

**AACSB INTERNATIONAL  
THE ASSOCIATION TO ADVANCE  
COLLEGIATE SCHOOLS OF BUSINESS, INC.**

**Financial Statements  
June 30, 2011 and 2010**

**AACSB INTERNATIONAL**  
**The Association to Advance Collegiate Schools of Business, Inc.**

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## Report of Independent Certified Public Accountants

The Board of Directors  
AACSB International - The Association to Advance Collegiate Schools of Business, Inc.  
Tampa, Florida

We have audited the accompanying statements of financial position of AACSB International - The Association to Advance Collegiate Schools of Business, Inc. ("AACSB"), as of June 30, 2011 and 2010, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of AACSB's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of AACSB International – The Association to Advance Collegiate Schools of Business, Inc. as of June 30, 2011 and 2010, and the changes in its net assets and its cash flows, for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying supplementary schedules on pages 9 to 12, which is the responsibility of management, are presented for the purposes of additional analysis and are not a required part of the financial statements. Such information has not been subjected to the auditing procedures applied in the audits of the financial statements and, accordingly, we do not express an opinion or provide any assurance on them.

*Cherry, Bekaert & Holland, L.L.P.*

Tampa, Florida  
August 25, 2011

**AACSB International**  
**The Association to Advance Collegiate Schools of Business, Inc.**

**Statements of Financial Position**  
**Years Ended June 30, 2011 and 2010**

	<b>2011</b>	<b>2010</b>
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	\$ 7,751,580	\$ 6,868,440
Accounts receivable, net of allowance; \$18,000 in 2011 and 2010	3,205,226	3,082,941
Prepaid expenses	255,734	277,622
<b>Total current assets</b>	<b>11,212,540</b>	<b>10,229,003</b>
<b>Investments</b>	<b>9,663,326</b>	<b>8,239,433</b>
<b>Property and equipment</b>		
Office machinery and equipment	898,597	957,555
Office furniture and fixtures	287,463	287,463
Leasehold improvements	126,538	126,538
	1,312,598	1,371,556
Less accumulated depreciation	(1,148,834)	(939,636)
<b>Total property and equipment</b>	<b>163,764</b>	<b>431,920</b>
<b>Other assets</b>		
Deposit	17,340	15,375
<b>Total assets</b>	<b>\$ 21,056,970</b>	<b>\$ 18,915,731</b>
<b>Liabilities and Net Assets</b>		
<b>Current liabilities</b>		
Accounts payable	\$ 673,961	\$ 577,567
Accrued expenses	430,612	469,059
Deferred revenue	8,428,718	8,269,894
<b>Total current liabilities</b>	<b>9,533,291</b>	<b>9,316,520</b>
<b>Net assets</b>		
Unrestricted	11,523,679	9,599,211
<b>Total liabilities and net assets</b>	<b>\$ 21,056,970</b>	<b>\$ 18,915,731</b>

**AACSB International**  
**The Association to Advance Collegiate Schools of Business, Inc.**

**Statements of Activities**  
**Years Ended June 30, 2011 and 2010**

	<b>2011</b>	<b>2010</b>
<b>Revenues and other support</b>		
Dues	\$ 3,210,475	\$ 3,113,075
Fees	10,987,935	9,981,173
Interest and dividends	345,604	311,189
Net realized gain (loss) on investments	84,466	(18,074)
Other	88,588	90,715
<b>Total revenues and other support</b>	<b>14,717,068</b>	<b>13,478,078</b>
<b>Expenses</b>		
Accreditation	4,283,350	3,612,956
Dues-based membership services	3,561,716	2,856,697
Fee-based educational products and services	5,970,825	5,162,055
<b>Total expenses</b>	<b>13,815,891</b>	<b>11,631,708</b>
<b>Operating income</b>	901,177	1,846,370
Net unrealized gain on investments	1,023,291	678,554
<b>Change in net assets</b>	1,924,468	2,524,924
<b>Net assets at beginning of year</b>	9,599,211	7,074,287
<b>Net assets at end of year</b>	<b>\$ 11,523,679</b>	<b>\$ 9,599,211</b>

