

The cover features a background image of a modern office interior with a laptop and a smartphone. A network diagram with white nodes and lines is overlaid on the left side. A dark blue horizontal band contains the PRSA logo. The text 'YEAR IN REVIEW' is centered in white, and '2021' is at the bottom right in a large, semi-transparent grey font. There are also several blue squares of varying sizes scattered across the design.

**PRSA**

YEAR IN  
REVIEW

2021

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## Challenging. Rewarding. Daunting. Inspiring. Energizing!

These are just some of the words that occur to me as I reflect upon my year as PRSA Chair. Time and again, throughout 2021, I have seen and been impressed by the resourcefulness, dedication and grit our members steadily demonstrate, working to solidify and expand PRSA's well-deserved reputation as the nation's leading professional organization serving the communications community.

Take a look through the following Year in Review, and you'll see specific examples of the events, programs and strategic initiatives I'm talking about. Collectively, they show the true power of what engaged and collaborative members can accomplish, often in the face of great odds.

We all continue to grapple with the need to discourage disinformation, improve diversity & inclusion and set a tone of civility and ethical behavior in the midst of social and political turmoil, but I am convinced there's never been a better time to be a communications professional. Yes, our jobs have become more complex, but that very complexity is forcing us to become more creative storytellers, leaders and problem solvers. As companies are held increasingly accountable for what they stand for and how they follow through on what they say, communicators are more integral than ever as advisers to the CEO and executive leadership at all levels of an organization. And our influence will only continue to grow.

PRSA, and PRSSA before that, have been and continue to be invaluable to me and it is impossible to separate whatever success I've had from their influence on my personal and professional development. During the past year I've had the chance to reconnect with, and meet for the first time, so many of you through virtual Town Halls, ICON and other events, as well as opportunities to attend the Western District and Counselors Academy conferences, which were in person. Collaborating with all of you as Chair, exchanging ideas and brainstorming innovative ways to keep the organization evolving, has been one of the great honors of my career, and I look forward to continuing in my role as Immediate Past Chair and beyond. In a few weeks I will be handing over the gavel to my colleague Dr. Felicia Blow, APR, whose energy, enthusiasm and drive for action will benefit us all as we continue important initiatives in 2022 and start our year-long celebration of PRSA's 75th anniversary (watch for announcements on plans surrounding this great milestone).

Thank you again for all you do for PRSA, and have a safe and relaxing holiday. And stay healthy!

MICHELLE OLSON, APR  
2021 PRSA Chair



Within PRSA and throughout my professional career, I have had the pleasure of serving in a variety of leadership roles that have offered tremendous insights. As a leader, I have a bias to strategic action that is measurable, impactful and is aligned with organizational strategic priorities. As I move into my role as *your* 2022 Chair, it is my intention to bring the sum of my leadership experiences to continue helping this organization I adore reach greater heights of impact, visibility and achievement.

As Chair, I have an opportunity to influence and encourage thought leadership regarding the many resources PRSA offers for current and potential members. One important way to achieve that goal is for me to lean into the celebration of our 75th anniversary. Our “diamond anniversary” will provide the chance to highlight the powerful effect our organization has had on the communications community and the country from 1947 to this very moment. It also will provide an opportunity for us to assess and inform the future of our profession and PRSA itself.

In 2022, with your help and engagement, our success will be measured by growth in membership that is reflective of the diversity of society, greater member engagement and volunteerism, and more strategic alliances and partnerships. Most importantly, my hope is that each member will fulfill their own personal value proposition for why they chose membership in PRSA.

I would like to thank 2021 PRSA Chair Michelle Olson, APR, and the entire PRSA Board of Directors, for their hard work and incredible grace under pressure. This team led during some of the most difficult times for our profession, and they did so admirably.

In closing, let us remember to cherish family and friends with heartfelt moments and treasured memories. And in that vein, I extend my warmest thoughts and best wishes to you for a delightful holiday season, and a very Happy New Year.

---

DR. FELICIA BLOW, APR  
2021 PRSA Chair-Elect



I was excited to join PRSA as its CEO in early January.

