Thanks, Bette.

And good morning, everyone!

Well, it's been a pleasure to host you and to spend the past few days together.

Your energy your passion your dedication to the success of the HR profession and to this society is contagious.

That's why the SHRM staff always comes away from this conference both rejuvenated and a little tired.

Would you help me thank them for their hard work this week and year-round?

I'd also like to take a moment to introduce the SHRM Leadership Team who help make all of this happen.
● SHRM's Senior Vice President of Membership, Marketing and External Affairs, **Bob Carr, JD, SPHR**;

● Senior Vice President for Knowledge Development, **Dr. Deb Cohen, SPHR**;

● Senior Vice President of Professional Development and Strategic Partnerships, plus head of global operations for the Americas and Europe, **Brian Dickson**;
• SHRM’s general counsel and the Secretary of the Society, Henry Hart;

• CEO of SHRM India, Achal Khanna;

• Chief Financial Officer, Mary Mohney, CPA.

She also serves as the Treasurer of the Society;
• Chief Human Resources and Strategy Officer, **Dr. Jeff Pon**, GPHR;

• Senior Vice President for Publishing and E-Media, **Gary Rubin**; and

• Chief of Staff, **Margo Vickers**.
Of course, I'd like to again thank SHRM Board Chair **Bette Francis** for her vision and leadership and the entire SHRM Board for their support.

But most of all I'd like to take a moment to thank **you**, our Volunteer Leaders.

Because **you** put a face and a name to SHRM in your neighborhoods your cities and towns your states.

**You** are on the frontlines of our profession.

And **you** are an important reason why I can stand here today at SHRM's annual business meeting and proudly report as President and CEO that the state of our society is **strong**.

It was 65 years ago almost to this very day that SHRM was founded.

That small group of 32 personnel managers had a big vision: To create a national society.

One that recognized the importance of their new and growing field and promoted **their** development and **their** business perspectives.

At **that** time personnel administrators were **starved** for information and education.
They weren't included in important national conversations on labor.

And they had serious concerns about the role of the profession and its impact on business and public policy.

And now, 65 years later and 275,000 members strong I think it's safe to say: We've come a long way.

When SHRM's founders came together their purpose was "to advance and develop personnel ethics methods and research toward higher standards of performance leading to the professional recognition of personnel administration."

At its core that purpose hasn't changed very much because those needs haven't changed very much.

But our role has.

Today, our mission is to:

- Build and sustain business partnerships to address people management challenges;
- Provide a community to share expertise and create innovative solutions;
- Be a thought leader on people management issues;
- Ensure that policymakers, lawmakers and regulators are aware of the key people concerns as they make decisions affecting the workplace.
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● Ensure that policymakers, lawmakers and regulators are aware of the key people concerns as they make decisions affecting the workplace.

Now, here's our strategy to make all that happen:

● First, serve the membership; give you what you need;

● Be a global organization because our profession is global and because business is global;

● Be a thought leader to set human resource business practices; and

● Remain financially sound so that we can continue to invest in the profession.

It's my obligation to report to you today how we're doing with these goals.

And why there are so many reasons to be excited about this profession in the next 65 years.

First and foremost is membership the heart and soul of what we do.
As I mentioned, SHRM is now **275,000** members strong and growing!

Already, these members represent more than **140,000** organizations of all sizes and industries in over **140** countries.

So far this year there are more than **8,000** new members and we're on target to meet our goal of over **276,000** members by the end of the year.

One way we're doing this is by honing in on California.

We've made tremendous progress on our five-year plan to better serve California a state where we're **significantly** underrepresented.

And to **continue** that progress we're setting up shop there.

We're in the process of getting office space in Sacramento to house our state advocacy team and our membership engagement staff.

We believe this will help us support our California members as well as widen our influence and expand our national presence.

We're also working to better serve members at **every** stage of their career.
Not too long ago you had to get your HR training on the job.

Now, we've got a record-breaking **18,000** student members in SHRM.