**AACSB International**  
**The Association to Advance Collegiate Schools of Business, Inc.**

**Statements of Cash Flows**  
**Years Ended June 30, 2011 and 2010**

	<b>2011</b>	<b>2010</b>
<b>Cash flows from operating activities</b>		
Change in net assets	\$ 1,924,468	\$ 2,524,924
Adjustments to reconcile change in net assets to net cash flows provided by operating activities:		
Depreciation	304,262	330,371
Net realized and unrealized gain on investments	(1,105,809)	(660,480)
(Increase) decrease in:		
Accounts receivable	(122,285)	(585,091)
Prepaid expenses	21,888	(69,828)
Deposit	(1,965)	(15,375)
Increase (decrease) in:		
Accounts payable and accrued expenses	57,947	(128,094)
Deferred revenue	158,824	424,508
<b>Net cash provided by operating activities</b>	<b>1,237,330</b>	<b>1,820,935</b>
<b>Cash flows from investing activities</b>		
Purchase of property and equipment	(36,106)	(72,570)
Purchase of investments	(1,218,084)	(2,206,114)
Proceeds from disposition of investments	900,000	1,900,000
<b>Net cash used in investing activities</b>	<b>(354,190)</b>	<b>(378,684)</b>
<b>Net increase in cash and cash equivalents</b>	883,140	1,442,251
<b>Cash and cash equivalents, at beginning of year</b>	<b>6,868,440</b>	<b>5,426,189</b>
<b>Cash and cash equivalents, at end of year</b>	<b>\$ 7,751,580</b>	<b>\$ 6,868,440</b>

**AACSB International**  
**The Association to Advance Collegiate Schools of Business, Inc.**

**Notes to Financial Statements**  
**Years Ended June 30, 2011 and 2010**

**Note 1 – Nature of Operations and Summary of Significant Accounting Policies**

*AACSB International* - The Association to Advance Collegiate Schools of Business, Inc. (the "Organization") is a not-for-profit organization whose mission and principal activities are to advance quality management education worldwide through accreditation and thought leadership. The Organization is headquartered in Tampa, Florida and maintains a regional office in Singapore. The regional office in Singapore is a separate incorporated entity operating as AACSB International – The Association to Advance Collegiate Schools of Business, LTD. All activity of the Singapore office is performed by the Organization. The Organization's revenues and other support are derived principally from member dues and fees, which includes sponsorships from members and other outside organizations. Its activities serve a global network of educational institutions, corporate and not-for-profit organizations.

The financial statements of the Organization have been prepared on the accrual basis of accounting.

*Use of Estimates* - The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues, expenses, gains, losses, and other changes in net assets during the reporting period. Actual results could differ from those estimates.

*Cash and Cash Equivalents* - The Organization considers all liquid investments with original maturities of three months or less to be cash equivalents.

The Organization places its cash and cash equivalents on deposit with financial institutions in the United States. On November 9, 2010, the Federal Deposit Insurance Corporation (FDIC) issued a Final Rule implementing section 343 of the Dodd-Frank Wall Street Reform and Consumer Protection Act that provides for unlimited insurance coverage of noninterest-bearing transaction accounts. Beginning December 31, 2010 through December 31, 2012, all noninterest bearing transaction accounts are fully insured, regardless of the balance of the account, at all FDIC-insured institutions. The unlimited insurance coverage is available to all depositors, including consumers, business, and government entities. This unlimited coverage is separate from the \$250,000 insurance coverage provided to a depositor's other deposit accounts held at an FDIC-insured institution. As of June 30, 2011 and 2010, the Organization's deposit accounts had \$-0- and \$114,250, respectively, which exceeded insured amounts. In addition, the Organization had money market accounts in excess of insurance provided by FDIC or SPIC of \$3,772 and \$6,641,138 at June 30, 2011 and 2010, respectively.