In the lead-up to my official first day on Jan. 19, I saw firsthand the incredible commitment of time and energy from members, volunteer leaders and the Board of Directors — it’s amazing how involved you are! As I quickly learned, the PRSA member energy is contagious. You see PRSA as such an essential part of your professional life. And that’s fantastic.

As it was safe to do so this year, I embarked on some PRSA travel. I’ve been in several cities to meet with Chapter, District, Section and PRSSA leaders as well as members who are in top positions at organizations of all sizes. And of course, in lieu of a typical travel schedule, I’ve met hundreds of you via Zoom. It has been so heartening to get out and hear your needs, ideas and concerns in person. I’ve returned home energized. I’m looking forward to meeting with more of you in the New Year.

I’m proud of the great strides we made in 2021 despite the ongoing difficulties of the pandemic and its devastating impact on our lives. In April, we launched Voices4Everyone, our resource-rich forum designed to help you and the broader communications profession address the complex issues of civility and civic engagement, embrace diversity and inclusion and combat misinformation and disinformation.

This fall, ICON 2021 provided three weeks of stellar programming — 98 hours’ worth and featuring 180 speakers. It was the culmination of many months of work and countless volunteer and staff hours to create this extraordinary presentation. The survey results told us that you valued the programming, especially the sessions related to current industry issues. As always, your feedback will help shape the 2022 programming.

I’m proud to be part of a profession that is so critical to society right now. The challenges that we are addressing as a profession are challenges that matter to the world. I love doing something so meaningful and vital, and I can’t wait to continue working with you in 2022.

Thank you for your support of and commitment to PRSA and the profession.

---

LINDA THOMAS BROOKS  
Chief Executive Officer, PRSA



# STRATEGIC IMPERATIVES

For 75 years, PRSA has proudly served the communications community by providing our members with the resources, knowledge and networking opportunities that empower them to advance in their careers and lead ethical conversations within their organizations and among the clients they represent.

We remain steadfast in our commitment to our members and advocating for the profession. It is the driving force behind everything we do as we address a rapidly changing marketplace and accelerated growth strategy.

In 2021, PRSA was in the midst of a galvanizing three-year Strategic Plan that continues to respond to the challenges we face as communicators and improves the value and relevancy of membership.

**The Board of Directors defined these eight key strategic priorities to serve as a guide during this three-year period:**



# MISSION

To make communications professionals smarter, better prepared and more connected through all stages of their career.

## VALUES

### CHAMPIONS

We're champions of our diverse members, the businesses they lead and the evolving profession.

### ETHICS

We're committed to telling concise, truthful stories the right way.

### COMMUNITIES

We're building a community of members who support, nurture & learn from one another.

### MASTERY

We're lifelong learners and masters of our craft across our ever-changing profession.





# EVENTS

## PROFESSIONAL DEVELOPMENT

From its Diverse Dialogues and Storytellers Series to its more traditional professional development webinars, workshops and certificate programs, PRSA's wealth of programming in 2021 offered communicators a wide variety of learning opportunities.

The Accreditation in Public Relations (APR) credential, which positions practitioners as leaders in the public relations field, also continues to be a core component of PRSA's professional development offerings. Close to 20% of PRSA members hold the APR credential, including 132 who earned their APR this year.

