



ENSURING OUR FUTURE  
THROUGH **VISION** AND  
**LEADERSHIP**

THE ARTHUR W. PAGE SOCIETY 2010 ANNUAL REPORT

*Arthur W. Page*

ARTHUR W. PAGE SOCIETY

# VISION

The Arthur W. Page Society is committed to the belief that public relations as a function of executive management is central to the success of the corporation. The membership of the Page Society will embrace those individuals who epitomize the highest standards of public relations practice, as exemplified by the Page Principles.

**THE PAGE PRINCIPLES:** • Tell the truth. • Prove it with action. • Listen to the customer. • Manage for tomorrow. • Conduct public relations as if the entire company depends on it. • Realize a company's true character is expressed by its people. • Remain calm, patient and good-humored.

# MISSION

To strengthen the management policy role of the corporate public relations officer by providing a continuous learning forum and by emphasizing the highest professional standards.

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## FROM THE PRESIDENT

**In July, 2010**, I had the privilege of joining this great organization as President, a role newly recast from the former Executive Director position. The Page Society offered everything a person passionate about the field of communications could want – an active and supportive Board of Trustees, a great, experienced staff, a top-tier membership base that is growing and a mission that is critical to the profession.

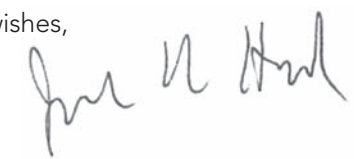
I joined not to take the reins of an entity that is content with the status quo. Though the Page Society might have continued comfortably on course and still remained the most revered organization of its kind for years to come, it was clear from the Board of Trustees and, most of all, our Chairman Bill Margaritis, that it was time to bring fresh thinking to our focus.

We turned to our members for help and direction – through a member survey conducted by Ketchum, in conversations during big meetings and over the phone, and in our Town Hall Teleconference. We asked members to give us their unvarnished views on our strengths and weaknesses, and that's what we got. As you will read in these pages, the Trustees and committee leaders have rallied around the data to provide an even more potent membership experience. This work continues into 2011 and beyond.

It helps that there is a strong organization at the heart of this movement. The Page Society had a very good 2010 by financial and community metrics, with growth in revenues and membership. I want to thank our sponsors whose support of programs is essential and much appreciated. I also want to thank the incredibly hard-working staffers, who all do so much for members every single day.

Page Society members have demanding jobs and busy lives. We need to make sure your membership deserves your investment of time and money. Please let me know how we can do a better job, and I hope you will get involved to help us do that.

With best wishes,



Julia Hood  
President, Arthur W. Page Society

## OFFICERS, TRUSTEES AND STAFF

### EXECUTIVE COMMITTEE

#### Chairman

William G. Margaritis

#### Secretary

Valerie Di Maria

#### Treasurer

Helen Ostrowski

#### Vice Presidents

Paul A. Argenti

Angela A. Buonocore

Kimberley Crews Goode

Jon C. Iwata

Raymond C. Jordan

Raymond L. Kotcher

David A. Samson

#### At-Large Members

Roger Bolton

Maril MacDonald

### STAFF

#### President

Julia Hood

#### Vice President, Member Engagement

Mary Elliott

#### Member Services Director

Susan S. Chin

#### Communications Director

Anuneha S. Mewawalla

#### Program Manager

Daniel Strouhal

### 2010 TRUSTEES

Paul A. Argenti

Catherine V. Babington

Sally Benjamin Young

Roger Bolton

Angela A. Buonocore

Barry H. Caldwell

Paul Capelli

Peter D. Debreceeny

Robert DeFillippo

Valerie Di Maria

Michael A. Fernandez

Matthew P. Gonring

Kimberley Crews Goode

Herbert Heitmann

Aedhmar Hynes

Jon C. Iwata

Rich Jernstedt

Raymond C. Jordan

Raymond L. Kotcher

Thomas J. Kowaleski

Margery Kraus

Maril Gagen MacDonald

Sandra Macleod

William G. Margaritis

Thomas R. Martin

James E. Murphy

W.D. (Bill) Nielsen

James Scofield O'Rourke IV, Ph.D.

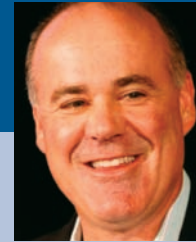
Helen Ostrowski

David A. Samson

Gary Sheffer

Kimberly White

Donald K. Wright, Ph.D.



### Taking Action to Strengthen Our Future

In January 2010, we began a journey to ensure the future of the Arthur W. Page Society, building on the leadership of my predecessor, Maril MacDonald, and the enduring resonance of the Page Principles.

Our goal: making the Page Society even more essential to the next generation of chief communication officers and reinforcing the credibility of our profession.

We are producing a new stream of thought leadership programs. We have provided our members with new outlets for development of talented staff. We took a hard look at how we do things, including how well we are managing the valuable time of our volunteer leadership. Our committees have been restructured to provide a more coherent framework for decision-making and results.

We also focused on improving our operations, starting with the elevation of the staff leadership role from Executive Director to President. This signaled our commitment to building a more strategic and professional support system for our mission and provided the talent to deliver on the complex needs of our members and program demands. We have simultaneously implemented stronger financial processes, a streamlined organizational structure, and a greater focus on priority activities.

An important roadmap for much of our work came from a survey of our membership conducted by Ketchum. We learned that membership to the Page Society remains a high point in a CCO's career, a mark of achievement like no other. But we know from this research that the Page Society needs to do a better job connecting a broader base of members with each other and the organization. We must demonstrate the Page Society's value continuously and respond more quickly to the changing nature of the profession.

Thought leadership is a critical way in which the Page Society demonstrates its value to members and to the profession. This year, building on the groundbreaking Authentic Enterprise work, we have started research and development on Values and also a New Model for

## FROM THE CHAIRMAN

Corporate Communications, both of which will be completed in 2011. The blog, Page Turner, was relaunched to give all of our members a platform to share insights into current topics.

We set in motion the next phase of our professional development programs, called the Learning Community, which will allow even more talented individuals from our member companies to form strong networks and learn from our leaders. I consider talent development to be one of the most important areas of focus.

This report offers more details into these and other programs that defined 2010. Member engagement will continue to be a crucial focus for all of our committee work. We also want to understand better the attitudes of those who elect not to become Page Society members, and will seek to engage with those individuals.

The Page Society has an even greater opportunity to lead industry thinking around topics of culture and reputation. We are pursuing a joint venture with a C-suite organization to collaborate on advancing those themes more deeply into organizations. We will also tackle some of the thorny issues around membership criteria, to better reflect the current state of the profession.

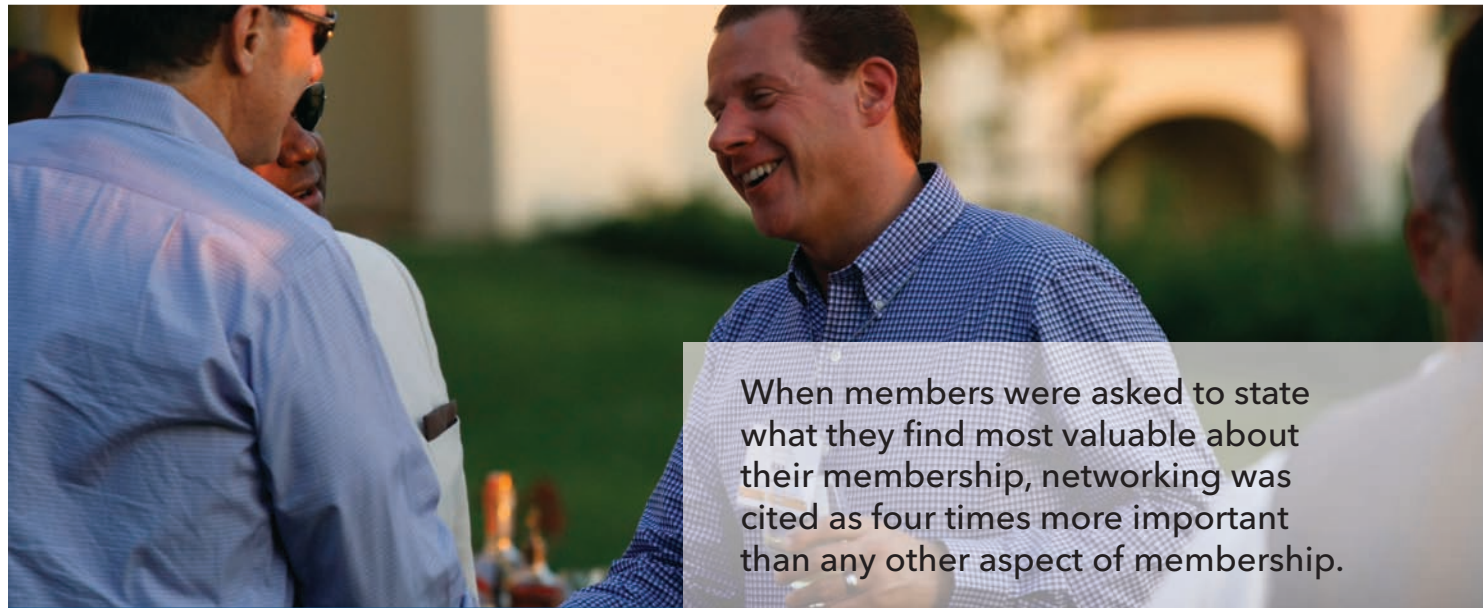
I am excited about the future of the Page Society, and look forward to reporting further progress over the next period. As you reflect on 2010, I hope you will consider how you would like to get involved and contribute in the future. Thank you for your commitment to the Page Society.

