

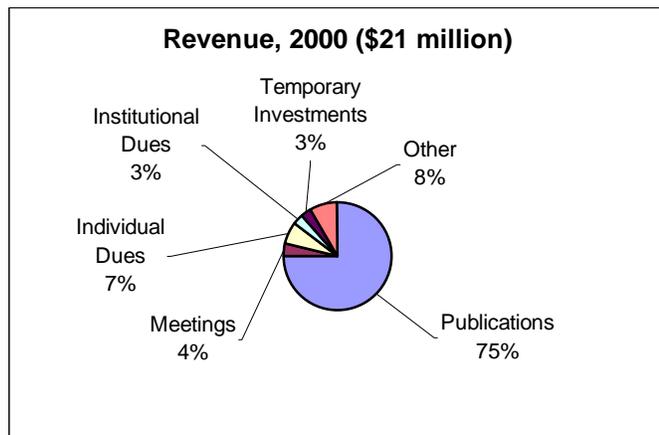
State of AMS 2001

I have often said in past reports that the American Mathematical Society is a complicated organization. It has different faces—publisher, membership organization, and professional society—and its health can be measured in different ways—finances, satisfaction, or achievements. In the past, my annual report to the Council tried to emphasize one of these aspects each year. This year, however, I'd like to simplify my presentation by reducing the operation of the Society into its two simplest components—making money and spending it. I'll take the least amount of time describing the ways in which we make money, mainly because it's easier to describe (although not easier to do). Spending money is harder to describe because we have found so many new ways to do it.

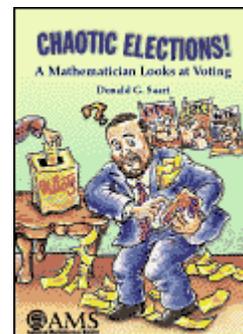
Making Money

When it comes to revenues, members usually think of their dues first, associating each expenditure of the AMS directly with their most recent payment. But individual dues account for about 7% of the Society's revenue, and institutional dues account for only 3%. (And institutional dues are less than the discounts afforded to members on their subscriptions.)

The Society obtains revenue from meetings, but the direct costs of its entire meetings program slightly exceed the revenue. The Society also gets revenue from temporarily investing its cash from advanced payments, and it gains revenue from a variety of things such as mailing list sales, advertising, and contributions. But the Society makes most (75%) of its revenue from its publications, including books, journals, and the Math Reviews database.

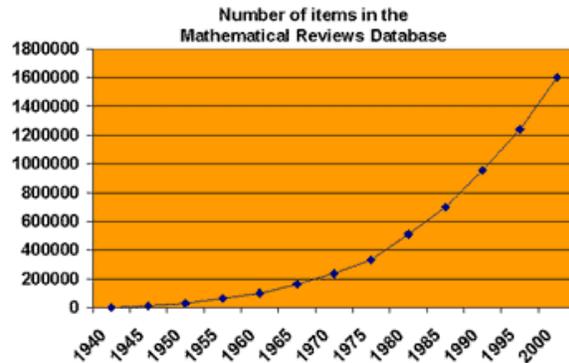


- The book program (17% of revenues) continued to mature in 2000. The Society published 105 new titles, and unit sales of books increased by almost 10% over 1999. Unfortunately, the average revenue per unit was lower, and the revenue from book sales was essentially the same as the year before. Our book program is more visible and healthier than at any time in the past, and it will continue to expand in the coming years.
- The journals program (24% of revenues) remains a substantial part of the AMS publication program. There is steady attrition of subscriptions, but attrition is less than expected. The four primary AMS journals, which constitute the largest part of the

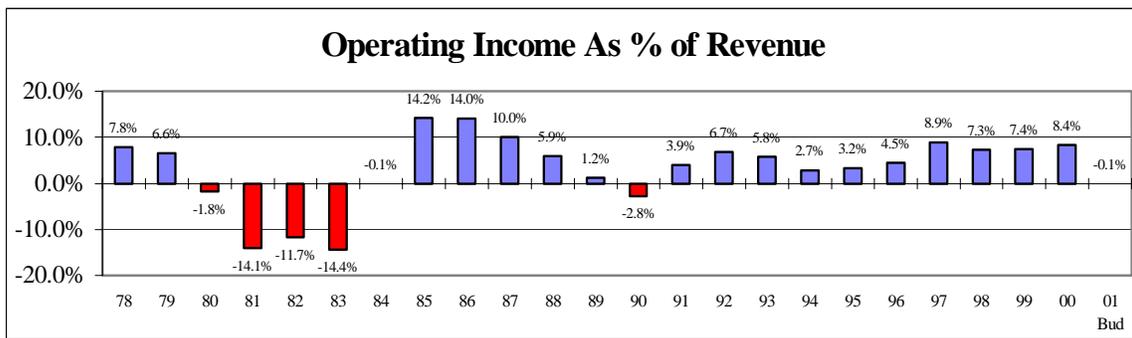


program, have been electronic for more than 5 years, and the latest version makes them more functional and more widely used. We continue to look for ways to improve the electronic versions and to encourage mathematicians to make better use of them.