*Investments* - Investments consist of bond and stock mutual funds reported at fair value. Investment return includes interest, dividends and unrealized gains and losses on investments.

The Organization's investments include various types of investment securities which are exposed to various risks such as interest rate, market, and credit risk. Due to the level of risk associated with certain investment securities and the level of uncertainty related to changes in the value of investment securities, it is possible that changes in risks in the near term could materially affect the amounts reported in the financial statements.

**AACSB International**  
**The Association to Advance Collegiate Schools of Business, Inc.**

**Notes to Financial Statements**  
**Years Ended June 30, 2011 and 2010**

**Note 1 – Nature of Operations and Summary of Significant Accounting Policies (continued)**

*Accounts Receivable* - Accounts Receivable are stated at the amount billed to members. The Organization provides an allowance for doubtful accounts, which is based upon a review of outstanding receivables, historical collection information and existing economic conditions. Accounts receivable are ordinarily due 30 days after the issuance of the invoice. Accounts past due more than 120 days are considered delinquent. Delinquent receivables are written off based on individual credit evaluation and specific circumstances of the member. The Organization extends unsecured credit to its members.

*Property and Equipment* - Property and equipment are carried at cost. Depreciation is calculated using the straight-line basis over the estimated useful life of each asset ranging from 3 to 7 years. Leasehold improvements are amortized over the shorter of the lease term or their respective estimated useful lives. Expenditures in excess of \$5,000 with a useful life in excess of one year are capitalized.

*Deferred Revenue* - Revenues from dues and fees are recognized in the period in which they relate. Billing for the subsequent year's dues and fees are recorded in the current fiscal year; however, amounts billed but not yet earned are reported as deferred revenue.

*Income Taxes* - The Organization is exempt from income taxes on its exempt activities under Section 501(c)(3) of the Internal Revenue Code.

The Organization has evaluated the effect of the guidance provided by ASC Topic on Accounting for Uncertainty in Income Taxes. Management believes that the Organization continues to satisfy the requirements of a tax-exempt organization at June 30, 2011. Management has evaluated all other tax positions that could have a significant affect on the financial statements and determined that the Organization had no uncertain income tax positions at June 30, 2011.

*Functional Allocation of Expenses* - The costs of supporting the various programs and other activities have been summarized on a functional basis in the statement of activities as described in Note 5.

*Reclassifications* - Certain items in the prior year financial statements were reclassified to conform to the current year presentation.

*Subsequent Events* - The Organization has considered subsequent events through August 25, 2011, which represents the date the financial statements were available to be issued.

**Note 2 – Investments, Investment Return and Fair Value**

*Fair Value of Financial Instruments* - The Organization's financial instruments include various investments. The Organization classifies and discloses the fair value of financial instruments in one of the following three categories:

Level 1 - Financial instruments with unadjusted quoted prices listed in active market exchanges. The Organization's Level 1 assets consist of bond and stock mutual funds.

**AACSB International**  
**The Association to Advance Collegiate Schools of Business, Inc.**

**Notes to Financial Statements**  
**Years Ended June 30, 2011 and 2010**

**Note 2 – Investments, Investment Return and Fair Value (continued)**

Level 2 - Financial instruments determined using prices for recently traded financial instruments with similar underlying terms as well as directly or indirectly observable inputs, such as interest rates and yield curves that are observable at commonly quoted intervals. The Organization does not have any Level 2 assets.

Level 3 - Financial instruments not actively traded on a market exchange. This category includes situations where there is little, if any, market activity for the financial instrument. The prices are determined using significant unobservable inputs or valuation techniques. The Organization does not have any Level 3 assets.

Investments consist of bond and stock mutual funds which are considered Level 1 financial instruments under ASC Topic, Fair Value Measurements and Disclosures.