I am immensely grateful to the members of the Board and to all those who have volunteered their precious time to our cause. We are only as strong as what we put into it.

With best wishes,

William Margaritis  
Chairman, Arthur W. Page Society, and  
SVP, Global Communications and  
Investor Relations, FedEx Corporation

ARTHUR W. PAGE SOCIETY



When members were asked to state what they find most valuable about their membership, networking was cited as four times more important than any other aspect of membership.

“As we make decisions shaping the future of the Page Society,” said Chairman Bill Margaritis in his Strategic Direction for the Arthur W. Page Society memo, “we must focus on constantly increasing value to our membership – ensuring that they are prepared to meet the changes over the horizon.”

*“Ability to meet and talk with a peer group of thought leaders.”*

*“A focused opportunity to interact with the most senior people in the field.”*

*“Access to those that have a similar job in major organizations.”*

*“Meeting people who I can call on and bounce off ideas.”*

traditional limits. The road is difficult but ultimately rewarding for those who navigate it well.

At this critical juncture, Margaritis called upon members to tell us how well the Page Society is helping them meet these challenges, and how essential the Arthur W. Page Society is to supporting this new brand of CCO.

Page Society’s pro bono agency of record, Ketchum, stepped up to conduct an in-depth survey of current members to find out how current members are connected to the organization’s mission, how well the Page Society is delivering on its promise to members, and what drives member engagement.

**What We Learned**

One hundred and eighty members completed the online questionnaire, or 48% of the membership. Key findings confirmed that the Page Society needs to work harder to bridge the gap between what members expect the Arthur W. Page Society to deliver, and what the organization is actually doing.

Page Society members recognize and understand the organization’s mission, and many of the respondents had attended major events such as an Annual Conference. Some 78% reported they are likely to recommend the Page Society to a peer. The

majority of members describe the Arthur W. Page Society as professional, credible, thought-provoking and relevant.

Networking was identified as the important driver of membership by far, with programs, thought leadership, learning and exclusivity following as significantly less important. Findings suggest that the organization has become less inclusive and more cliquish. Some members reported feeling less valued than other members.

Page Society members want to learn from each other, even more than they want to hear from big-name speakers from a stage. But they are also time constrained, which presents the single greatest difficulty to attending meetings like the Annual Conference and Spring Seminar.

**What Next?**

Trustees were given a presentation of the survey results in detail by Ketchum’s David Rockland and spent considerable time in successive meetings strategizing how the results should be implemented into program changes and developments.

The results played a significant role informing the new committee structure (see p. 21), particularly in helping the new Membership Engagement Committee identify its purpose and mission for 2011. But the insights from this study are not isolated to the activities under this umbrella. Creating a better value proposition for members has been the dominant theme throughout the latter part of 2010, and well into 2011. Page Society leaders recognize this survey provides a roadmap to a stronger organization.

The results of the survey were shared with members at the 2010 Annual Conference and in an email to members just following the Annual Business Meeting. Page Society Trustees also convened a Town Hall Teleconference in December, 2010, to articulate how the results are influencing strategic planning for the future.

Specific improvements were initiated as soon as possible. In answer to the clear need for more meaningful interaction between members, a 2011 Spring Seminar committee began to work on ways to incorporate that insight more tangibly into the agenda. All subsequent meetings will include a focus on creating significant member-to-member engagement opportunities.

New member orientation was identified in the survey as a hidden driver. Both through the data and anecdotal discussions, it was clear that new members are not always sure about the ways to get involved in Page Society activities, which might contribute to the ‘cliquish’ quality that emerged in the data. Trustees and staff reached out individually to new members in 2010 to gauge interest in getting involved, and have pledged to continue to bring opportunities to them proactively.

As this work continues in 2011, the Page Society will seek input from previously uninvolved members, continue to improve new member experiences, and make all of our meetings together more interactive, and more enjoyable, as everyone understands better the vital role each person plays in making the Arthur W. Page Society what it is today.

**DRIVERS OF ENGAGEMENT**

- Gaps exist in meeting member’s expectations
- Thought leadership, learning opportunities and networking opportunities are the most important attributes among members. However, when it comes to delivering against these attributes, some members do not think AWPS is exceeding their expectations.

|                               | Attributes  |
|-------------------------------|---|
| <b>Key Drivers</b>            | Thought leadership<br>Learning Opportunities<br>Networking Opportunities<br>Professional Development Opportunities<br>Conferences |
| <b>Table Stakes</b>           | Exclusivity   |
| <b>Relatively Unimportant</b> | Access to Research<br>Global Opportunities<br>Business Development Opportunities  |
| <b>Hidden Drivers</b>         | New Member Orientation  |

## ORGANIZING FOR SUCCESS

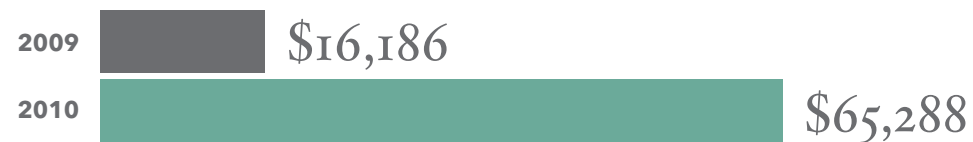
### TOTAL REVENUES



### TOTAL EXPENSES



### NET INCOME



In the first half of 2010, a task force was appointed to find a new president to serve as the head of staff at the Arthur W. Page Society. Trustees agreed that the role would be converted from executive director to president to be more in line with other professional organizations, and to increase the strategic expectations of the position. The former volunteer role of president would henceforth be known as chairman.

Richard Marshall at Korn/Ferry International was retained to handle the search, and Valerie Di Maria, director, client strategy & growth, Peppercom chaired the committee. Following a thorough search and a series of in-depth interviews with shortlisted candidates, the Board agreed to hire Julia Hood, former publishing director of *PRWeek*, as the Page Society's new president.

Page Society's new president began work on July 12, 2010 at the Manhattan headquarters office. Plans to move to new offices were temporarily postponed until the end of 2011, and throughout 2010 the Page

Society continued to share space with the Council of Public Relations Firms. Staff members in 2010 included member services director, Susan Chin, and communications director, Anuneha Mewawalla. Mary Elliott had been a consultant with the Page Society since 1996, working primarily on the Spring Seminar and Annual Conference. In 2010, Hood announced that the Page Society would be hiring Elliott as vice president of member engagement. (Another staff member, Dan Strouhal, was added in 2011 in the role of program manager).

Working closely with Helen Ostrowski, Page Society treasurer and chairman (retd.), Porter Novelli; Hood implemented the organization's first employee handbook and financial policies, overhauled the budgeting process for 2011, and reworked the staff vacation policies. The Page Society continues to retain Jennifer Jordan of Jordan Daily Money Management for accounting services. Jordan played a key role in the budgeting overhaul and in ongoing support.

## Financial Overview

At the start of 2010, there were signs that the Page Society had returned to health following a difficult period of declines in membership and revenues during the recession. The trend largely continued in 2010. Total revenues increased from \$1,362,189 the previous year to \$1,661,700, with growth in both membership and Spring Seminar revenues.