And through our academic initiative SHRM is playing an increasingly important role in *shaping* the HR education that those students get in classrooms around the country and even the world.

We now have programs at more than **250** colleges and universities.

And three years ago we launched our Assurance of Learning Assessment.

This is a high-quality, high-stakes exit exam that shows students have the HR knowledge to hit the ground running.

And already more than **2,000** candidates have been tested.

I hope many of you know about the Assessment and are looking for it on resumes.

This is just one way we're working to give HR students a strong start in their careers.
For their *good* and for the good of our profession we *have* to engage these students early.

At the other end of the career spectrum we're working to engage the most senior executives in our profession.

First, by establishing SHRM CHRO networking hubs in the U.S., Asia, and Latin America.

And most recently, we've added an important new strategic affiliate to the SHRM family HR People and Strategy (HRPS) which allows us to better connect with and serve these senior HR executives.

HR professionals at *every* career level are enjoying the *benefits* of SHRM membership.

One of the most popular member benefits is the HR Knowledge Center.

Our Knowledge Advisors have responded to nearly
76,000 requests from members so far this year.

Award-Winning Publications

- HR Magazine®
- HR News
- HR Week
- HR Topics
- SHRM® Legal Report
- Workplace Visions

SHRM publications from our monthly HR Magazine to our weekly HR News deliver timely information to our members on the issues that matter most to them.

And our conferences and seminars continue to be well-attended.

We set an all-time record at this year's Annual Conference with more than 15,000 attendees.
This was the **largest** gathering ever of HR professionals and they made their presence known.

We even **trended** globally on Twitter for two straight days.

(I suspect that many of you here... had a little something to do with that.)

Overall, members continue to find value in what SHRM provides **trusting** us as their career partner as *4 in every 5* renew and stay with SHRM for the long haul.

And over 83% of our members say that they are **extremely** satisfied with our services.

This is **phenomenal** in the association world.
Now, all of this is promising news.

But I need to underscore an important point here.

These numbers from membership rates to conference attendance to renewals come down to one thing:

Strengthening our ability to serve you and to advance the profession.

With each member… comes greater influence.

Because with each member comes greater influence.

With each HR professional we reach with programs or seminars or information comes an opportunity to improve the practice of HR and its impact on the business community.

That's why serving the membership is our very first priority.

And based on the numbers I'm pleased to report that we're doing quite well.
We're also continuing to evolve into a truly **global** organization so we can better serve you **wherever** your business takes you.

There are 1.1 million HR professionals in the U.S.

Worldwide, there are more than **17** million and we need to connect all of them to sound HR practices.

This is a major opportunity and I say, a responsibility for SHRM.

But being a member of an association doesn't translate in every country.

So instead of leading with membership our global growth strategy is based on advancing professional development and certification.

I'm pleased to report that we're continuing to expand our global business and building a strong network of global partners to deliver our professional development programs abroad.

We now have SHRM programs being delivered in **32** countries.

One example, is that we had about **500** attendees at our SHRM India conference.
And we continue to see strong demand for our new global certifications.

Here's the bottom line:

SHRM's **global** business jumped **14 percent** since last year!

So global growth is a very bright spot for our profession and our society.

And we're well-positioned to help companies and HR professionals around the world improve their HR know-how and to unleash the **real** driver of business success: **People.**

Another way that SHRM is positioned for long-term growth is through thought leadership.

But what does that **really** mean?

So many people and groups use the term "thought leadership."

For us, thought leadership means:

- defining and shaping the people management strategies for business;
• knowing what's next;
• showing how HR solves business challenges; and
• being that respected voice from the C-suite to Capitol Hill.

Our new **Competencies Model** is delivering on this commitment.

This model is giving HR professionals a way to determine potential areas of improvement, as well as identify resources to help.

We have four new assessment tools that will launch soon.

SHRM has also taken great strides toward developing **standards** for the HR profession. We've published three standards so far:

• Workplace Violence Prevention and Intervention
• Cost per Hire
• and Performance Management.

And this work continues.
Partnerships are also essential.

We need broad input to provide true thought leadership.