	<b>2011</b>	<b>2010</b>
Equity mutual funds		
Large cap growth	\$ 1,390,674	\$ 1,037,785
Large cap value	1,357,094	1,030,614
Mid cap blend	486,001	350,765
Small cap blend	478,159	343,353
International	938,951	711,944
Fixed income mutual funds		
Short term bonds	595,044	585,558
Intermediate bonds	4,417,403	4,179,414
	\$ 9,663,326	\$ 8,239,433

The cost of investments was \$9,125,669 and \$8,723,119 at June 30, 2011 and 2010, respectively.

**Note 3 – Operating Lease**

The Organization leases office space in Tampa, Florida and Singapore under separate operating leases, which expire between 2012 and 2020. Rent expense was \$500,021 and \$498,330 for the years ended June 30, 2011 and 2010, respectively.

The total minimum future lease commitments at June 30, 2011 are due as follows:

2012	\$ 610,747
2013	586,207
2014	572,974
2015	568,348
2016	565,130
2017-2020	2,105,465
	\$ 5,008,871

**AACSB International**  
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**Notes to Financial Statements**  
**Years Ended June 30, 2011 and 2010**

**Note 4 – Pension Plan**

The Organization’s employees, after one year of service, are eligible to participate in a retirement plan administered by the Teachers Insurance and Annuity Association- College Retirement Equities Fund (“TIAA-CREF”). TIAA-CREF is a “portable” plan which provides for immediate vesting of benefits to the employee. The plan allows employees to contribute between 1% and 5% of their base salary, in 0.5% increments. The Organization then contributes double the employee’s contribution. Total pension plan expense for the years ended June 30, 2011 and 2010, was \$394,277 and \$361,135, respectively.

TIAA-CREF participants have the option of making additional voluntary contributions to the plan. TIAA-CREF is a defined contribution plan under which payments are used to purchase individual annuities issued to the participants and benefits solely on amounts contributed to the plan plus investment earnings. Upon retirement, TIAA-CREF participants have options for payment of their vested benefits.

**Note 5 – Management and General Expenses**

For the years ended June 30, 2011 and 2010, general, administrative, and overhead expenses of \$4,926,511 and \$4,126,289, respectively, have been allocated to the service groups in the same proportion as direct staff costs. These costs include office facility and general operations, governance, management staff, IT systems and infrastructure, fiscal operations, insurance and equipment depreciation.

**Note 6 – Employment Contract Commitments**

The Organization has entered into employment contracts with varying terms through April 30, 2015, with the CEO, CAO and the VP-Asia, under which they are collectively guaranteed minimum salaries and certain other benefits, assuming their continued employment, totaling:

2012	\$ 957,308
2013-2015	1,051,735

These contracts can be terminated at the sole discretion of the Organization without cause, by giving at least 60 day written notice. In that event the Organization would pay the employee an agreed-upon amount of salary as severance and reimburse up to a maximum of \$25,000 for relocation expenses. In addition, certain other employees maintain written severance agreements with the Organization. Collectively, these agreements total approximately \$1,300,000.

## **Supplementary Schedules**

**AACSB International**  
**The Association to Advance Collegiate Schools of Business, Inc.**

**Summary of Unrestricted Revenues and Expenses by Activity**  
**For the Years Ended June 30, 2011 and 2010**  
**“Unaudited”**