- Math Reviews (34% of revenues) gets better and better each year. We added 71,327 items to the database in 2000, including 54,386 reviews. There are now over 1,200,000 links to original articles, allowing users to navigate the electronic literature (even without a subscription to Math Reviews!). We added a free tool (MR Lookup) for authors and publishers to create links using the resources of Math Reviews. The formation of consortia has made it possible for previously non-subscribing institutions to obtain access to MathSciNet at minimal cost, and the consortia now include more than 300 new subscribing institutions as well as many previous subscribers. During the coming year, we will add an entirely new element to the Math Reviews database, including the original reference lists for many items in the database. Over time, this new aspect of the database will allow MR to create a citation index in addition to the database of reviews and bibliographic information. MathSciNet — the most popular electronic product — is upgraded each year in a steady cycle of development.

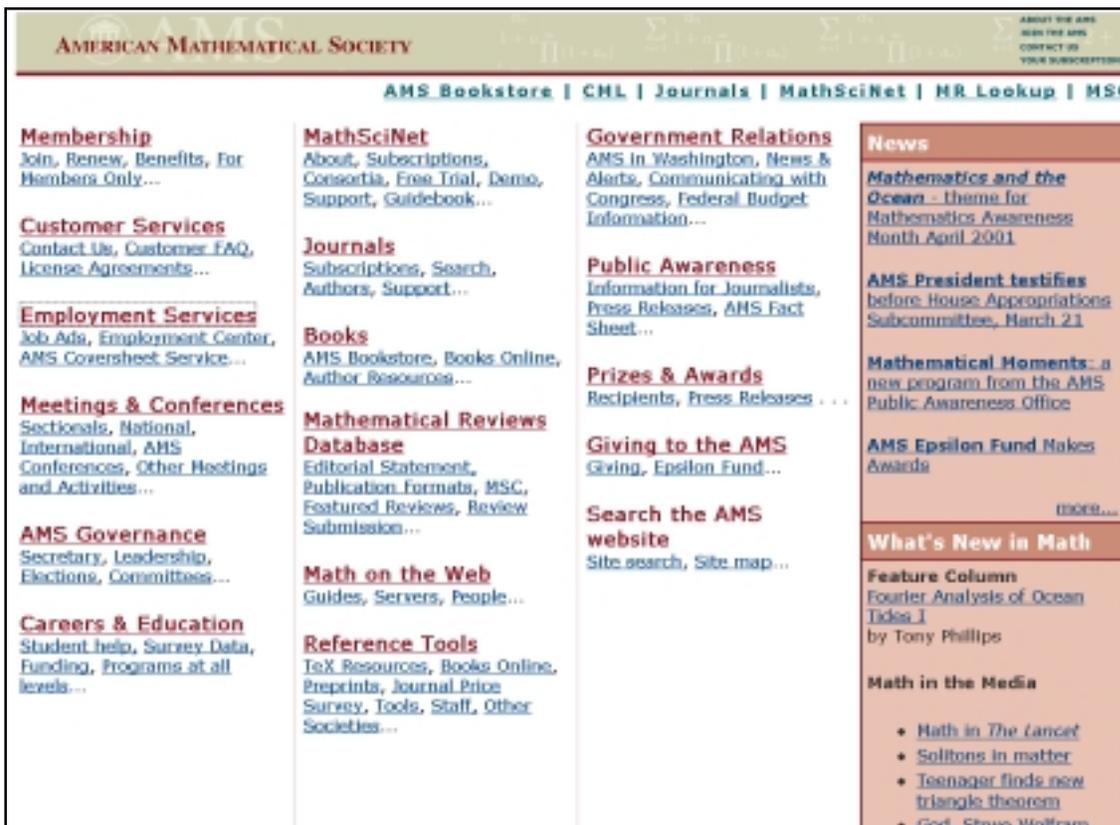


The total revenue of the Society is approximately twenty-one million dollars. In recent years, that revenue has exceeded our operating expenses by a healthy amount, and the difference (*operating income*) has been roughly 8% of revenues. The excess is added to our reserves, which have grown (until recently!) as the market grew. Our growing reserves provide financial security for the Society. The steady operating income, however, masks an underlying problem faced by the Society in the next few years. Our revenues have been relatively constant for a period of time, and we have maintained operating income only by increased efficiency. Faced with inexorably increasing expenses, we must find ways to increase revenues in the future.