### WEBINARS



### PROGRAMS

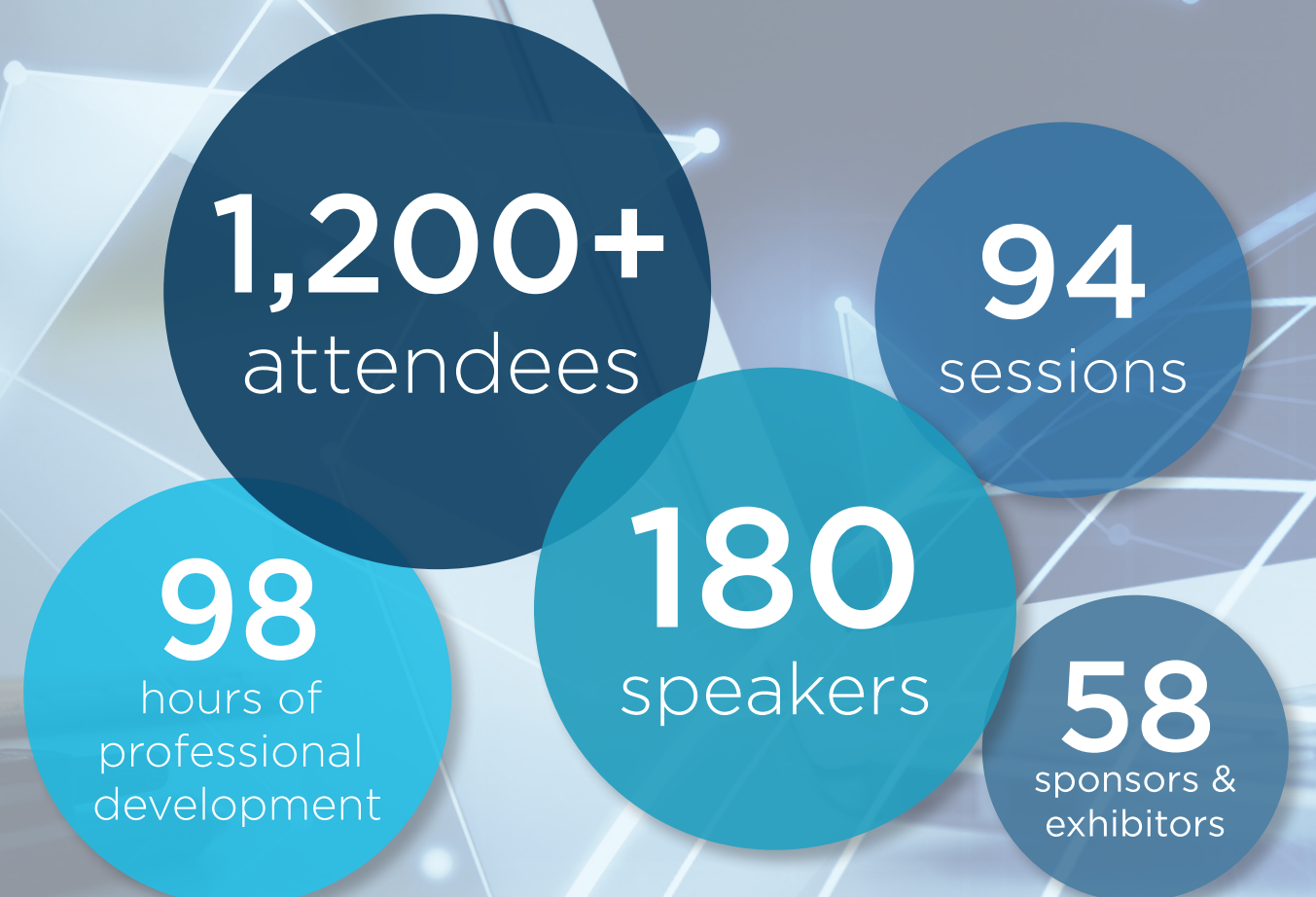


PRSA events — including ICON 2021, the Silver and Bronze Anvil Awards, District and Professional Interest Section Conferences and more — remained primarily virtual in 2021. Despite their remote formats, these programs continued to feature a high-caliber lineup of speakers, robust networking opportunities and myriad chances to learn from industry experts and communicators across many different fields.



ICON 2021 featured three weeks of highly successful programming, events and networking opportunities. Keynote speakers included Yamiche Alcindor, Drew Herdener, Samantha Radocchia and Randi Zuckerberg, and a series of panels focused on Building Trust in a Distrustful Age, The State of DE&I in PR and Communications, and Navigating Your Communication by Utilizing a Military Mindset.

### ICON BY THE NUMBERS



# MEMBERSHIP

# SECTIONS, CHAPTERS, DISTRICTS

## MEMBERSHIP HIGHLIGHTS

In February, PRSA and the Puerto Rico Public Relations Association announced an expanded membership agreement to provide mutually beneficial professional development, educational and career opportunities for members of each respective organization.

In April, PRSA launched the In Between Jobs program, which offered a discounted PRSA membership and access to a number of career-stimulating resources for communicators who had been adversely affected by the COVID-19 pandemic.