	2011		2010
	Actual	Budget	Actual
<b>Revenues and other support</b>			
Dues	\$ 3,210,475	\$ 3,281,875	\$ 3,113,075
Fees			
Accreditation	5,116,020	4,900,400	4,828,735
ICAM	1,790,471	1,572,000	1,340,960
Conferences	1,810,270	1,748,425	1,694,570
Seminars	1,527,775	1,248,600	1,417,740
Data Direct	109,956	106,100	106,650
BizEd	537,592	495,245	510,592
BizSchool jobs	95,851	80,000	81,926
Interest and dividends	345,604	270,000	311,189
Net realized gain (loss)	84,466	-	(18,074)
Other	88,588	97,355	90,715
Contingency	-	(500,000)	-
Total revenues and other support	<u>14,717,068</u>	<u>13,300,000</u>	<u>13,478,078</u>
<b>Expenses</b>			
Program Costs			
Accreditation	1,336,805	1,665,200	1,085,359
ICAM	896,301	751,657	541,276
Conferences	901,252	795,241	739,133
Seminars	852,396	756,333	779,218
Data Direct	45,569	58,720	52,411
BizEd	514,414	504,150	477,206
BizSchool jobs	34,547	27,510	28,450
Communications	98,037	104,190	44,101
Governance	424,311	322,000	311,550
Other membership services	218,832	421,799	233,945
Personnel	6,411,091	6,506,200	5,736,161
Overhead			
Office	1,016,296	606,700	621,427
Technology infrastructure	327,641	314,488	267,527
Mail and shipping	15,570	23,090	13,516
Duplicating, printing and supplies	33,197	72,415	38,138
Depreciation	304,262	321,000	322,732
Legal and audit	57,002	63,300	68,415
Other	328,368	306,007	271,143
Contingency	-	(100,000)	-
Total expenses	<u>13,815,891</u>	<u>13,520,000</u>	<u>11,631,708</u>
<b>Operating income</b>	901,177	(220,000)	1,846,370
Net unrealized gain on investments	1,023,291	-	678,554
<b>Change in net assets</b>	1,924,468	(220,000)	2,524,924
<b>Net assets at beginning of year</b>	9,599,211	9,599,211	7,074,287
<b>Net assets at end of year</b>	<u>\$ 11,523,679</u>	<u>\$ 9,379,211</u>	<u>\$ 9,599,211</u>

**AACSB International**  
**The Association to Advance Collegiate Schools of Business, Inc.**

**Unrestricted Comparative Statements of Revenues and Expenses by Service Group**  
**For the Year Ended June 30, 2011**  
**“Unaudited”**