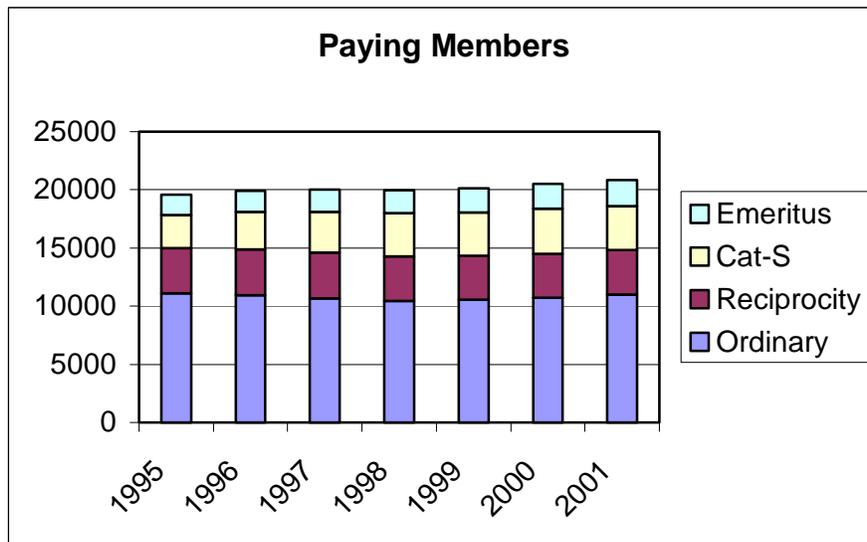
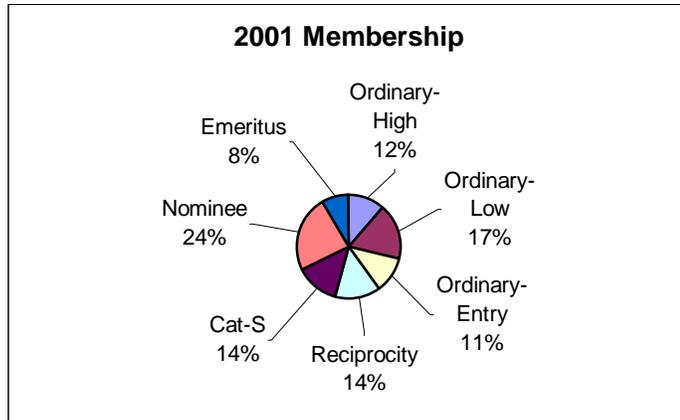
Spending Money

Of course, it's natural that *most* of the money we spend goes to the publication program—it is a large enterprise involving most of the 225 staff of the Society. On the other hand, the publishing operations of the Society are both scholarly endeavors and programs designed to make extra revenue in order to pay for other activities. Investments in our publication program are therefore investments in the entire Society.



Most scientific societies would divide their other expenses into two categories, those directed at members and those directed at the scientific community as a whole. That division is hard to accomplish for the AMS, however, because we tend to blur the lines between member service and professional outreach. For example, our two member journals, the *Bulletin* and the *Notices*, are major member benefits, but both journals are available online to all mathematicians for free. The AMS website has become a central way to communicate information to members, but all the information is made available to all mathematicians at no cost (to them). Employment services are accessible to everyone because restricting them to members (either individuals or institutions) seems unthinkable. Even discounts on meetings registrations are extended to people beyond our membership, often because our meetings are joint with other organizations. Our members (especially when it comes time to pay dues) sometimes ask what they get in return, and this blurring of member benefits and professional outreach makes it hard to give a direct answer.

On the other hand, many of our members understand that member services are often extended to the entire mathematics community, and they understand precisely because they represent many different communities. It is important to remember that more than a third of our membership is international, and that we have many types of members—ordinary, reciprocity, Category-S, emeritus, nominee. With the exception of the *Notices*, there are no activities of the AMS that all groups view as a "benefit of membership".



A list of activities on which we spend our money, therefore, often looks like a list of *outreach*, that is, things we do for the entire mathematics community. It's important to keep in mind that almost every one of these things benefits members, either directly or indirectly, and hence a part of every activity is a "member benefit" as well as outreach.

Here is a list of some of that outreach, divided into categories that reflect the part of the Society most directly responsible for the activity.

Washington Office

The Washington Office is our largest single outreach activity. The most important goal of the Office is to network with various groups in Washington, including Congress, the agencies, and (especially) the other scientific societies. Providing a visible presence for mathematics in these communities is critically important. But the Office also carries out a number of specific projects each year.

Mass Media Fellows Program

Through the American Association for the Advancement of Science, the AMS has sponsored one or two Mass Media Fellows per year since 1997. The cost is approximately \$7,500 per student (in addition to travel costs to attend the Joint Meetings). Through this program mathematics graduate students spend ten weeks in a mass media organization, including major magazines and newspapers. The participants are able to observe and participate in the process by which events and ideas become news, and improve their communication skills by learning to describe complex technical subjects in a manner understandable by the general public.

