

in the final analysis

“Budgeting has only one rule: Do not go over budget.”

—Leslie Tayne

JOM

Volume 70

Number 1

January 2018

One of the fundamental activities of any organization is the development of a budget that balances the organization’s what-do-we-need/want-to-do list with its what-can-we-afford-to-do capabilities. I am pleased to report that as TMS enters a new calendar year and its new fiscal year, the Society has developed a 2018 operating budget that satisfies the parameters of the Society’s Financial Management Policy, which requires that “TMS operations must be self-sustaining . . . a minimum basis of attaining a 1% return on revenue should be employed.”

What does policy look like when translated into the dollars and cents of a budget? For 2018, we are anticipating about \$7.5M in revenue and almost \$7.5M in expense, which gives us about \$75K in excess revenue (also known as a “surplus”)—that’s a “Bingo” in attaining the 1% return on revenue mandated by policy. When it comes to actual performance, I have optimism that we will see 2018 outperform budget as we implement our initiatives. (We always expect to exceed the 1% budget mandate by multiple percentage points, and history supports our expectation.)

Where does \$7.5M of revenue come from and what does \$7.5M of expense support? Far too many things to list here. Still, as I have some space remaining, we will:

- Publish six archival journals: *JOM*, *Metallurgical and Materials Transactions A and B*, *Journal of Electronic Materials*, *Journal of Sustainable Metallurgy*, and *Integrating Materials and Manufacturing Innovation*.
- Hold the TMS 2018 Annual Meeting and Exhibition, where we are investing in several enhancements for attendees.
- Offer nine TMS-branded meetings that the Society either owns or has an ownership interest in: 2018 Superalloy 718 and Derivatives; the 4th International Congress on 3D Materials Science; Additive Manufacturing Benchmarks 2018; Diversity in the Minerals, Metals, and Materials Professions 3; Extraction 2018; MS&T18; Offshore Technology Conference (OTC) 2018; OTC Asia 2018; and Arctic Technology Conference 2018.
- Provide meeting management services for three major conferences and conduct at least four standalone short courses and six webinars.
- Organize and conduct five community-guiding studies on topics related to manufacturing and innovation.
- Launch the *Materials Explorers*[™] program that puts TMS volunteers in high school classrooms to discuss technology and career opportunities.
- Reach out to Washington, D.C., through Congressional office visits and by coordination with other science and engineering societies.
- Continue our international collaborative outreach with other professional societies throughout the world.

People will think that I’ve stripped another mental gear, but I do get excited by the Society’s budgeting process. It is not because I love number and graphs (although I do). It is because I love the messages behind the function arguments. What do the numbers for 2018 tell me? That TMS is acting with financial responsibility and in accordance with the policies and procedures. That our volunteers and professional staff are fully engaged in optimizing the Society’s portfolio of activities. That the Society is balancing its risk and reward but not to the point of prohibiting it from exploring and cultivating new opportunities. And, most importantly, that TMS is focused on its mission: “To promote the global science and engineering professions concerned with minerals, metals, and materials.” That’s my kind of spreadsheet.



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Executive Director

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