In April, PRSA began hosting virtual Town Halls for each of the 10 Districts. During the hour-long session, members heard directly from PRSA CEO Linda Thomas Brooks, PRSA Chair Michelle Olson, and Board members representing each District.

In July, PRSA launched a new search tool, powered by CommunicationsMatch™, to help users connect with agencies, professionals and service providers.

**PRSA**  
**18,364\***  
 members

**NEW MEMBERS**  
 3,741\*

**NEW GROUP MEMBERSHIPS**  
 50

\*as of Dec. 5

**PRSSA**  
**6,307\***  
 members

**TOTAL CHAPTERS**  
 376

**NEW CHAPTERS**  
 5

\*as of Dec. 20

- Nazareth College
- University of Mississippi
- University of San Francisco
- Tulane University
- Vanguard University

## PROFESSIONAL INTEREST SECTIONS

Based on shared industry experience and knowledge, PRSA's Professional Interest Sections offer members exclusive benefits, resources, events and programming.

During the COVID pandemic, these groups were a valuable asset to those working across healthcare, travel and tourism and public affairs and government.

- Association/Nonprofit
- Banking and Finance
- Corporate Communications
- Counselors Academy
- Counselors to Higher Education
- Educators Academy
- Employee Communications
- Entertainment and Sports
- Health Academy
- Independent Practitioners Alliance
- New Professionals
- Public Affairs and Government
- Technology
- Travel and Tourism

## CHAPTERS & DISTRICTS

PRSA members can choose to join any of the association's 110 Chapters divided across 10 different Districts. More than 75% of members belong to a Chapter where they have access to local events, speakers, and networking and career enhancing opportunities.

**40+**  
 virtual programs  
 in 2021

Returned to  
 in-person  
 events in Q4



# BY THE NUMBERS

## PRSA PUBLICATIONS

121  
PRsay blog posts

227  
Strategies & Tactics articles

228  
Daily Issues & Trends e-newsletters

## TRENDY AWARDS

PRSA's award-winning publication *Strategies & Tactics* was named a winner in the Association Trends 2021 TRENDY Awards, earning Silver in the Monthly Professional Society Magazine category. The TRENDY Awards honor the best marketing and communications pieces in the association and nonprofit community.

## MyPRSA

### TOP POST: Editorial Calendar

Members across the country weighed in on the best free and paid programs and technology to manage internal editorial calendars.

4,730  
total discussion posts

11,209  
unique logins

## JOBCENTER

1,700+  
Jobcenter listings

680+  
résumés uploaded

## SPEAKERS BUREAU

550  
total Speakers Bureau profiles

31  
new additions

## WEB TRAFFIC

Number of visitors increased by  
**25%**  
in 2021

## SOCIAL MEDIA FOLLOWERS

Across social media, PRSA channels reach more than 300K followers. PRSA's LinkedIn page saw the largest increase in followers in 2021 with more than 14,000 followers gained.



141.9K



107.8K



51.6K



6.8K



### ETHICS



Ethics continues to be at the heart of all things PRSA. Since its introduction in 1950, our Code of Ethics has served as the guiding force behind our programs, events and resources.

The theme of this year's Ethics Month, held in September, was "Leading with Ethics," and program highlights included webinars entitled "Ethical Communications in the Military: Eliminating the Say/Do Gap on the Battlefield and Beyond," and "Stay Humble and Keep Your Head Down: A Conversation on Ethics Like None Other." PRSSA held a Twitter Chat during which participants

discussed the importance of the month's theme.

The Board of Ethics and Professional Standards (BEPS) updated its series of Ethical Standards Advisories, which provide guidance on issues of importance to the practice of communications. Topics addressed include Reporting Unethical Behavior or Unprofessional Performance; Deceptive Online Practices and Misrepresentation of Organizations and Individuals; Expropriation of the Intellectual Property of Others; and Legal and Ethical Considerations for Recordings, among others. And an Ethics Quiz was created to test and guide members' knowledge of the Code of Ethics.

### ADVOCACY

PRSA continued to amplify its thought leadership to advance the professional and profession, providing value to members and helping shape the conversation around the importance and effectiveness of communications and public relations.

