomary Karamanis, Ph.D.
Certification Council (GCCC), Sue Heuman, ABC
Council of Regions, Dianne Chase
IABC Representative, Global Alliance for Public Relations
and Communication Management: Mark Schumann,
ABC, Fellow, *Past International Chair*

Task Force Chairs

Membership, Claudia Vaccarone
World Conference, Cindy Schmieg, ABC
Fellows, Brad Whitworth, IABC Fellow, ABC, CMP

**Executive Committee*

Create your IABC experience and build your future.



How to make your IABC origami and grow your career:

1. Cut the square out.
2. Crease the origami square into two halves along the white dotted lines in the center of the square. Crease well, then unfold again.
3. Place the paper face down, fold the corners in to the center point. As you fold the corners in, the colors appear on top.
4. Flip the origami over, so that you are now looking at the results. Fold over the corners into the center point.
5. Fold the right side over to the left, crease and open back up.
6. Fold the bottom up to the top, crease and open back up.
7. Your origami is ready to go. Place your fingers inside the four areas: Lead, Connect, Learn, Give Back and discover the ways you can get value from IABC.



I'm Connected.



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Special thank you to [Byers Creative](#) in Tulsa, Oklahoma,
for laying out our 2015 annual report. Give them a call at
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