Costs were higher in 2010 than in 2009, with total expenses at \$1,596,412 versus \$1,346,003 the previous year. The increase was due in part to personnel factors, including the hiring of the new president. Annual Conference and Spring Seminar costs were higher as well. Net income for the year was \$65,288, versus \$16,186 in 2009.

A significant change was made to the accounting procedures of the Page Society, on the matter of pre-paid dues. Previously, pre-paid dues had been recorded in the year they were received, rather than being deferred to their actual year of membership.

The Trustees approved the decision to take a one-time hit to the bottom line by deferring the revenue for 2011 dues that was received in 2010, which is in accordance with Generally Accepted Accounting Principles. The impact was that pre-paid dues revenue of \$260,258 will be recognized in 2011 rather than in 2010 when it was received.

## Membership Recruitment

New member recruitment accelerated in 2010, as the organization added 47 new members for a year-end total of 407. This was consistent with the Membership Committee goals of increasing the total member number by 10%.

Six of the new members recruited were non-U.S.-based, supporting the Page Society's continuing efforts to evolve into a more global community. In addition, a new membership category for NGOs (non-governmental organizations) was established in 2010, with two members recruited.

In 2010, Margaritis and fellow Trustees instituted a plan to tackle some of the thorny issues of membership criteria. A serious review of the standards for membership has not been undertaken

in the Page Society's 28-year history, and there was a strong sense that a review was needed. The results of this work have been formalized in 2011.

## A NEW PLAN FOR COMMITTEES

In 2010, the Page Society formalized a new committee structure which was subsequently rolled out in January, 2011. While previously there were some 18 committees operating independently, the new structure includes four main committees, each working towards objectives within its own network of sub-committees and working groups. The goal of this new committee plan is to create synergies between our activities, avoid repetition, and to set achievable targets that will give volunteers a more tangible sense of satisfaction. The four main committees as of 2011 are as follows:

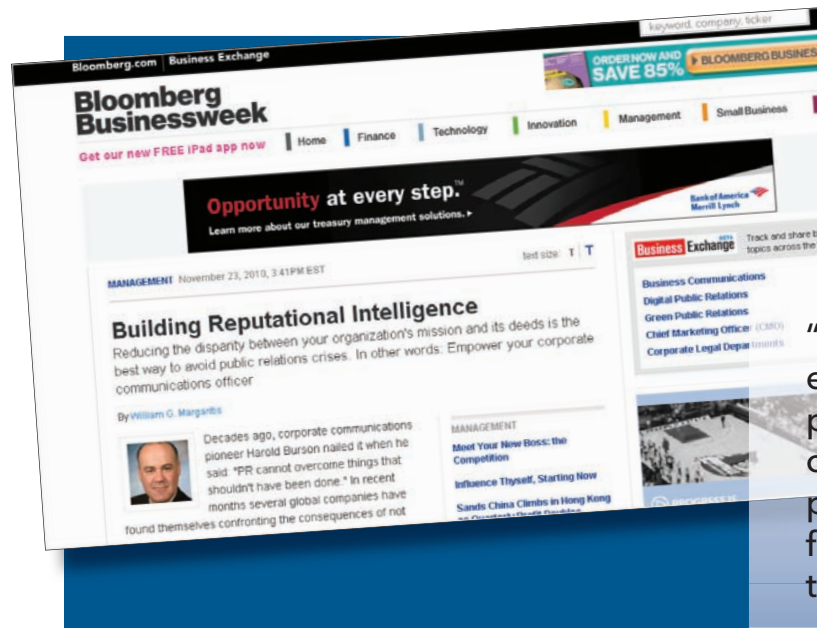
**Operations:** Comprising governance, nominating, membership and audit committee functions. Dedicated to ensuring organizational health, adherence to bylaws and consistent reporting on membership numbers, revenues and costs.

**Membership Engagement:** Fueled by the Membership Survey, focusing on ensuring quality and innovation in all of the deliverables to members, including the Annual Conference and Spring Seminar, regional meetings, teleconferences and all networking opportunities. Mary Elliott, who has been a full-time consultant to the Page Society, has been hired as of January 1, 2011, to staff this committee.

**Professional Development:** For programs designed for key staff of members, including the highly successful Future Leaders Experience program and the Learning Community.

**Thought Leadership:** Includes the Authentic Enterprise Task Force, which is currently developing new intellectual property through work streams that emerged through the Authentic Enterprise report. This committee also includes communications, global activities, programs targeting the C-suite and business schools.

## THOUGHT LEADERSHIP: SHAPE OUR PROFESSION



“Leading companies now recognize the essential role that ‘reputational intelligence’ plays in both strategic planning and daily operations. These organizations work proactively to create an authentic culture, fostering values and behaviors throughout that accurately reflect what they stand for.”

As the top organization for communication leaders, the Page Society is best positioned to provide new intellectual thinking to its members and the profession. In 2010, we took on several key initiatives to advance thought leadership across a number of key areas.

### Next Phase for Authentic Enterprise

In 2010, the Authentic Enterprise Task Force launched research on Values and a New Model for Corporate Communications. The Values study, co-led by Helen Ostrowski and Ray Jordan, corporate vice president - public affairs and corporate communication, Johnson & Johnson; will gather critical qualitative insights on how values are developed, expressed and operationalized at top Fortune 50 corporations.

The second thought leadership initiative will create a new model to integrate culture, brand and reputation management – providing a way for CCOs/CMOs to put “The Authentic Enterprise” into practice. Jon Iwata, senior vice president, marketing and communications, IBM Corporation; and Roger Bolton, senior vice president of communications, Aetna (retd.), and senior counselor, RBC Strategic Consulting; are co-chairing the research on the New Model for Corporate Communications.

### Engaging the C-suite

Strengthening the management policy role of the CCO is the mission of the Page Society, and addressing CEOs and C-suite members’ understanding and appreciation of the CCO role is a step in that direction. In 2010, the Page Society made progress with placements of opinion pieces in top-tier business media such as *Bloomberg BusinessWeek* on the topic of culture and reputation. In “Building Reputational Intelligence,” Chairman Bill Margaritis observed that CEOs should turn to the natural guardian of reputation within their organizations – the chief communication officer.

On October 27, Page Society leaders took part in a C-suite Social Media Summit convened by IBM that looked at the business value and risks of social media from all corporate perspectives. The Summit featured Jon Iwata and his peers – IBM’s CFO, the head of HR, CIO and general counsel and was held in New York, NY. Tom Kowaleski, vice president of corporate communications, BMW of North America, presented at the Summit.

“The genesis of this event was two-fold. First, we’ve been examining these issues as part of the current Authentic Enterprise Task Force’s New Media work stream, which I’m co-leading with Alan Marks, SVP corporate communications of eBay. Second, social

media has become an increasingly hot topic across the C-suite at IBM. This has, as expected, required a cross-functional, multi-disciplinary approach,” said Iwata.

### The Relaunch of Page Turner

Page Turner, the Page Society blog, was relaunched in 2010 with a sharp new focus on content and issues relevant to corporate leaders in the C-suite, analyzed through the lens of the chief communication officer. The blog now provides a dynamic thought leadership platform, a forum for knowledge sharing, and a resource for understanding the complexity of the communications environment for readers.

Actively commenting and analyzing news and feature stories from business, mainstream and other media outlets, studies and reports produced by top business schools, research institutions, management consultants and agencies, Page Turner is stimulating critical thinking and dialogue on imperative issues, challenges and opportunities for the C-suite community.

Within months of reinvigorating content, traffic on the Page Turner site improved significantly with a



At IBM’s C-suite Social Media Summit, Tom Kowaleski delved into the challenges and opportunities they faced in building a social business network across more than a dozen departments at BMW.

54 percent increase. The amount of time that visitors spend on the site doubled.

### CLIPS FROM PAGE TURNER BLOG



**BJORN EDLUND, POWER 101, THE CLASS YOU WON’T GET IN B-SCHOOL:**

“Power is a primitive, primordial process, and that may be why it is so hard to study and analyze so that it can be taught. A lot of organizational habitués think of power as the result of hierarchical positions, but a bigger office and a big title are just the entry ticket. To me, power is the way leadership comes alive in a company.”