The Advocacy Committee reflects the diversity of PRSA membership and represent a broad geographic area, a range of experience/expertise within a wide spectrum of industries, prior/current PRSA service, and a variety of perspectives.

1

Launched PReSSing Issues, a virtual webinar series to engage with members on issues of importance to the profession.

2

Responded to emerging trends and current events in order to advance and strengthen the value of communications and PRSA members as ethical leaders.

3

Published byline editorials in leading trade publications, including PRNEWS, COMMPRO and PR Daily.

4

Signed onto Interdecom's "International Declaration of Communications Professionals and Researchers for a Healthier, Viable, Better World."

### VOICES4EVERYONE



PRSA introduced a resource-rich forum designed to help members and the broader communications profession tackle and address the complex issues of civility, civic engagement and ethical behavior; embrace diversity and inclusion in their broadest sense; and combat mis/disinformation.

Among the most ambitious strategic programs PRSA has ever created, Voices4Everyone is a proactive initiative that provides audio, video, text and graphic assets that enable communicators to successfully navigate the issues and help them make informed decisions.

PRSA hosted a four-part webinar series — Using Our Voices to Lead Change — showcasing timely content that communicators could apply to their everyday work as well as their personal lives. The series empowered professional communicators to lead the conversation around critical matters impacting our communities, businesses, organizations, institutions, and government and to underscore the role, value, and power of public relations and communications in advancing the public good.

- Equipping PR Pros for Civil Discourse
- Empowering Communicators and Consumers Through Corporate Civic Engagement
- Understanding and Mitigating Unconscious Bias
- A Communicator's Strategic and Tactical Guide to Disinformation and Digital Protection

In partnership with Yonder, PRSA hosted an important roundtable conversation on the proliferation of disinformation with industry thought leaders. The panelists provided valuable insights and offered actionable takeaways on future resiliency against false and misleading claims levied against brands and organizations. PRSA and Yonder presented highlights of the conversation in a 12-page e-book.

PRSA's committee structure is vital to the success of the organization. Countless hard-working members devote time and energy and share their input and expertise to each of our 33 committees, from Accreditation Marketing to the Universal Accreditation Board. These volunteers assist staff with helping guide and move PRSA forward in areas of critical importance, including advocacy, diversity and inclusion and membership. PRSA needs the energy and support of our committee members to thrive, and their commitment is very much appreciated.



# DIVERSITY & INCLUSION

## DIVERSE DIALOGUES

Strengthening its commitment to creating a more diverse and inclusive profession, PRSA responded by providing more membership and volunteer leadership opportunities for under-represented groups and students of diverse backgrounds, as well as increased programming, events and learning sessions on the subject matter.

The PRSA Diversity & Inclusion Committee hosted eight Diverse Dialogues webinars. This series of conversations with thought leaders shared insights and best practices to guide communications professionals in having critical conversations to enable real change.



The events of the last few years have forced many in the communications industry to re-examine what commitment to diversity, equity and inclusion looks like. Our profession needs to be representative of the diverse communities we serve.

2021 PRSA Chair  
Michelle Olson, APR

## HIGHLIGHTS

- PRSA's Educators Academy continued its partnership with the Institute for Public Relations for Race in the PR Classroom, a monthly webinar series for educators to learn how to incorporate race in the current state of PR education.
- Announced a partnership with Sources of Color, a new online resource that offers journalists access to more diverse news sources and provides opportunities for PR professionals to pitch and land placements for clients of color.
- Joined with Finn Partners to create a dedicated mentorship program for PRSA members from historically Black colleges and universities (HBCUs) and Hispanic-serving institutions (HSIs). Students were paired with professional mentors who provided valuable guidance and insight into the profession.
- During ICON 2021, PRSA presented a General Session titled "The State of Diversity, Equity and Inclusion in PR and Communications" in which a panel of agency executives discussed what we need to do to better engage Black, Indigenous and People of Color in the profession.