Congressional Luncheon

The Washington Office has organized Congressional Luncheon Briefings for the last four years. These briefings are held on Capitol Hill and are for Members of Congress and congressional staff. About 75-100 people attend the luncheon, which is organized and paid for by the Society. The overarching theme of these briefings is the importance of mathematics in today's society. Each briefing focuses on mathematics related to applications that benefit society, such as image reconstruction, communications security, brain function, and groundwater contamination.

Joint Public Service Award

The American Astronomical Society-American Mathematical Society-American Physical Society Public Service Award is awarded to a public figure in recognition of his or her sustained and exceptional contributions to public policies that foster support for research, education, and industrial innovation in the physical sciences and mathematics. The first awards were presented in 2000 to Senator Bill Frist, Senator Joseph Lieberman, and Dr. Harold Varmus, former Director of the National Institutes of Health. Those awards were made at a reception in Washington, supported by the three societies and organized by the AMS. The 2001 awards will honor U.S. Representative Vernon Ehlers and Dr. Neal Lane, former Science Advisor to President Clinton.



Department Chairs Workshop

Each January since 1998, on the day before the Joint Meetings, the AMS has held a Department Chairs Workshop. The aim of these workshops is to provide information that can help chairs successfully manage and lead their departments. Workshop sessions, led by current and former chairs, focus on a range of issues and practical matters. Topics covered include the promotion and tenure process, various personnel issues, long-range planning, budget management, technology, and instruction. The workshop format encourages group discussion and a sharing of ideas and experiences. A small registration fee covers part of the cost, but these are mainly subsidized by the Society.

Secondary Teachers Prize Breakfast

Since 1998 the AMS has sponsored a breakfast honoring the secondary school teachers who win the Presidential Award for Excellence in Mathematics Teaching each year. One teacher from each state achieves this honor, and the AMS invites the teachers, as well as representatives from other mathematics organizations, to this breakfast.

Preparing Future Faculty (PFF)

The preparing future faculty program is a program in which doctoral granting degree departments collaborate with mathematics departments from other types of institutions (two year, four year, or master's degree institutions). The PFF program addresses the scope of faculty roles and responsibilities in all these institutions. Participating graduate students are mentored by faculty from their doctoral department, as well as by faculty from the non-doctoral granting institutions. The AMS and MAA, through an NSF grant awarded to the Council of Graduate Schools and the Association of American Colleges and Universities, sponsor four institutions in the PFF program—Arizona State University, SUNY at Binghamton, Virginia Tech, and the University of Washington. The Society contributes administrative time and travel to this project.

Wonder Science

WONDER SCIENCE was a science publication of the American Chemical Society (ACS) and the American Institute of Physics (AIP) directed toward elementary and middle school children. In 1997 the AMS began cooperating with the ACS and AIP on this publication. In 1998 the AMS became a co-publisher, paying for a part-time consultant to work with the publication staff. WONDER SCIENCE was meant to help teachers and parents increase student interest in science. At one point WONDER SCIENCE had over twenty thousand subscribers. Unfortunately, for a complicated set of reasons, WONDER SCIENCE ceased publication in 1999.

AMS/MER Master's Degree Workshops

Supported by a NSF grant, the AMS and the Mathematicians and Education Reform Forum (MER), in cooperation with SIAM, have organized two workshops on professional master's degrees. A third workshop will be held in the fall of 2001. These workshops focus on creating a forum for mathematics departments to discuss the issues related to professional master's degrees, and to gain insights about how to successfully implement a professional master's degree in their departments. The workshops look at the overall picture in graduate education, examine professional master's degrees and their place in a department's overall graduate program, and provide nuts-and-bolts information on how to develop professional master's degrees.

AMS/MER Project on Excellence in Undergraduate Mathematics:

"Excellence in Undergraduate Mathematics: Confronting Diverse Student Interest" is a three-year project aimed at mathematical sciences departments. The joint project of the American Mathematical Society and the Mathematicians and Education Reform Forum is an integrated program of six national workshops, networks of mathematical sciences departments, programs at national meetings, and publications. While highlighting the

needs of particular student groups, the programs will focus also on critical issues that cut across all instruction. Reform efforts will be put in the context of the institutional role of mathematical sciences departments and their relationships with partner disciplines.