**BRUCE HARRISON, DID BP’S CHIEF DESERVE A “SLAMS MEDIA” HEADLINE?:**

“It did seem somewhat unrealistic—and a trifle pouty—for [the BP] CEO to appear dismayed by media attention. ‘Over 87 days as the oil kept flowing into the ocean, it frequently felt as if we were the only story on the news.’ Well, chief, welcome to transparency and eyeball competition. This is the inevitable, call it dark, star turn for a company in trouble in the digital age.”



**LYNN CASEY, HAVING THE COURAGE TO FOSTER BOLD VISIONS:**

“Setting an inspirational vision and courageously sticking to principles falls to the chief executive. It may be lonely at the top, but in this critical endeavor he or she is not alone. The CCO ensures that the vision is understood and supported throughout and beyond the organization. And in some cases to co-create that vision.”

Page Turner can be accessed at [www.awpagesociety.com/awp\\_blog/](http://www.awpagesociety.com/awp_blog/)

[www.awpagesociety.com](http://www.awpagesociety.com)

## FOCUSING ON TALENT



### Future Leaders Closes First Class

A milestone of 2010 was the culmination of the inaugural class of Arthur W. Page Society's Future Leaders Experience – the two-year leadership development program designed to prepare high-potential communications executives to assume the role of the chief communication officer (CCO) at major corporations. Tom Martin, chair of the Future Leaders Task Force and executive-in-residence, College of Charleston, spearheaded the development and launch of the program. Over a two-year period, the Future Leaders class moved through six extended learning modules exploring themes such as Leadership, Business Acumen, Social Media, Values, Stakeholder Engagement and Trust focusing on the essential knowledge and skills required to succeed in the CCO position.

Session conveners brought in thought leader resources, best current thinking, critical questions, and curricula to the design of these learning experiences. Participants had the unique opportunity to interact with and learn from

*Future Leaders met in Washington, DC from June 21 to 23, 2010, at the former home of President James Monroe for a learning session on building and managing multi-stakeholder relationships.*

current, past and future corporate officers, and to share experiences and best-practices with their communications peers at top corporations.

The first intensive 3-day session centered around "Building a Strong Foundation: Values for Our Companies, Our Profession and Ourselves." The session stimulated participants to delve into the values established and communicated by their companies, as well as their role as communication leaders, in creating, shaping and sustaining these values. Tom Martin was convener for this module held February 22-24 at the College of Charleston; Charleston, S.C.

"Building and Managing Multi-Stakeholder Relationships" was the theme of the second module that explored in depth how organizations interact with the stakeholder groups that are important to them, the specific needs and interests of individual stakeholder groups, and the role of Future Leaders, as professionals, in driving new approaches to the management of stakeholder relationships given the evolving business and communications environment. Peter Debreceeny, consultant, Gagen MacDonald, and former VP of the corporate relations department of Allstate Insurance Company convened this session held at the former home of James Monroe from June 21-23 in Washington DC.

The final module of 2010, held at Yale University from October 18-20, revolved around the theme "Building & Managing Public Trust in Business." This learning experience pulled together the cumulative knowledge of the previous five sessions and addressed such potent questions such as: how can businesses earn the public trust and how can corporate communication leaders engage the entire enterprise in building trust. Roger Bolton was convener for this culminating session of the first class of Future Leaders Experience.

Replete with ceremonial tradition, the graduating class of Future Leaders was honored with specially engraved Jefferson cups from the Arthur W. Page Society at a dinner presided over by Chairman Bill Margaritis. Several Page Society members who sponsored members of their team for the program

joined in the celebration, along with some of the conveners of the various extended learning modules including Maril MacDonald, CEO, Gagen MacDonald; Tom Martin; Peter Debreceeny; and Roger Bolton.

Following the tremendous success of the inaugural class of the Future Leaders Experience, the Arthur W. Page Society recruited the next class (of 2012), 30 senior level corporate communications practitioners representing corporations such as Johnson & Johnson; GE; Chevron Corporation; PepsiCo; Mars, Incorporated; FedEx; Sara Lee; Symantec; Kaiser Permanente; Cardinal Health; Thomson Reuters; Michelin North America; Novartis; IBM; The Home Depot; Northwestern Mutual; BAE Systems; Allstate; Electrolux; Southwest Airlines; Time Warner; USAA; Xerox; Gagen MacDonald; and Waggener Edstrom Worldwide.

**"In my role guiding global employee and executive communications for Johnson & Johnson, I've applied a number of best-practices – both those learned from the leaders we've met and also from my Future Leaders peers – to better connect our employees around the world to the strategic underpinnings of our business, driving better engagement and commitment on their part in the process."**

**–Craig Rothenberg, vice president, corporate communication, Johnson & Johnson**



*Jon Iwata presented to Future Leaders at the final learning session held at Yale University from October 18 to 20, 2010, on the theme of building and managing public trust in business.*

### Development of Learning Community

A key component of Page Society's mission is to bolster a commitment to preparing the next generation of communication leaders for challenges on the horizon. The goal is to create a community that could be a place for divisional heads to network and for high-potential individuals to advance their development. The program would also provide CCOs with valuable information to assist their own succession planning.

Pressing forward on this strategic imperative, planning began in 2010 for the first extension to Page Society's Professional Development offering that would be available at the Spring Seminar in 2011. The "Learning Community" seeks to extend beyond the Future Leaders Experience level and deeper into Page Society members' team. The Future Leaders Experience and Learning Community are both a pipeline for Page Society membership in the future. Tom Martin spearheaded the effort to create the Learning Community.



**"I hope I'm only one of all CEOs who stand here and say that communications is indispensable – there's no change, no company success without it."**  
*–Andrea Jung, chairman and CEO of Avon Products*

valuable to the organization on an individual and function-wide basis. A dynamic lineup of speakers engaged conference participants in critical discussion on key emerging issues and challenges.

**Robust Participation from Industry Leaders**

The Seminar was chaired by Perry Yeatman, SVP, corporate affairs, Kraft Foods, and co-chaired by Tom Kowaleski. With strong participation by nearly 170 communications leaders including Page Society members and their guests, the conference was a resounding success. The event was also successful financially, bringing in \$200,285 in registration revenue and \$59,000 in sponsorship revenue.

Headlining the event were two exceptional CEOs – Irene Rosenfeld, chairman and CEO of Kraft Foods and Andrea Jung, chairman and CEO of Avon.

Rosenfeld noted that a great corporate affairs team drives the business agenda and is a true business partner to the CEO. She also related strategies on how communications executives can accomplish moving from "good to great" in the profession. "In my job as CEO, even if something

happened on someone else's watch, it's my problem now. A great corporate affairs team holds our feet to the fire — to ensure that we adhere to the promises and pledges we make, or that we adequately explain when we have need to make a change. They also take a long view, staying mindful of how the expedient decisions we make today, might impact the future."

With a number of illustrations, Rosenfeld emphasized how critical corporate communications has been to her as the CEO, and to driving the successful turnaround and transformation of Kraft Foods.

Reflecting on her last decade as CEO of Avon, Andrea Jung explained "Inspiring change – change of a brand, change of a company, change of a legacy, tried to make it 125 years young – has been all about

not effective, not enabling, but powerful driving strategic communications." Referring to the functional leader she spends the most amount of time with, more than the CFO, or head of the supply chain, she said it has been communications that has been right at the right hand of the leader.

Internationally renowned expert on the science of influence and persuasion, Dr. Robert Cialdini, discussed how we can learn to more effectively influence others about our ideas and positions in order to create more personal and functional value. Cialdini has taught at the Stanford Graduate School of Business and Harvard's Kennedy School of Government and is the most cited social psychologist in the world today in the field of influence and persuasion.



**Speakers Deliver Critical Insights**

One of the world's foremost experts on Board leadership and governance, David Nadler, Ph.D., vice chairman, Marsh & McLennan Companies, Inc. presented best practices on how CCOs can work effectively with their Board. Nadler also discussed how the relationship between corporate leadership and its Board of Directors has changed; how the communications dynamic has changed between CEOs, Boards and the outside world; changes in Board structure; and the skills, experiences and relationships that are important for Board Members.

Nadler described the characteristics of today's Board agenda, citing a survey that identified the top Board meeting agenda issues in 2010. Top issues included strategy, risk management, succession planning, executive compensation, shareholder communication, regulatory compliance and director recruitment. Nadler noted that a number of these topics will have

communication issues related to them such as how companies describe their strategy, their constituencies, risk management, given the increasing probability that their CEO will not serve out his or her term, the consequent communications issues, executive compensation and shareholder communication.