Sessions in 2021 included:

- What You Need to Know About HBCUs: A Reservoir of Public Relations Talent and Desire
- Celebrating Women in Tech
- Equal Access: Achieving Better Representation Across the Media Landscape
- Beyond the Hashtags: How PR/Comms Pros Can Drive Unity
- Honoring Pulse: How Tragedy Propelled Awareness, Advocacy and LGBTQ+ Action
- Building Better Partnerships Within Corporate Citizenship and Diversity, Equity & Inclusion
- Increasing Hispanic Representation in the PR Industry

## SPEAKING UP AGAINST ANTI-ASIAN RACISM

With reports of ongoing discrimination against Asian Americans and American Pacific Islander communities during the COVID-19 pandemic, as well as a series of high-profile hate crimes in California and New York early this year, the D&I Committee assembled a timely virtual panel to provide insights and guidance on the crisis.

The March 16 Diverse Dialogues session, titled "Building Bridges: Standing & Speaking Up Against Anti-Asian Racism," featured Grace Meng, who represents the borough of Queens in the Sixth Congressional District of New York, Cady Lang, a staff writer at TIME, and Bill Imada, chairman and chief connectivity officer at IW Group.



# AWARDS

Rewarding professional excellence and honoring the impactful, creative and inspiring work communicators are developing for their organizations and clients.



**140+**  
campaigns recognized during Silver Anvil Awards ceremony

## BEST OF SILVER ANVIL AWARD

Presented to the **Washington State Department of Health** with C+C for their “Spread the Facts” campaign, developed in March 2020 to encourage behaviors that could help stop the spread of COVID-19.

## PUBLIC RELATIONS PROFESSIONAL OF THE YEAR AWARD

Johns Hopkins Bloomberg School of Public Health’s Audience Reach and Engagement Team garnered the 2021 Public Relations Professional of the Year Award for its efforts to help elevate the School’s important work surrounding the pandemic.

## CHAPTER DIVERSITY & INCLUSION AWARDS

1 PRSA Orlando

2 PRSA New York

3 PRSA San Diego/Imperial Counties



**33**  
Bronze Anvil Awards

**56**  
Bronze Awards of Commendation

# INDIVIDUAL AWARDS



**Lori Croy**  
Lloyd B. Dennis Award  
(Public Affairs and Government Section)



**Dawn M. Doty, APR**  
Outstanding Educator Award



**Anne Gregory, Ph.D.**  
Atlas Award for Lifetime Achievement in International Public Relations



**Margaret Ann Hennen, APR, Fellow PRSA**  
Patrick Jackson Award for Distinguished Service to PRSA



**Caroline Isemann, APR**  
2021 Excellence in Public Relations Award (Health Academy Section)



**Crystal L. Kendrick**  
D. Parke Gibson Pioneer Award



**Dean A. Kruckeberg, Ph.D., APR, Fellow PRSA**  
Gold Anvil Award



**Kathleen Larey Lewton, M.H.A., M.S.J., APR, Fellow PRSA**  
David Ferguson Award (Educators Academy Section)





In April, PRSSA's Leadership Assembly elected the University of Oklahoma's Rachel Meltzer as president of the 2021-22 National Committee.

## SCHOLARSHIPS & AWARDS

PRSSA and PRSSA Foundation presented **\$50K+** in scholarships and awards

**Ohio University**

Dr. F. H. Teahan Outstanding Chapter Award

## SOCIAL MEDIA FOLLOWERS



40.1K



26K



10.6K



6K

**1st Place**  
California State University, Long Beach

**Bateman Case Study Competition**

**2nd Place**  
University of Nebraska-Lincoln

**3rd Place**  
Loyola University New Orleans

# PRSSA

## COLLEGE OF FELLOWS

Congratulations to the 13 new members of PRSSA's College of Fellows, an honorary organization comprised of more than 350 senior professionals and educators, each of whom has left a significant footprint on the communications profession.