Non-Traditional Employment

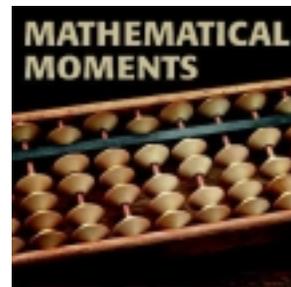
Supported by a Sloan Foundation grant, the AMS and SIAM, in cooperation with the MAA, have developed a CD-ROM and video on non-academic employment directed at undergraduate mathematical sciences majors. Through the CD one can view and hear the experiences of mathematicians, as well as learn about the day-to-day responsibilities of mathematicians working in a variety of industries. Students also find out what to expect after completing a degree in mathematics. The same grant has also supported a website on non-academic employment (<http://www.ams.org/careers>).

Public Awareness

The new Public Awareness office is staffed by two people (with secretarial support). A great deal of its work in the first year has been devoted to planning, but it has already established contacts with the press and provided publicity for our Joint Meeting. The Office fields calls from reporters seeking information about math-related topics, and the staff has supplied information or referred reporters to experts on topics including Congressional apportionment, the expected value of a hole-in-one golf promotion, the number of minority PhD's in math, the odds of picking a four-leaf clover, and chain letters. The Office maintains the Public Awareness Office web pages (including outreach activities and special events of the AMS and other organizations), posts news releases, and acts as liaison with the Math on the Web editor. The Public Awareness Office is also represented on the AMS Staff Membership Council, which analyzes, revises and generates AMS communications to members and to potential members. In addition, the Office has worked on some specific projects in the past few months.

Mathematical Moments

The Public Awareness Office will produce a steady supply of one-page promotions called Mathematical Moments. These are intended to illustrate the importance of research mathematics in everyday life, and the material can be used in written or oral presentations by mathematicians and non-mathematicians alike. Fifteen have been produced and more are on the way. The Moments are available to download from the AMS website (<http://www.ams.org/ams/mathmoments.html>). Hard copies have been sent to key NSF officials, and plans are underway to print and distribute sets to math departments across the country.



Discoveries and Breakthroughs in Science (DBIS)

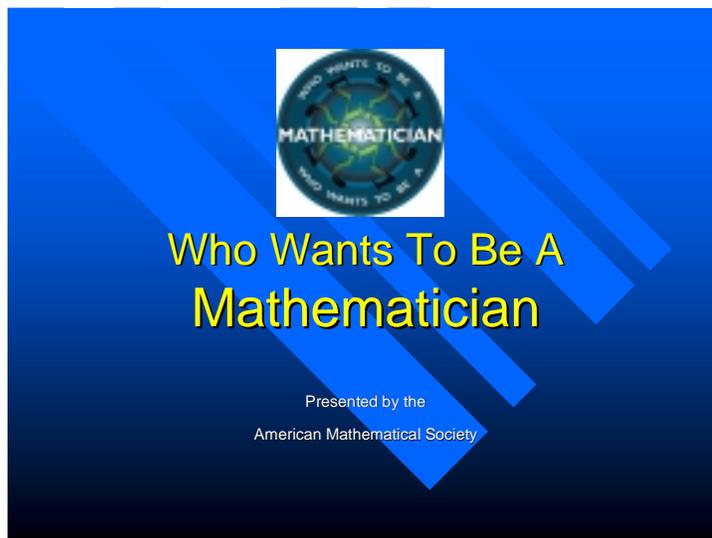
The American Institute of Physics (AIP) produces a syndicated series of science stories (90 seconds long) for local news programs. There are about three stories per week, and the syndication is professionally marketed to television segments across the country. The Society is now contributing a small portion of the substantial funding for the program,

and joining with several other societies to assist AIP. The Public Awareness Office offers ideas for shows, makes suggestions on the portions of scripts that deal with mathematics, and reviews the shows each month. (A story that was suggested on the mathematics of scheduling has already been produced.)

Who Wants To Be A Mathematician

A mathematical version of the popular TV game show was a success in New Orleans, attracting groups of high school students both as contestants and as members of the audience. Another show is scheduled for April 25th in Rhode Island as part of Math Awareness Month. Our Public Awareness Officers write

questions, search for contestants, arrange sponsorship and host the show. A story on the show done at the Joint Meetings aired on the New Orleans news.



Arnold Ross Lectures

The Arnold Ross Lectures are given each year at a science museum and are partially funded by an endowment from Paul Sally. Traditionally, the lectures are given by two distinguished mathematicians, aimed at talented high school students, and concentrate on an aspect of mathematics that will help to attract such students into mathematics. There is also an opportunity for the students to interact with the speakers on a personal level. For the most recent lectures (held in St. Louis) the Public Awareness Office worked with the Meetings Department on the production (content and presentation) of both the Invitation and the Program for the event, attended the lectures, and posted a write-up about the event on the web. Starting in 2002, the Public Awareness Office will work more closely with the host site and organizer to publicize the event, incorporating more innovative elements.

Publicity for Sectional Meetings

Beginning this year, the Public Awareness Office has emailed news releases of upcoming sectional meetings to the information office of the host institution. The releases contain some broad details about the meeting, the participation of the hosting department's faculty, and the AMS.