He also advised CCOs on how to work with Boards. "The best practice is to think about crisis management in advance, and the moment something happens, immediately say how do I engage both

**"Our corporate affairs team is my 'secret weapon.' Indeed, they do conduct public relations as if the entire company depends on it."**  
*–Irene Rosenfeld, chairman and CEO of Kraft Foods*

my internal and external communications team to work with the Board, to work with the management team to figure out what we're going to do," he said.

In an interactive session, leading executive recruiters George Jamison of Spencer Stuart; William Heyman of Heyman Associates, and Richard Marshall of Korn/Ferry International elaborated on how CCOs can bridge organizational needs with CEO challenges, and elucidated the characteristics, skills and experiences necessary for the role of CCO.

A Socratic panel, "Multifunctional Teams" examined the case of the Amazon Kindle and the inter-connectivity of today's corporation. The panel commented on the role of communications as both a participant in decision-making and an enabler of organizational alignment.



## FACEBOOK, BP, SOUTHWEST TOP ANNUAL CONFERENCE AGENDA



New members representing a broad spectrum of industries were welcomed into the Arthur W. Page Society and introduced to the membership at a session held at the 2010 Annual Conference.

The 27th Annual Conference of the Page Society, "Culture as a Competitive Advantage," explored the critical role the chief communication officer plays in creating and sustaining a winning culture, in aligning internal culture with evolving external realities, and in using culture to drive business success.

**The 2010 Annual Conference of the Page Society, "Culture as a Competitive Advantage" was held September 26 to 28 at the Terranea in Palos Verdes, CA.**

Sandra Macleod, CEO, Echo Research, and Gary Sheffer, VP, communications and public affairs, General Electric, chaired and co-chaired the 2011 Annual Conference respectively. Nearly 150 Page Society members were in attendance at this signature annual meeting held from September 26 to 28 at Terranea in Palos Verdes, CA. The conference brought in sponsorships of \$93,895 and registration revenue of \$238,115.



### Dynamic Content Stimulates Learning

Dr. Frank Luntz, one of America's most experienced and sought-after communications and political consultants, brought his wealth of perspective to Page Society members in a session entitled, "What Americans Really Want... Really." Engaging Page Society members in an energetic

session, he explained that the "new business lexicon" must respond to the new sensibility at work in America. Luntz also offered advice and practical insights to help navigate the new American mindset.

A panel discussion focused on the BP crisis in the Gulf of Mexico and its lessons for corporate America. Participants included Andrew Gowers, head of group media for BP; Anne Thompson, chief environmental affairs correspondent from NBC News; and Eric Dezenhall, CEO of Dezenhall Resources. Gowers faced his peers in evaluating the company's response to the oil spill, and its future.

Southwest Airlines' SVP, marketing and revenue management, Dave Ridley, shed light on what brings Southwest Airlines' culture to life, and the "Triple bottom line" that denotes Southwest's inseparable connection between people, performance and ultimately profits.

"At Southwest Airlines, our customer is number 2, our employee is number 1... Employee takes care of customers, customers take care of shareholders and that's the formula for success... Employee comes first... If you call your people human capital, that is not an organization that puts it people first," he explained.



"The only question that really matters is: what is the promise I'm creating and how am I delivering on it. Am I building trust using these technologies because it is a place where trust can be built and maintained for life."

—Jonathan Ehrlich, director of marketing, Facebook

Facebook's director of marketing, Jonathan Ehrlich, delved into how communicators can unleash the potential of Facebook for their organizations and outlined several recommendations for driving engagement through social media tools.

Communications and social media leaders from Comcast Corporation, Kaiser Permanente and Jet Blue Airways shared real examples of how their companies are leveraging the power of social media. From taking customer insights and putting that back into operations, and building human relationships with consumers – to effective crisis communications, and utilizing social media as a powerful platform for engaging senior leadership with employee workforce – the speakers provided valuable, actionable social media strategies.

Discussing sustainable value creation for a connected world, Lenny Mendonca, chairman, McKinsey Global Institute and director, McKinsey & Company, Inc. shared trends and guidance with the conference participants on how corporations can position themselves today to maximize their profitability and societal impact. The recommendations were informed by interviews with CEOs, senior management teams, economists, experts at McKinsey and other thought leaders.

Representing various functional heads, a panel of experts looked at the ways that CCOs can lead across the enterprise, reconciling the competing imperatives of other functional areas including human resources, legal, information technology and marketing. Vice president of global human resources at Alcoa, Jack Bergen; former chief marketing officer of Kodak, Jeffrey Hayzlett; former global general counsel at Pricewaterhouse Coopers, Larry Keeshan; and executive vice president and chief information officer at Ingram Micro, Mario Leone, brought in their diverse perspectives to this panel.

### Members Attend Annual Business Meeting

At the Annual Business Meeting, Chairman Bill Margaritis and President Julia Hood gave an overview of health of the organization, including the recent survey of membership, as well as detailed plans for reorganizing the committee structure. Maril MacDonald gave the Nominating Committee report, proposing the re-election of Margaritis to a second term, which was approved. MacDonald also revealed the new Trustees that had been elected by the Board, including Alan Marks of eBay, Johanna Schneider of Business Roundtable, Nick Ashooh of Alcoa, and Sean O'Neill of Heineken.

The Arthur W. Page Society's highest honors, the prestigious Hall of Fame and Distinguished Service Awards, were announced and presented at a special Awards Dinner Ceremony held during the conference. 2010 Honorees presented thought-provoking acceptance speeches commenting on the state of the profession and opportunities ahead.



The Annual Conference was also an occasion when the Page Society inducted a number of new members, bringing an impressive cross section of industries into the organization, including the American Lung Association, Wells Fargo, Land O'Lakes and Sprint.

## HONORING TRUE LEADERS IN THE PROFESSION

“With ground breaking initiatives like ecomagination and healthymagination, Beth stands out as a model of innovation in our industry.”

–Bill Margaritis, chairman,  
Arthur W. Page Society

With a long history of setting the gold standard for the communications industry, each year, the Arthur W. Page Society honors two senior level communications executives for outstanding career achievement with the prestigious Hall of Fame and Distinguished Service Awards. The Arthur W. Page Society’s Hall of Fame represents some of the most acclaimed and influential figures in the public relations profession. The full text of the speeches by the Hall of Fame and the Distinguished Service Award recipients are available on the Page Society Web site under the Insights and Research section.

### Hall of Fame

Beth Comstock, chief marketing officer and SVP of GE, was inducted into the Arthur W. Page Society’s 2010 Hall of Fame. As CMO, Comstock leads GE’s organic growth and commercial innovation initiatives, as well as the sales, marketing and communications functions. She is responsible for the GE-wide business platforms ecomagination, devoted to reducing environmental impact with new technology, and healthymagination, focused on achieving sustainable health through innovation by lowering costs, improving quality and reaching more people.

“With ground breaking initiatives like ecomagination and healthymagination, Beth stands out as a model of innovation in our industry,” said Bill Margaritis, chairman, Arthur W. Page Society.

Past Hall of Fame honorees include Jon Iwata, IBM; Harold Burson, Burson-Marsteller; Edward Block, AT&T; W.D. (Bill) Nielsen, Johnson & Johnson; Charlotte Otto, Procter & Gamble; among other luminaries.