The 2021 inductees were:

- **Jill Allread, APR, Fellow PRSA**, CEO, Public Communications Inc.; Chicago
- **Andrew Corner, APR, Fellow PRSA**, professor of practice and associate chair, Michigan State University, East Lansing, Mich.
- **Ellen Crane, APR, Fellow PRSA**, president, Ellen Crane APR, LLC; Pompano Beach, Fla.
- **Stephen Dupont, APR, Fellow PRSA**, vice president, Public Relations and Branded Content, Pocket Hercules; Minneapolis
- **Alison L. Gauden, APR, Fellow PRSA**, lecturer, Reynolds School of Journalism, University of Nevada; Reno, Nevada
- **Lisa F. Lochridge, APR, Fellow PRSA**, retired, formerly Florida Fruit & Vegetable Association; Apopka, Fla.
- **Robert G. (Bob) McCullough, APR, Fellow PRSA**, communications director, Morgan's Wonderland; San Antonio, Texas
- **William D. Moak, APR, Fellow PRSA**, chair and assistant professor of communication, Belhaven University, Madison, Miss.
- **Renea P. Morris, M.Ed., APR, Fellow PRSA**, vice chancellor for marketing and communications, University of Denver; Highlands Ranch, Colorado
- **Lt. Col. Christian Patterson, APR+M, Fellow PRSA**, director of communications, U.S. Army Engineer Research and Development Center; Clinton, Miss.
- **Samuel James Morrey Sims, APR, Fellow PRSA**, owner, Sims Group; Yukon, Okla.
- **David H. Thompson, APR, Fellow PRSA**, sole practitioner, Dave Thompson; Portland, Ore.
- **Michelle Von Tersch, APR, Fellow PRSA**, senior vice president, communication and legislative affairs, Community Medical Centers; Fresno, Calif.



# BALANCE SHEETS

CURRENT ASSETS	11/30/2021 (Unaudited)	11/30/2020 (Unaudited)
Cash and Cash Equivalents	\$ 608,896	\$ 41,573
Investments	6,061,526	5,795,181
Accounts Receivable	442,602	470,319
Amounts due from Related Organizations, net	206,706	308,737
Prepaid Expenses	287,310	429,313
Other Assets		2,028
<b>TOTAL CURRENT ASSETS</b>	<b>\$ 7,607,040</b>	<b>\$ 7,047,151</b>
<b>Non-Current Assets</b>		
Deferred Rent Receivable		4,549
Equipment and Improvements	530,355	545,993
Depreciation Reserve	(274,734)	(224,140)
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$ 255,621</b>	<b>\$ 326,402</b>
<b>TOTAL ASSETS</b>	<b>\$ 7,862,661</b>	<b>\$ 7,373,553</b>

CURRENT LIABILITIES	11/30/2021 (Unaudited)	11/30/2020 (Unaudited)
Accounts Payable & Accrued Expenses	\$ 1,885,944	\$ 881,290
Deferred Dues	2,092,225	2,072,766
Unearned Revenue	301,850	295,329
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$ 4,280,019</b>	<b>\$ 3,249,385</b>
<b>NON-CURRENT LIABILITIES</b>		
Deferred Rent Liability	206,509	200,073
Grant payable	75,000	545,993
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$ 281,509</b>	<b>\$ 200,073</b>
<b>TOTAL LIABILITIES</b>	<b>\$ 4,561,528</b>	<b>\$ 3,449,458</b>
<b>UNRESTRICTED NET ASSETS</b>	<b>\$ 3,301,133</b>	<b>\$ 3,924,095</b>
<b>TOTAL LIABILITIES &amp; UNRESTRICTED NET ASSETS</b>	<b>\$ 7,862,661</b>	<b>\$ 7,373,553</b>

As of November 30, 2021 and November 30, 2020

# STATEMENT OF CASH FLOWS

CASH FLOWS FROM OPERATING ACTIVITIES:	11/30/2021 (Unaudited)	11/30/2020 (Unaudited)
Increase in net assets	\$ (522,152)	\$ (768,157)
Adjustments to reconcile increase (decrease) in net assets to net cash (used in) provided by operating activities:		
Depreciation and amortization	60,603	1,226
Unrealized (gain) loss on investments	(637,181)	(610,020)
Changes in certain assets and liabilities:		
Decrease (increase) in assets:		
Accounts receivable	20,724	86,389
Amount due from related organizations	(84,939)	31,529
Prepaid expenses	104,516	(34,862)
Other assets	16,036	
Deferred Rent Receivable		23,282
Increase (decrease) in liabilities:		
Accounts payable and accrued liabilities	1,146,802	202,226
Deferred dues	35,007	(317,643)
Unearned revenue	71,170	(312,246)
Deferred rent liability	(74,074)	(50,321)
Grant payable	(25,000)	
Total adjustments	633,664	(980,440)
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<b>\$ 111,512</b>	<b>\$ (1,748,597)</b>