Math Medley

The Public Awareness Officers have worked with Pat Kenschaft to suggest guests for her weekly radio show and to post updates about the show on the AMS website. Chris Jones will appear in April to promote Math Awareness Month. Mike Breen, one of the two Public Awareness Officers, will be a guest host in May. His guest will be Donald Saari.

Math Awareness Month

The Office acted as the primary liaison with the 2001 Committee Chair to set guidelines and deadlines for the announcements and website; wrote or revised the announcement and sample news release; scheduled and handled the bulk mailing; provided wording, layout and related resources suggestions for the website. This is one of the strengths of having full-time staff working on public awareness, making it possible to coordinate efforts such as this.



AMS Member Newsletter

The Public Awareness Office is producing the first in a regular series of Member Newsletters—brief communications on subjects or more in-depth coverage not published in *Notices*. The first issue is focusing on the current activities of the Public Awareness Office, Washington D.C. Office, and the Epsilon Fund.

Programs and Services

For many years, the Society has carried out a variety of ongoing activities that are connected to employment, either helping young mathematicians secure jobs or helping not-so-young mathematicians understand the situation. More recently, the Department has extended its work to include outreach to the international community and support of other organizations. Its projects now include a wide variety of activities. While some of this work is supported by grants, the Society has a policy of either accepting minimal overhead or forgoing overhead altogether. *Every* grant therefore costs the Society money, and often substantial amounts.

Annual Survey

The Annual Survey effort consists of three surveys sent annually to over 1,500 mathematics, applied mathematics, and statistics departments in the U.S. together with occasional surveys addressing topics of concern. The annual surveys include 1) a census of doctoral recipients with a focus on their employment status following the receipt of their degree, 2) a survey of faculty salaries, and 3) a survey of key departmental data such as faculty counts, graduate student counts, course enrollments and faculty hiring. Results of the surveys are reported in the *Notices* and the AMS website. The Annual Survey is cosponsored with the American Statistical Association, the Institute for Mathematical Statistics, and the Mathematical Association of America, but the Society bears most of the cost and carries out all administrative work.

Assistantships and Graduate Fellowships in the Mathematical Sciences

This annual publication contains information on the graduate programs of mathematics and statistics departments in the U.S. Its purpose is to provide prospective graduate students with a current and reliable source of basic information on graduate programs as a first step in their exploration of programs to which they might apply. The information is updated annually, and the publication is provided free to AMS members upon request. A

copy is provided free to every department of mathematics and statistics listed in the AMS's Professional Directory. It is also available on the AMS web site.

CBMS Survey

This detailed investigation of undergraduate programs in the mathematical sciences in the U.S. has been conducted every five years since 1965 under the auspices of the Conference Board on the Mathematical Sciences (CBMS), with funding provided by the NSF. The AMS became a partner in the actual conduct of this survey in 1990, held the NSF grant and provided survey infrastructure support for the 1995 survey, and is doing the same for the ongoing 2000 survey. The AMS will publish the report of the current survey in early 2002.

Employment Information in the Mathematical Sciences (EIMS)

EIMS has become a standard location for advertising academic, and some industrial, positions in mathematics. While the traditional yellow print publication still exists, most job seekers access the ads over the web. The ads are heavily browsed by mathematicians from all over the world.

Employment Center

The Employment Center at the Annual Meetings is a centralized site for employers and job applicants to meet while at the January meetings. Complete listings are printed and mailed in advance. A sophisticated message center and optional scheduling system help with appointments. This project is jointly "sponsored" by the American Mathematical Society, the Mathematical Association of America, and the Society for Industrial and Applied Mathematics, but it is carried out entirely by AMS staff. The Employment Center will mark its 50th anniversary in January, 2002.

AMS Coversheet Service

AMS Coversheet Service was launched in 2000 to help departments download "AMS Coversheets" submitted by applicants, to use in their own databases of applications. Applicants also add the paper form - as usual - to each application packet that they send. This service may serve as a step, for the AMS, on the way to electronic centralization of some of the job applications in mathematics. The service also serves as a substitute for the old "Job Seekers List", which provides names of candidates still on the market in the spring of each year.

Young Scholars Program

The Epsilon Fund, established in 1999, offers small grants to summer "young scholars" programs aimed at mathematically talented high school students. During its first two years, the Society awarded \$155,000 in grants to a variety of programs, all paid from the Program Development Fund. The AMS is working to build an endowment, which will provide the funds for these grants in the future. To further help all such programs with the expensive task of publicity, the AMS keeps a central list of such programs on the web, and has developed a small poster, and plans for wide dissemination.