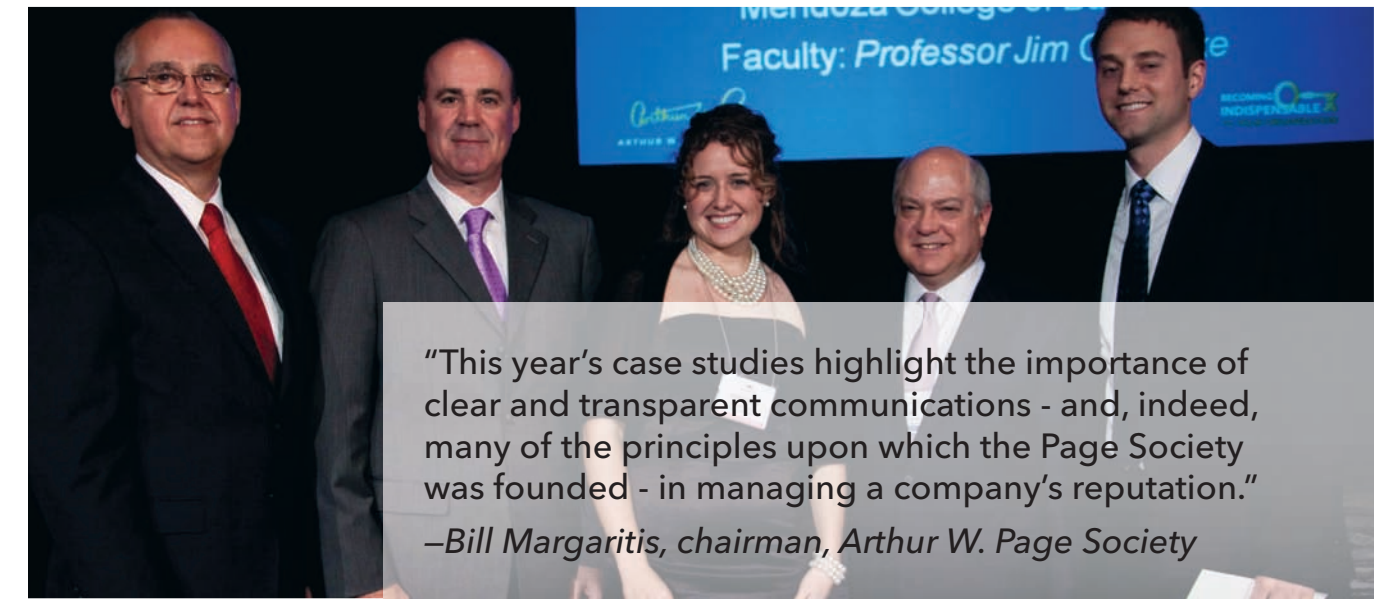
*The prestigious Arthur W. Page Society Hall of Fame and Distinguished Service Award were presented at a special Awards Dinner held at the 27th Annual Conference in Palos Verdes, CA on September 26, 2010.*

### Distinguished Service Award

The Distinguished Service Award is presented to individuals who have devoted themselves to services that help build and nurture the profession. Peter Debreceny, consultant, Gagen MacDonald, and former VP of the corporate relations department of Allstate Insurance Company, was recognized with the Page Society’s 2010 Distinguished Service Award. While at Allstate, Debreceny won a Silver Anvil award for his work in stakeholder engagement and corporate reputation management. Previously he led communications for New Zealand’s first two America’s Cup yachting challenges in Perth, Australia and in San Diego. He also led the campaign for New Zealand’s first successful environmental campaign. Debreceny is a 2009 inductee to the PR News Hall of Fame and is chair of the Commission on Global Public Relations Research.

“Peter’s pioneering spirit and commitment to building the future of our profession is widely recognized across the industry,” said Margaritis.

## INSPIRING SCHOLARSHIP ON COMMUNICATIONS



“This year’s case studies highlight the importance of clear and transparent communications - and, indeed, many of the principles upon which the Page Society was founded - in managing a company’s reputation.”

–Bill Margaritis, chairman, Arthur W. Page Society

In an effort to increase awareness among students of the value of public relations as a central function of management, the Page Society conducted their annual Case Study Competition in 2010. A call was issued for original case studies written by students of accredited schools of business, communications and journalism that focus on the practice of corporate communications. The competition was sponsored by the Arthur W. Page Society and the Institute for Public Relations.

### Grand Prize

*Domino’s “Special Delivery” Going Viral Through Social Media*

Adam Peeples and Christiana Vaughn, University of Notre Dame, Mendoza School of Business

### First Prize, Business School

*Apple, Inc.: Transparency in Corporate Statements About the CEO*

Paul Kim, Jon Lee and Steve Lee, University of Notre Dame, Mendoza School of Business

*Adam Peeples and Christiana Vaughn, students at the University of Notre Dame, Mendoza School of Business, were presented the Grand Prize of \$5,000 at the 2010 Page Society Spring Seminar at The Waldorf Astoria Hotel in New York City. Professor James O’Rourke was honored as the faculty advisor for the winning submission.*

### First Prize, Communications

*President Obama at Notre Dame: Maintaining Integrity When Actions Speak Louder Than Words*  
Elizabeth Riesterer, University of Alabama, College of Communication & Information Sciences

### Second Prize, Business School

*General Motors Corporation: Communicating A New Vision For Survival*  
Lina Sorensen and Timothy Whitehead, University of Notre Dame, Mendoza School of Business

### Second Prize, Communications

*Entirely Comfortable with its Orientation: Subaru’s Successful History of Gay/Lesbian Integrated Marketing Communications*  
Laurie Phillips, University of North Carolina, School of Journalism & Mass Communication

### Third Prize, Communications

*Cornell University: H1N1 Influenza Pandemic*  
Abigail Bedecs and Joonas Niiholm, Syracuse University, S.I. Newhouse School of Public Communication

Cash prizes were also awarded to the first, second and third place winners.

Copies of the winning case studies and presentation materials can be downloaded from the Page Society’s Web site –Insights and Research section.

**IN MEMORIAM** The Arthur W. Page Society would like to pay tribute to our esteemed members who passed away recently.

**Chester Burger**

National Manager, CBS Television News  
President, Chester Burger & Co., Inc.  
Arthur W. Page Society Hall of Fame (1992)

“Chet was profoundly influenced by the impact Arthur Page made on AT&T, a company that became a Chester Burger & Co. client for more than 50 years. Chet liked to recall Page’s answer when asked by AT&T CEO Walter Gifford to join the company as a vice president in 1927: Yes, if the job would be one with policy-making responsibilities, but no if he would be only a publicity man. Chet distilled a lot of the Page Principles to good common sense. But he admired Page for creating a culture across AT&T where the term ‘public relations’ as policy-making was always preferred and not confused with the tactical process of ‘communications’.”

— Jim Arnold, Arnold Consulting Group



**Chester Burger**



**Jack Daly**

**Marilyn Laurie**

Former Executive Vice President,  
Brand Strategy and Public Relations, AT&T  
President, Laurie Consulting, Inc.  
President, Arthur W. Page Society (1993-1994)  
Arthur W. Page Society Hall of Fame (2002)

“Laurie’s impact on the profession and the public sector is incalculable. Public relations – in fact, society in its totality – has suffered an incalculable loss with the untimely death of Marilyn Laurie. Her remarkable career encompassed both the world of business and the public sector. As one of the nation’s most visible public relations practitioners, she materially enhanced the stature and credibility of the profession as a key management function. She was my friend and colleague for a quarter century. I will miss both her wit and her wisdom.”

— Harold Burson, Burson-Marsteller

**Jack Daly**

Senior Vice President of Corporate Relations,  
McDonald’s

“Jack was a pioneer in CSR with his communications leadership at McDonald’s. He will also be remembered for his leadership in global community relations in McDonald’s markets throughout the world. One of their global programs include the iconic Ronald McDonald Houses in 300 major cities.”

— Al Golin, GolinHarris



**Marilyn Laurie**

**Betsy Plank**

Former Director,  
External Affairs, Illinois Bell  
Principal, Betsy Plank Public Relations  
Arthur W. Page Society Distinguished  
Service Award (2000)

“Betsy Plank was an incredibly gifted and passionate communicator. Her commitment to leadership in public relations and mentorship was second to none. The Plank Center for Leadership in Public Relations at the University of Alabama is Betsy’s legacy to the industry. My favorite ‘stroke of genius’ by Betsy is when she decided to create a permanent position for the president of the PRSSA on the Board of the Center. That simple gesture created a link between the experienced practitioner, the next generation of communication leaders and the academic community. The public relations profession owes Betsy a tremendous amount for her endless commitment to learning.”

— Bill Heyman, Heyman Associates



**Betsy Plank**

**2010 COMMITTEES AND TASK FORCES**

The following list reflects the standing committees and task forces for 2010.