CASH FLOWS FROM INVESTING ACTIVITIES:	11/30/2021 (Unaudited)	11/30/2020 (Unaudited)
Purchases of investments	\$ (1,658,615)	\$ (1,977,937)
Proceeds from sale of investments	2,095,802	3,307,579
Net cash provided by (used in) investing activities	437,187	1,329,642
Net (decrease) increase in cash and cash equivalents	548,699	(418,955)
Cash and cash equivalents, beginning of the period	60,197	460,528
<b>Cash and cash equivalents, end of the period</b>	<b>\$ 608,896</b>	<b>\$ 41,573</b>

For the eleven months period ended November 30, 2021  
and the eleven months period ended November 30, 2020



# CONSOLIDATED INCOME STATEMENT BY REVENUE & EXPENSES LINE ITEM

INCOME	Jan. - Nov. 2021	Jan. - Nov. 2020
Dues	\$ 4,763,892	\$ 5,129,778
Registration	1,446,379	1,222,736
Advertising	425,328	175,114
Examinations & Fees	506,590	434,600
Sponsorship	665,376	484,924
Miscellaneous	173,096	159,643
Merchandise	22,563	18,382
Subscriptions	5,854	8,304
Interest Income	1	21,113
Publications	703	999
<b>TOTAL INCOME</b>	<b>\$ 8,009,782</b>	<b>\$ 7,655,593</b>

EXPENSES	Jan. - Nov. 2021	Jan. - Nov. 2020
Salaries & Fringes	\$ 5,719,138	\$ 5,436,275
Rent, Utilities & Maintenance	1,057,319	1,058,877
Depreciation & Equipment Rental	191,553	318,080
Postage & Shipping	112,031	113,299
Printing	117,556	180,544
Professional Fees	855,038	1,142,698
Catering	60,801	16,817
Supplies	61,563	65,465
Telephone	21,333	20,632
Travel	29,117	56,977
Marketing	321,124	371,090
General Office	107,395	82,379
Credit Card Processing Fees	191,147	170,637
Other	324,000	
<b>TOTAL EXPENSES*</b>	<b>\$ 9,169,115</b>	<b>\$ 9,033,770</b>

	Jan. - Nov. 2021	Jan. - Nov. 2020
TOTAL INCOME	\$ 8,009,782	\$ 7,655,593
TOTAL EXPENSES*	9,169,115	9,033,770
NET INCOME/(LOSS) FROM OPERATIONS	(1,159,333)	(1,378,177)
NET INCOME/(LOSS) ON INVESTMENTS	637,181	610,020
<b>NET INCOME/(LOSS) AFTER INVESTMENTS</b>	<b>\$ (522,152)</b>	<b>\$ (768,157)</b>

\*Includes \$47,116 and \$227,113 in expenses for 2021 and 2020, respectively, funded by the "reserves".



# BOARD OF DIRECTORS

## SENIOR COUNSEL

### OFFICERS



Michelle Olson, APR, Chair  
Managing Partner, Lambert



Dr. Felicia Blow, APR, Chair-Elect  
Associate Vice President for  
Development, Hampton University



Michelle Egan, APR,  
Fellow PRSA, Treasurer  
Chief Communications Officer,  
Alyeska Pipeline Service Co.



Joseph Abreu, APR, Secretary  
Chief Communications Officer,  
Clerk of the Court & Comptroller  
of Lee County



Garland Stansell, APR,  
Immediate Past Chair  
Chief Communications Officer,  
Children's of Alabama



Ben Butler, APR  
Founder  
Top Hat



Rick L. Callender  
CEO  
Valley Water

### DIRECTORS



Jacqueline Clark, APR, Fellow PRSA  
West Regional Government Relations &  
Public Affairs, LafargeHolcim NA



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