We must engage the best minds in the profession accumulate the best practices and develop the best methods to get this information and resources to all HR professionals.

Earlier, I mentioned HR People and Strategy.

We're very proud to add this group to the SHRM family and connect more HR professionals to their strategic thinking.

Also, the SHRM Foundation continues to be a key contributor to our thought leadership.

The Foundation's Thought Leaders Retreat in September brought out a record 130 executives.

And over the next several months we look forward to a series of white papers from
the Foundation based on research conducted with the Economist Intelligence Unit on the top trends affecting talent management in the next 5 to 10 years.

(Information we can all use.)

Our affiliation with the Council for Global Immigration formerly ACIP has been an important one to help us advocate for increasing employment-based immigration.

And working with the Families and Work Institute another partner we're focused on making work more effective and more flexible.

Now...if you're wondering if we're getting the word out about SHRM and the HR profession the answer is a resounding: Yes!

In fact, when you woke up this morning and turned on the tv you may've seen our SHRM ad.

For the next week or so even more people are going to see that ad showcasing our profession.
Don't be surprised if you see us on:

- Monday Night Football,
- And the Sunday morning news programs,

which, trust me almost everyone here in Washington lives for.

We're doing this because we need to continually build awareness of the HR profession and to make sure that SHRM stays relevant in the national conversation.

So far this year, we've had over 5,500 SHRM and SHRM-related articles in the news.


(And, yes, the Sacramento Bee.)

We also continue to advocate on public policy issues that matter to you and your organizations like immigration reform tax reform and others.
How many of you participated in the Capitol Hill visits this week?

Please stand.

Well, you all got a taste of what our SHRM team does year-round on your behalf.

Our member-comprised advocacy team or "A-Team" which includes over 5,000 SHRM members is in full effect. Now in its fourth year there are more than 190 Advocacy Captains in Congressional Districts across the country.

Recently, House Majority Leader Eric Cantor who represents Virginia's 7th district in Congress contacted the Advocacy Captain for his district to discuss immigration reform.

And the National Journal a respected political magazine held up the A-Team as a model of advocacy and public policy training for other membership organizations.

I'm pleased that we're being recognized and sought out to provide thought leadership on current issues.

And there's more to come.

SHRM is joining in a new initiative led by the White House to address long-term unemployment.
Long-term unemployment is a very vexing very real problem in this country and we all have a role to play in solving it.

And closing the skills gap which I talk about often is key to solving much of this problem.

So, you'll hear more about this important initiative in the coming months.

Whether we're developing HR standards and competencies:

● working with partners on the top people management issues of the day,

● speaking to the media or,

● lobbying policymakers

SHRM is working daily to earn the trust that you've given us as the voice of your profession.

Finally, let's talk about how we support these efforts.

Once again, despite a sluggish economy we're doing well financially.

We expect to grow SHRM by 6 percent over last year and we'll meet our goal of having at least a 1.5 percent operating margin.

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We take our financial responsibility to you and to all of SHRM's members very seriously.

SHRM resources allow us to invest in the future of this society but more importantly to invest in the profession.

For example, we were able to increase our financial support to state councils earlier this year.

So I'm pleased to report again that SHRM is financially sound stable and poised for growth in the future.

There are many, many reasons to be excited about this profession and about SHRM.

From the general recognition that HR drives business success to data from the Bureau of Labor Statistics that says we'll be one of the fastest growing professions.

This society has become something that a small group of personnel managers in the late 1940s could only dream of but I believe they would be extremely proud of.

And none of this none of this would be possible without you.

So serving you and the 275,000 more SHRM members like you here in the U.S. and around the world is our priority.

And everything we do every decision that is made comes down to how it will affect you and the profession.
Our strategy to grow and serve the membership to expand our global reach to be a thought leader to be financially sound this isn't some strategic plan sitting on a shelf.

This is what we're focused on every single day to make sure you have the information and the resources you need and to support you in doing what you do so well:

Show HR at its best by leading business success.

Thank you for your attention.