**PRESIDENT’S COUNCIL**

- William G. Margaritis, Chair
- Roger Bolton
- Edward M. Block
- Dave Drobis
- Lawrence G. Foster
- John A. “Jack” Koten
- Thomas R. Martin
- Maril Gagen MacDonald
- James E. Murphy
- Willard D. (Bill) Nielsen
- Kurt Stocker

**EXECUTIVE COMMITTEE**

- President, William G. Margaritis
- Secretary, Valerie Di Maria
- Treasurer, Helen Ostrowski

**Vice Presidents**

- Professor Paul A. Argenti
- Angela A. Buonocore
- Kimberley Goode
- Jon C. Iwata
- Raymond C. Jordan
- Raymond L. Kotcher
- David A. Samson

**At-Large Members**

- Roger Bolton
- Maril Gagen MacDonald

**BUSINESS SCHOOLS COMMITTEE**

- Professor James Scofield O’Rourke, IV, Ph.D., Chair
- Matthew Gonring, Co-Chair
- Professor Paul A. Argenti
- Clarke L. Caywood, Ph.D.
- Thomas R. Martin
- Lou Anne J. Nabhan
- Frank Ovaitt
- James R. Rubin, Ph.D.
- Don W. Stacks, Ph.D.
- Kenneth B. Sternad

**ANNUAL CONFERENCE COMMITTEE**

- Sandra Macleod, Chair
- Gary Sheffer, Co-Chair
- Professor Paul A. Argenti
- Catherine V. Babington
- Sally Benjamin Young
- Gerard F. Corbett
- Peter D. Debreceeny
- David F. Demarest
- Bob Feldman
- Genevieve Haldeman
- Rich Jernstedt
- Raymond C. Jordan
- Marie C. Kennedy
- Diane Gage-Lofgren
- Maril Gagen MacDonald
- Douglas Michelman
- Marie Remboulis
- David A. Samson
- Daniel I. Tarman

**COMMUNICATIONS COMMITTEE**

- Peter D. Debreceeny, Chair

**FINANCE AND ADMINISTRATION COMMITTEE**

- Helen Ostrowski, Chair
- Kristen M. Bihary
- Tim Fitzpatrick
- Dr. Michael B. Goodman
- Rob Gould
- Raymond C. Jordan
- Deb Miller
- Patricia D. Wright

## 2010 COMMITTEES AND TASK FORCES (continued)

### HONORS COMMITTEE

Willard D. (Bill) Nielsen, Co-Chair  
Roger Bolton  
Harold Burson  
John A. "Jack" Kotten  
Anne M. McCarthy  
Donald K. Wright  
*Marilyn Laurie served as Chair until her death*

### MEMBERSHIP COMMITTEE

Angela A. Buonocore, Chair  
Ann H. Barkelew  
Barbara S. Carmichael  
Matthew Gonring  
Dr. Kathleen S. Kelly  
Sean O'Neill  
Kenneth B. Sternad  
Arthur E. F. Wiese, Jr.  
Donald K. Wright, Ph.D.

### NOMINATING COMMITTEE

Maril Gagen MacDonald, Chair  
Barry H. Caldwell  
Paul Capelli  
Kimberley Goode  
Aedhmar Hynes  
Margery Kraus  
Helen Ostrowski  
Donald K. Wright, Ph.D.  
William G. Margaritis, ex officio  
Julia Hood, ex officio

### PROGRAMS COMMITTEE

Rich Jernstedt, Chair  
Gregory Elliott  
Thomas J. Kowaleski  
Jim Simon

### SPRING SEMINAR COMMITTEE

C. Perry Yeatman, Chair  
Thomas J. Kowaleski, Co-Chair  
Sheryl Y. Battles  
Paul Capelli  
Professor Janis Forman, Ph.D.  
Nancy Glaser  
Gary F. Grates  
Jon Harris  
George Jamison  
Maria P. Russell  
Professor James Scofield O'Rourke, IV, Ph.D.  
Shelley Spector  
Kimberly A. Welch

### AUTHENTIC ENTERPRISE TASK FORCE

Roger Bolton, Co-Chair  
Jon C. Iwata, Co-Chair  
Helen Ostrowski  
Raymond C. Jordan  
Matthew Gonring  
David A. Samson  
Alan Marks  
Gary Sheffer

### EXECUTIVE SEARCH TASK FORCE

Valerie Di Maria, Chair  
Catherine V. Babington  
Harvey Greisman (deceased)  
James E. Murphy  
Helen Ostrowski  
Gary Sheffer  
Donald K. Wright, Ph.D.

### FUTURE LEADERS TASK FORCE

Thomas R. Martin, Chair  
Maril Gagen MacDonald, Co-Chair  
Roger Bolton  
Peter D. Debreceeny  
Bob Feldman  
David A. Samson

### GLOBALIZATION TASK FORCE

Kenneth B. Sternad, Chair  
Catherine V. Babington, Co-Chair  
Jack Bergen  
Thomas J. Kowaleski  
Margery Kraus  
Anne M. McCarthy  
Helen Ostrowski  
David Senay

In late 2010, work began to reorganize and consolidate into 4 main committees. The committees at right have been operational since January, 2011.

### OPERATIONS COMMITTEE

Chair, Helen Ostrowski;  
Co-Chair, Catherine V. Babington

### MEMBERSHIP ENGAGEMENT COMMITTEE

Chair, Sally Benjamin Young;  
Co-Chair, David A. Samson

### THOUGHT LEADERSHIP COMMITTEE

Chair, Jon C. Iwata;  
Co-Chair, Roger Bolton

### PROFESSIONAL DEVELOPMENT COMMITTEE

Chair, Thomas R. Martin;  
Co-Chair, Peter D. Debreceeny

## STATEMENTS OF FINANCIAL POSITION

DECEMBER 31, 2010 AND 2009  
ARTHUR W. PAGE SOCIETY, INC.

|   | 2010                     | 2009                     |
|---|--------------------------|--------------------------|
| <b>Assets</b>                           |                          |                          |
| Current Assets:                         |                          |                          |
| Cash:                                   |                          |                          |
| Checking                                | \$ 51,546                | \$ 64,308                |
| Money Market                            | <u>316,909</u>           | <u>315,026</u>           |
| Total Cash                              | 368,455                  | 379,334                  |
| Receivables                             | 13,358                   | 20,848                   |
| Prepayments                             | 30,859                   | 17,175                   |
| Investments                             | <u>511,738</u>           | <u>472,248</u>           |
| Total Current Assets                    | 924,410                  | 889,605                  |
| Fixed Assets:                           |                          |                          |
| Office Equipment                        | 26,739                   | 25,532                   |
| Accumulated Depreciation                | <u>(20,212)</u>          | <u>(21,468)</u>          |
| Net Fixed Assets                        | 6,527                    | 4,064                    |
| Security Deposit                        | <u>11,946</u>            | <u>31,202</u>            |
| <b>Total Assets</b>                     | <b><u>\$ 942,883</u></b> | <b><u>\$ 924,871</u></b> |
| <b>Current Liabilities:</b>             |                          |                          |
| Accounts Payable                        | \$ 1,570                 | \$ 698                   |
| Payroll Taxes Payable                   | 4,760                    | 435                      |
| Deferred Revenue                        | 303,668                  | 371,814                  |
| Security Deposit                        | =                        | <u>14,768</u>            |
| Total Liabilities                       | 309,998                  | 387,715                  |
| Net Assets:                             |                          |                          |
| Temporarily Restricted                  | 69,500                   | 22,100                   |
| Unrestricted                            | <u>563,385</u>           | <u>515,056</u>           |
| Total Net Assets                        | <u>632,885</u>           | <u>537,156</u>           |
| <b>Total Liabilities and Net Assets</b> | <b><u>\$ 942,883</u></b> | <b><u>\$ 924,871</u></b> |

## STATEMENTS OF ACTIVITIES

FOR THE YEARS ENDED DECEMBER 31, 2010 AND 2009  
ARTHUR W. PAGE SOCIETY, INC.