REU Conference

The "Research Experience for Undergraduates" conference took place in 1999, with funding from the National Security Agency. In addition to a valuable proceedings volume (<http://www.ams.org/employment/REUproceedings.html>), the conference resulted in an AMS effort to increase the available data on REU programs. This project involves tracking the location of participants from summer 1999 and summer 2000 REU programs, in order to be able to conduct a study 5 or 6 years in the future on the impact of the REU experience on career paths. Also, the AMS maintains a central list of all REU programs on its website.

Math in Moscow Semester for Undergraduates

The Independent University in Moscow approached the AMS for support of their semester-long study program for undergraduates in Moscow. This is a unique opportunity for intensive mathematical study and research, as well as a chance for U.S. students to experience life in Moscow. It is an REU-like experience for students with talent and interest in mathematics. The NSF agreed to a three year grant in support of 10 students per year. The first students will be supported in fall 2001.

Evaluation Panel for NSA Public Grants Program

The AMS assists the National Security Agency (NSA) in its annual evaluation of the research proposals submitted to its non-classified grants program. The AMS President appoints individuals to a panel of twelve mathematical scientists who are experts in the mathematical areas eligible for NSA support. AMS staff handle all the logistics associated with soliciting reviews of the proposals based on reviewers selected by the panel of experts and convening a panel meeting to make final funding recommendations to the NSA.

NSF Postdoc Administration

The AMS has administered the selection process for the NSF Postdoctoral Fellowships each year since the program began 20 years ago. The AMS assembles a highly qualified panel of researchers appointed by the AMS, the Institute for Mathematical Statistics, and the Society for Industrial and Applied Mathematics each year. Even (or perhaps especially) in these days of Fastlane, young applicants often have questions or problems as they go through their first application process, which are handled by the AMS staff.

Minority Database (Mathematics/Math Education Interest data collection)

This project attempts to collect areas of research interest on a variety of professionals in mathematics and mathematics education who are from groups underrepresented in mathematics. This is a collaborative effort among the AMS, the Mathematical Association of America, the National Association of Mathematicians, the National Council of Teachers of Mathematics, and the Mathematical Sciences Research Institute, and it has gotten off to a rather slow start. Over time, the goal is to have enough data in order to fill requests from conference organizers for appropriate invitation lists.

SACNAS Annual Meeting

The AMS provides partial financial support of the mathematics program at the annual meeting of the Society for the Advancement of Chicanos and Native Americans in Science (SACNAS). A central goal for this annual meeting is supporting outstanding undergraduates who show an interest in pursuing advanced degrees in science and mathematics. The major portion of AMS support provides travel grants for talented undergraduate mathematics. The AMS also provides an exhibit with materials of interest to the undergraduate math majors attending the meeting and acquaints general meeting attendees with our programs and services.

Ky Fan China Program

Thanks to the generosity of Ky and Yu-fen Fan, the AMS has embarked on a plan to facilitate collaboration between Chinese and U.S./Canadian researchers. The Ky and Yu-fen Fan Endowment provides funds for program grants, and all administrative costs are borne by the Society. The portion of this program currently underway is travel support for U.S./Canadian-based mathematicians to visit colleagues in China, and for Chinese mathematicians to visit institutions in the U.S. and Canada. The other two components are support for the purchase of mathematical books and journals by Chinese departments, and support for conferences to be held in China.

Book & Journal Donation Program

This program matches individual donations of research-level mathematics books and journals with libraries and mathematics departments at educational institutions located in the developing world, including the former Soviet Union and Eastern Europe, for which there is a mathematics research "heartbeat." Donors are reimbursed for the cost of shipping their donation to the receiving institution. Funding for this program is provided by the Stroock Family Foundation. Work is currently underway to expand the visibility of this program.

ICM Travel Grants

The AMS has administered NSF funding in 1990, 1994, and 1998 for travel support of U.S. mathematicians attending, or speaking at, the International Congress of Mathematicians (ICM). Approximately \$250,000 in travel grants have been awarded each time through the program. The same effort is planned for ICM 2002 in Beijing, China. Approximately 125 - 150 awards are administered, with a portion going to recent PhDs.

European Mathematical Society Summer School

The European Summer School in St. Petersburg will concentrate on Asymptotic Combinatorics with applications to mathematical physics and will be held at the Euler Mathematical Institute in July, 2001. The AMS has obtained a travel grant from NSF to support two U.S. invited speakers and more than a dozen U.S. graduate students who will attend the summer school.

Fellowships and Prizes

Everyone is aware of the major research prizes awarded by the Society. Most recently, the frequency and amounts of such prizes have been increased to reflect the growth of the endowments. In addition to the well-known prizes, the Society makes annual awards to undergraduates and young mathematicians.