	2011 Actual					2011 Budget				
	Accreditation	Dues-Based Membership Services	Fee-Based Educational Products and Services	Other	Total	Accreditation	Dues-Based Membership Services	Fee-Based Educational Products and Services	Other	Total
<b>Revenues and Other Support</b>										
Dues	\$ -	\$ 3,210,475	\$ -	\$ -	\$ 3,210,475	\$ -	\$ 3,281,875	\$ -	\$ -	\$ 3,281,875
Fees	5,116,020	-	5,871,915	-	10,987,935	4,900,400	5,000	5,247,370	-	10,152,770
Interest and dividends	-	-	-	345,604	345,604	-	-	-	270,000	270,000
Net realized loss	-	-	-	84,466	84,466	-	-	-	-	-
Other	(170,400)	170,400	31,538	57,050	88,588	(170,400)	170,400	39,700	(444,345)	(404,645)
<b>Total revenues and other support</b>	<b>4,945,620</b> 33.6%	<b>3,380,875</b> 23.0%	<b>5,903,453</b> 40.1%	<b>487,120</b> 3.3%	<b>14,717,068</b> 100%	<b>4,730,000</b> 35.6%	<b>3,457,275</b> 26.0%	<b>5,287,070</b> 39.8%	<b>(174,345)</b> -1.3%	<b>13,300,000</b> 100%
<b>Expenses</b>										
Direct										
Program	1,336,805	839,509	3,146,150	-	5,322,464	1,665,200	958,905	2,782,695	(100,000)	5,306,800
Personnel	1,159,424	1,330,544	1,076,948	-	3,566,916	1,184,800	1,289,790	1,228,610	-	3,703,200
<b>Total direct</b>	<b>2,496,229</b> 28.1%	<b>2,170,053</b> 24.4%	<b>4,223,098</b> 47.5%	<b>-</b> -	<b>8,889,380</b> 100%	<b>2,850,000</b> 31.6%	<b>2,248,695</b> 25.0%	<b>4,011,305</b> 44.5%	<b>(100,000)</b> -1.1%	<b>9,010,000</b> 100%
Gross margin	2,449,391 42.0%	1,210,822 20.8%	1,680,355 28.8%	487,120 8.4%	5,827,688 100%	1,880,000 43.8%	1,208,580 28.2%	1,275,765 29.7%	(74,345) -1.7%	4,290,000 100%
Allocated										
Personnel	1,061,796	750,808	1,031,571	-	2,844,175	1,032,000	688,670	1,082,330	-	2,803,000
Overhead	725,325	640,855	716,156	-	2,082,336	618,000	492,835	596,165	-	1,707,000
<b>Total allocated</b>	<b>1,787,121</b> 36.3%	<b>1,391,663</b> 28.2%	<b>1,747,727</b> 35.5%	<b>-</b> -	<b>4,926,511</b> 100%	<b>1,650,000</b> 36.6%	<b>1,181,505</b> 26.2%	<b>1,678,495</b> 37.2%	<b>-</b> 0.0%	<b>4,510,000</b> 100%
<b>Total Expenses</b>	<b>4,283,350</b> 31.0%	<b>3,561,716</b> 25.8%	<b>5,970,825</b> 43.2%	<b>-</b> 0.0%	<b>13,815,891</b> 100%	<b>4,500,000</b> 33.3%	<b>3,430,200</b> 25.4%	<b>5,689,800</b> 42.1%	<b>(100,000)</b> -0.7%	<b>13,520,000</b> 100%
<b>Operating Income (Loss)</b>	<b>662,270</b>	<b>(180,841)</b>	<b>(67,372)</b>	<b>487,120</b>	<b>901,177</b>	<b>230,000</b>	<b>27,075</b>	<b>(402,730)</b>	<b>(74,345)</b>	<b>(220,000)</b>
Net unrealized gain on investments	-	-	-	1,023,291	1,023,291	-	-	-	-	-
<b>Change in Net Assets</b>	<b>\$ 662,270</b>	<b>\$ (180,841)</b>	<b>\$ (67,372)</b>	<b>\$ 1,510,411</b>	<b>\$ 1,924,468</b>	<b>\$ 230,000</b>	<b>\$ 27,075</b>	<b>\$ (402,730)</b>	<b>\$ (74,345)</b>	<b>\$ (220,000)</b>

**AACSB International**  
**The Association to Advance Collegiate Schools of Business, Inc.**

**Unrestricted Comparative Statements of Revenues and Expenses by Service Group**  
**For the Year Ended June 30, 2010**  
**“Unaudited”**