|  | 2010                     |                         |                          | 2009                     |                         |                          |
|--|--------------------------|-------------------------|--------------------------|--------------------------|-------------------------|--------------------------|
|  | Unrestricted             | Temporarily Restricted  | Total                    | Unrestricted             | Temporarily Restricted  | Total                    |
| Revenue:                               |                          |                         |                          |                          |                         |                          |
| Member Dues                            | \$ 485,533               | \$ --                   | \$ 485,533               | \$ 438,235               | \$ --                   | \$ 438,235               |
| Contributions:                         |                          |                         |                          |                          |                         |                          |
| Cash                                   | 177,970                  | 69,500                  | 247,470                  | 156,547                  | 22,100                  | 178,647                  |
| In-Kind Services                       | <u>314,012</u>           | =                       | <u>314,012</u>           | <u>148,994</u>           | =                       | <u>148,994</u>           |
| Total Contributions                    | 491,982                  | 69,500                  | 561,482                  | 305,541                  | 22,100                  | 327,641                  |
| Event Income:                          |                          |                         |                          |                          |                         |                          |
| Annual Conference                      | 238,115                  | =                       | 238,115                  | 273,385                  | =                       | 273,385                  |
| Spring Seminar                         | 199,890                  | =                       | 199,890                  | 151,720                  | =                       | 151,720                  |
| Future Leaders Program                 | 139,988                  | =                       | 139,988                  | 139,988                  | =                       | 139,988                  |
| Other Events                           | <u>2,490</u>             | =                       | <u>2,490</u>             | <u>4,950</u>             | =                       | <u>4,950</u>             |
| Total Event Income                     | 580,483                  | =                       | 580,483                  | 570,043                  | =                       | 570,043                  |
| Exec. & Leadership Forums              | 19,580                   | =                       | 19,580                   | 9,272                    | =                       | 9,272                    |
| Sales of Publications                  | 186                      | =                       | 186                      | 2,283                    | =                       | 2,283                    |
| Interest and Dividend Income           | 9,421                    | =                       | 9,421                    | 11,679                   | =                       | 11,679                   |
| Miscellaneous Income                   | 5,015                    | =                       | 5,015                    | 3,036                    | =                       | 3,036                    |
| Net Assets Released From Restrictions  | <u>22,100</u>            | <u>(22,100)</u>         | =                        | <u>22,000</u>            | <u>(22,000)</u>         | =                        |
| <b>Total Revenues</b>                  | <b>1,614,300</b>         | <b>47,400</b>           | <b>1,661,700</b>         | <b>1,362,089</b>         | <b>100</b>              | <b>1,362,189</b>         |
| Expenses:                              |                          |                         |                          |                          |                         |                          |
| Programs:                              |                          |                         |                          |                          |                         |                          |
| Publications                           | =                        | =                       | =                        | 19,631                   | =                       | 19,631                   |
| Annual Conference                      | 301,799                  | =                       | 301,799                  | 237,820                  | =                       | 237,820                  |
| Spring Seminar                         | 210,420                  | =                       | 210,420                  | 203,663                  | =                       | 203,663                  |
| Future Leaders Program                 | 116,615                  | =                       | 116,615                  | 121,937                  | =                       | 121,937                  |
| Committees                             | 57,550                   | =                       | 57,550                   | 123,393                  | =                       | 123,393                  |
| General Programs                       | <u>691,155</u>           | =                       | <u>691,155</u>           | <u>484,656</u>           | =                       | <u>484,656</u>           |
| Total Programs                         | 1,377,539                | =                       | 1,377,539                | 1,191,100                | =                       | 1,191,100                |
| Management and General                 | 207,930                  | =                       | 207,930                  | 121,520                  | =                       | 121,520                  |
| Fundraising                            | <u>10,943</u>            | =                       | <u>10,943</u>            | <u>33,383</u>            | =                       | <u>33,383</u>            |
| <b>Total Expenses</b>                  | <b>1,596,412</b>         | <b>=</b>                | <b>1,596,412</b>         | <b>1,346,003</b>         | <b>=</b>                | <b>1,346,003</b>         |
| <b>Net Gain (Loss) from Operations</b> | <b>17,888</b>            | <b>47,400</b>           | <b>65,288</b>            | <b>16,086</b>            | <b>100</b>              | <b>16,186</b>            |
| Gain (Loss) on Investments             | <u>30,441</u>            | =                       | <u>30,441</u>            | <u>65,127</u>            | =                       | <u>65,127</u>            |
| <b>Change in Net Assets</b>            | <b>48,329</b>            | <b>47,400</b>           | <b>95,729</b>            | <b>81,213</b>            | <b>100</b>              | <b>81,313</b>            |
| <b>Net Assets, Beginning of Year</b>   | <b>515,056</b>           | <b>22,100</b>           | <b>537,156</b>           | <b>433,843</b>           | <b>22,000</b>           | <b>455,843</b>           |
| <b>Net Assets, End of Year</b>         | <b><u>\$ 563,385</u></b> | <b><u>\$ 69,500</u></b> | <b><u>\$ 632,885</u></b> | <b><u>\$ 515,056</u></b> | <b><u>\$ 22,100</u></b> | <b><u>\$ 537,156</u></b> |

# STATEMENT OF FUNCTIONAL EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2010

ARTHUR W. PAGE SOCIETY, INC.

|                                | Program Services  |                   |                   |                  |                   | Supporting Activities  |                  | Total               |
|--------------------------------|-------------------|-------------------|-------------------|------------------|-------------------|------------------------|------------------|---------------------|
|                                | Annual Conference | Spring Seminar    | Future Leaders    | Committees       | General Programs  | Management and General | Fundraising      |                     |
| Salaries and Benefits          | \$ --             | \$ --             | \$ --             | \$ --            | \$394,233         | \$119,307              | \$ 5,188         | \$ 518,728          |
| Facilities                     | 127,292           | 115,868           | 8,760             | 3,751            | --                | --                     | --               | 255,671             |
| Donated Services               | 71,128            | 29,128            | --                | 6,900            | 178,367           | 27,302                 | 1,187            | 314,012             |
| Consultants                    | --                | --                | --                | --               | 10,192            | 3,084                  | 134              | 13,410              |
| Transportation                 | --                | --                | 3,862             | --               | --                | --                     | --               | 3,862               |
| Awards                         | 150               | --                | 106               | 20,826           | 317               | 96                     | 4                | 21,499              |
| Other                          | --                | 2,821             | 1,103             | --               | --                | --                     | --               | 3,924               |
| Speaker Honorarium             | 26,824            | 7,500             | 380               | --               | --                | --                     | --               | 34,704              |
| Entertainment                  | 3,200             | --                | 2,850             | --               | --                | --                     | --               | 6,050               |
| Publishing and Sales           | --                | --                | --                | --               | 239               | 72                     | 4                | 315                 |
| Audio Visual                   | 25,794            | 20,685            | --                | --               | --                | --                     | --               | 46,479              |
| Travel                         | 7,780             | 4,791             | 14,275            | 665              | 11,894            | 3,600                  | 156              | 43,161              |
| Printing                       | 6,029             | 2,144             | 692               | 2,882            | 284               | 86                     | 4                | 12,121              |
| Publications                   | --                | --                | --                | --               | 1,461             | 442                    | 20               | 1,923               |
| Graphic Design and Production  | --                | 150               | 3,600             | 3,108            | 6,176             | 1,869                  | 81               | 14,984              |
| Computer Software and Hardware | --                | --                | 291               | --               | 9,964             | 3,015                  | 131              | 13,401              |
| Bank and Credit Card Fees      | 4,172             | 3,502             | 2,452             | --               | 8,506             | --                     | 3,118            | 21,750              |
| Professional Services          | 25,290            | 21,415            | 48,000            | --               | 15,200            | 32,618                 | 200              | 142,723             |
| Postage and Delivery Services  | 3,060             | 904               | 995               | 1,707            | 2,304             | 697                    | 31               | 9,698               |
| Insurance                      | --                | --                | --                | --               | 11,440            | 3,462                  | 150              | 15,052              |
| Meals and Entertainment        | --                | 245               | 595               | 11,147           | 1,102             | 334                    | 14               | 13,437              |
| Photography                    | --                | 215               | --                | --               | --                | --                     | --               | 215                 |
| Office Equipment               | --                | --                | --                | --               | 2,379             | 720                    | 31               | 3,130               |
| Dues and Subscriptions         | --                | --                | --                | 5,135            | 285               | 86                     | 4                | 5,510               |
| Meals                          | --                | --                | 26,625            | --               | --                | --                     | --               | 26,625              |
| Website Maintenance            | --                | --                | 212               | --               | 1,639             | 496                    | 22               | 2,369               |
| Telecommunications             | 890               | 594               | 927               | 1,008            | 6,428             | 1,945                  | 85               | 11,877              |
| Supplies                       | 190               | 458               | 890               | 421              | 2,608             | 789                    | 35               | 5,391               |
| Occupancy – Rent and Utilities | --                | --                | --                | --               | 23,762            | 7,191                  | 313              | 31,266              |
| Depreciation                   | --                | --                | --                | --               | 2,375             | 719                    | 31               | 3,125               |
| <b>Totals</b>                  | <b>\$ 301,799</b> | <b>\$ 210,420</b> | <b>\$ 116,615</b> | <b>\$ 57,550</b> | <b>\$ 691,155</b> | <b>\$ 207,930</b>      | <b>\$ 10,943</b> | <b>\$ 1,596,412</b> |

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