Trjitzinsky Fellowships

Each year, the Society awards eight scholarships of \$4000 each to undergraduates named by eight institutional member departments. These are funded by a bequest of Waldemar J. Trjitzinsky in 1988. Over the past several years, the Trjitzinsky endowment has grown considerably, and we have been able to increase the size and number of these awards. The awards are made to outstanding undergraduate mathematics students with demonstrated need. The recipients are selected by the departments themselves.

Intel International Science and Engineering Fair

The AMS provides \$3,000 in prizes for the outstanding mathematics-related projects presented at the annual Intel Science Fair. The Karl Menger Fund helps support this activity, and the Menger Prize Committee forms the core of a panel of judges that evaluates over fifty mathematics projects at each year's fair.

Centennial Fellowships

The Centennial Fellowships have been awarded for a number years, most recently to 3-4 young mathematicians each year. The goals have changed slightly over time, shifting from young mathematicians to mid-career and back again. Most recently, these fellowships have been made more flexible, aimed at mathematicians from 3-12 years past the Ph.D. The program is supported directly by contributions from members, matched up to \$50,000 each year using income from our endowment.

Miscellaneous Projects

There are many other projects, large and small, that are carried out from time to time by various parts of the Society. Here are a few examples.

Task Force for Excellence

This was funded by major grants from Exxon and NSF, but as with all such grant-supported projects required a substantial investment of time and money from the AMS. The Task Force worked for seven years, carrying out focus groups and making site visits. The resulting book, *Towards Excellence*, has been widely distributed throughout the academic community. University administrators have praised the book along with the mathematics community for producing it. Mathematicians are still evaluating the message. Several other important efforts came from this project, however, including the Chairs Workshops, continuing focus groups, and increased survey work.

Website hosting for AWM/YMN

Web hosting is a good example of the day-to-day, relatively small outreach activity of the AMS. Because we have the infrastructure, hosting websites for organizations like the

Association for Women in Mathematics (AWM) and the Young Mathematicians Network (YMN) is a natural service we can provide. We do this at no charge to the organizations.

UCLA Symposium "Mathematical Challenges"

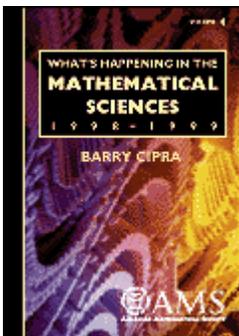
This six-day meeting held during the summer of 2000 was the AMS's contribution to World Mathematical Year 2000 activities of the International Mathematical Union. The program consisted of 31 plenary lectures by a selection of the world's leading mathematicians. Approximately 1,000 mathematicians from the U.S. and other countries attended the meeting, including 143 U.S.-based mathematicians in the early stages of their career whose attendance was supported by an NSF grant administered by the AMS. While the meeting was expensive (costing the Society nearly \$100,000), it was viewed as a great success by everyone involved.



Summer Research Conferences

These conferences are sponsored jointly with the Society for Industrial and Applied Mathematics as well as the Institute for Mathematical Statistics. They are funded by a grant from the National Science Foundation, but carried out by AMS staff. These are the most recent version of a program that has been held for many years, including summer institutes and seminars. The conferences are normally a week long (but can be flexible), attract a group of 40-60 mathematicians in a particular area, and often produce a proceedings or other written material. Approximately 4-7 conferences are held each summer.

What's Happening in Math



In general, publications of the Society are viewed as revenue-producing activities. The series of What's Happening books (there are now four of them and a fifth is underway) are not designed to make money for the Society, however. These are aimed at the scientifically literate public, and they have been praised by the science community as excellent examples of awareness of science *for* scientists. While the books are sold to the public, the project loses a substantial amount of money with each book.

Mathematical Sciences Professional Directory

This annual publication of the AMS provides detailed governance information on the AMS and other professional societies in the mathematical sciences. It includes a comprehensive list of mathematical sciences departments in the U.S. and Canada. The publication is provided free to AMS institutional members and is offered free to all departments listed in the publication.

Viewing the operations of the Society as a balance sheet can be misleading, of course, and the AMS does much more than merely earn money and spend it. But making lists of the programs that produce revenue, and the programs that consume it, is a useful exercise. It helps the membership, the leadership, and the staff gain perspective by reminding us all of the breadth and the interdependence of our activities.

I have observed on several occasions that many people involved in the AMS have special interests—meetings, publications, advocacy, professional development—and most view their special interests as *most* important, that is, as things that should be supported by the rest of the Society's operations. But we cannot sustain a society in which all activities lose money (at least for long), and the notion that *important* things are supported by *unimportant* ones is flawed. All activities of a professional society are connected: Those that generate revenue are important both because they support operations and because they have intrinsic value; those that require revenue are important because they define the mission of the organization. A healthy society consists of many parts, all of them woven together in a connected web—and all of them important.

Sometimes, it's easy to forget that essential idea in a balance sheet.

John Ewing