	2010 Actual					2010 Budget				
	Accreditation	Dues-Based Membership Services	Fee-Based Educational Products and Services	Other	Total	Accreditation	Dues-Based Membership Services	Fee-Based Educational Products and Services	Other	Total
<b>Revenues and</b>										
<b>Other Support</b>										
Dues	\$ -	\$ 3,113,075	\$ -	\$ -	\$ 3,113,075	\$ -	\$ 3,125,900	\$ -	\$ -	\$ 3,125,900
Fees	4,828,735	-	5,152,438	-	9,981,173	4,554,300	-	5,018,965	-	9,576,265
Interest and dividends	-	-	-	311,189	311,189	-	-	-	350,000	350,000
Net realized loss	-	-	-	(18,074)	(18,074)	-	-	-	-	-
Other	(161,760)	161,760	30,845	59,870	90,715	(161,760)	161,760	22,050	(391,215)	(372,165)
<b>Total revenues and other support</b>	<b>4,666,975</b>	<b>3,274,835</b>	<b>5,183,283</b>	<b>352,985</b>	<b>13,478,078</b>	<b>4,392,540</b>	<b>3,287,660</b>	<b>5,041,015</b>	<b>(41,215)</b>	<b>12,680,000</b>
	34.6%	24.3%	38.5%	2.6%	100%	34.6%	25.9%	39.8%	-0.3%	100%
<b>Expenses</b>										
<b>Direct</b>										
Program	1,085,359	686,197	2,521,093	-	4,292,649	1,548,200	1,000,542	2,775,631	(50,000)	5,274,373
Personnel	1,014,872	1,102,522	1,095,376	-	3,212,770	1,018,595	1,126,924	1,130,108	-	3,275,627
<b>Total direct</b>	<b>2,100,231</b>	<b>1,788,719</b>	<b>3,616,469</b>	<b>-</b>	<b>7,505,419</b>	<b>2,566,795</b>	<b>2,127,466</b>	<b>3,905,739</b>	<b>(50,000)</b>	<b>8,550,000</b>
	28.0%	23.8%	48.2%	0.0%	100%	30.0%	24.9%	45.7%	-0.6%	100%
<b>Gross margin</b>	<b>2,566,744</b>	<b>1,486,116</b>	<b>1,566,814</b>	<b>352,985</b>	<b>5,972,659</b>	<b>1,825,745</b>	<b>1,160,194</b>	<b>1,135,276</b>	<b>8,785</b>	<b>4,130,000</b>
	43.0%	24.9%	26.2%	5.9%	100%	44.2%	28.1%	27.5%	0.3%	100%
<b>Allocated</b>										
Personnel	956,385	582,214	984,792	-	2,523,391	978,665	670,871	1,062,758	-	2,712,294
Overhead	556,340	485,764	560,794	-	1,602,898	597,215	570,662	599,829	-	1,767,706
<b>Total allocated</b>	<b>1,512,725</b>	<b>1,067,978</b>	<b>1,545,586</b>	<b>-</b>	<b>4,126,289</b>	<b>1,575,880</b>	<b>1,241,533</b>	<b>1,662,587</b>	<b>-</b>	<b>4,480,000</b>
	36.7%	25.9%	37.4%	0.0%	100%	35.2%	27.7%	37.1%	0.0%	100%
<b>Total Expenses</b>	<b>3,612,956</b>	<b>2,856,697</b>	<b>5,162,055</b>	<b>-</b>	<b>11,631,708</b>	<b>4,142,675</b>	<b>3,368,999</b>	<b>5,568,326</b>	<b>(50,000)</b>	<b>13,030,000</b>
	31.1%	24.6%	44.3%	0.0%	100%	31.8%	25.9%	42.7%	-0.4%	100%
<b>Operating Income (Loss)</b>	<b>1,054,019</b>	<b>418,138</b>	<b>21,228</b>	<b>352,985</b>	<b>1,846,370</b>	<b>249,865</b>	<b>(81,339)</b>	<b>(527,311)</b>	<b>8,785</b>	<b>(350,000)</b>
<b>Net unrealized gain on investments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>678,554</b>	<b>678,554</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Change in Net Assets</b>	<b>\$ 1,054,019</b>	<b>\$ 418,138</b>	<b>\$ 21,228</b>	<b>\$ 1,031,539</b>	<b>\$ 2,524,924</b>	<b>\$ 249,865</b>	<b>\$ (81,339)</b>	<b>\$ (527,311)</b>	<b>\$ 8,785</b>	<b>\$ (350,000)</b>

**AACSB International**  
**The Association to Advance Collegiate Schools of Business, Inc.**

**Detail Unrestricted Statement of Revenues and Expenses by Service Group**  
**For the Year Ended June 30, 2011**  
**“Unaudited”**

	Dues-Based Membership Services				Fee-Based Education Products and Services						
	Accreditation	Membership Services	Other Revenues	Total	Professional Development	Data Direct	BizEd	Other	Total	Other	Total
<b>Revenues and Other Support</b>											
Dues	\$ -	\$ 3,064,725	\$ 145,750	\$3,210,475	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,210,475
Fees	5,116,020	-	-	-	5,128,516	109,956	537,592	95,851	5,871,915	-	10,987,935
Interest and dividends	-	-	-	-	-	-	-	-	-	345,604	345,604
Net realized gain	-	-	-	-	-	-	-	-	-	84,466	84,466
Other	(170,400)	-	170,400	170,400	-	-	-	31,538	31,538	57,050	88,588
Total revenues and other support	<u>4,945,620</u>	<u>3,064,725</u>	<u>316,150</u>	<u>3,380,875</u>	<u>5,128,516</u>	<u>109,956</u>	<u>537,592</u>	<u>127,389</u>	<u>5,903,453</u>	<u>487,120</u>	<u>14,717,068</u>
<b>Expenses</b>											
Direct											
Program	1,336,805	839,509	-	839,509	2,605,134	20,687	406,387	113,942	3,146,150	-	5,322,464
Personnel	1,159,424	1,330,544	-	1,330,544	950,709	20,141	86,616	19,482	1,076,948	-	3,566,916
Total direct	<u>2,496,229</u>	<u>2,170,053</u>	<u>-</u>	<u>2,170,053</u>	<u>3,555,843</u>	<u>40,828</u>	<u>493,003</u>	<u>133,424</u>	<u>4,223,098</u>	<u>-</u>	<u>8,889,380</u>
Gross margin	<u>2,449,391</u>	<u>894,672</u>	<u>316,150</u>	<u>1,210,822</u>	<u>1,572,673</u>	<u>69,128</u>	<u>44,589</u>	<u>(6,035)</u>	<u>1,680,355</u>	<u>487,120</u>	<u>5,827,688</u>
Allocated											
Personnel	1,061,796	750,808	-	750,808	852,821	18,429	142,833	17,488	1,031,571	-	2,844,175
Overhead	725,325	640,855	-	640,855	595,665	11,787	95,039	13,665	716,156	-	2,082,336
Total allocated	<u>1,787,121</u>	<u>1,391,663</u>	<u>-</u>	<u>1,391,663</u>	<u>1,448,486</u>	<u>30,216</u>	<u>237,872</u>	<u>31,153</u>	<u>1,747,727</u>	<u>-</u>	<u>4,926,511</u>
Total expenses	<u>4,283,350</u>	<u>3,561,716</u>	<u>-</u>	<u>3,561,716</u>	<u>5,004,329</u>	<u>71,044</u>	<u>730,875</u>	<u>164,577</u>	<u>5,970,825</u>	<u>-</u>	<u>13,815,891</u>
<b>Operating Income (Loss)</b>	<u>662,270</u>	<u>(496,991)</u>	<u>316,150</u>	<u>(180,841)</u>	<u>124,187</u>	<u>38,912</u>	<u>(193,283)</u>	<u>(37,188)</u>	<u>(67,372)</u>	<u>487,120</u>	<u>901,177</u>
Net unrealized gain on investments	-	-	-	-	-	-	-	-	-	1,023,291	1,023,291
<b>Change in Net Assets</b>	<u>\$ 662,270</u>	<u>\$ (496,991)</u>	<u>\$ 316,150</u>	<u>\$ (180,841)</u>	<u>\$ 124,187</u>	<u>\$ 38,912</u>	<u>\$ (193,283)</u>	<u>\$ (37,188)</u>	<u>\$ (67,372)</u>	<u>\$ 1,510,411</u>	<u>\$ 1,924,468</u>
<b>Comparative</b>											
2011 Budget	\$ 230,000	\$ (316,450)	\$ 343,525	\$ 27,075	\$ (248,057)	\$ 9,299	\$ (147,831)	\$ (16,141)	\$ (402,730)	\$ (74,345)	\$ (220,000)
2010 Actual	\$ 1,054,019	\$ 97,628	\$ 320,510	\$ 418,138	\$ 109,811	\$ 38,362	\$ (125,875)	\$ (1,070)	\$ 21,228	\$ 1,031,539	\$ 2,524,924