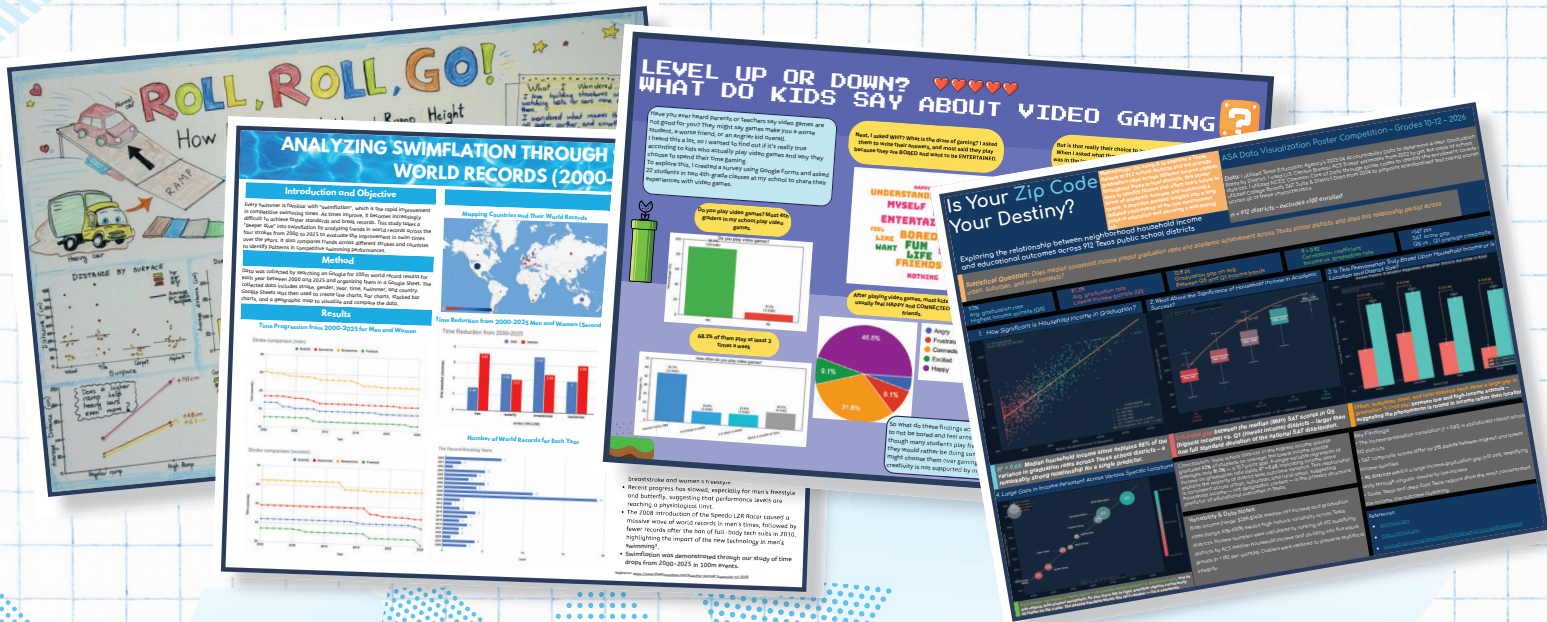


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Data Visualization Poster and Statistics Project Competitions



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AUGUST 2026 • ISSUE #590

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The American Statistical Association is the world's largest community of statisticians. The ASA supports excellence in the development, application, and dissemination of statistical science through meetings, publications, membership services, education, accreditation, and advocacy. Our members serve in industry, government, and academia in more than 90 countries, advancing research and promoting sound statistical practice to inform public policy and improve human welfare.

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Statisticians and Data Scientists Have Entered Their Leadership Era



STATtr@k is a column in *Amstat News* and a website geared toward helping people navigate their way in a data-centric world. To read more articles like this one, visit the website at <http://stattrak.amstat.org>. If you have suggestions for future articles, or would like to submit an article, please email Megan Murphy, *Amstat News* managing editor, at megan@amstat.org.

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Using Data to Support Humanitarian Action in Global Conflict Zones

This column is written for those interested in learning about the world of Data for Good, where statistical analysis is dedicated to good causes that benefit our lives, our communities, and our world. If you would like to know more or have ideas for articles, contact David Corliss at davidjcorliss@peace-work.org.

- 30 **DECIDING FACTORS**
Before the Model: The Statistician's Role in Framing Decisions Proactively

Deciding Factors, a column by Mark Otto, explores decision analysis and how statistical scientists can apply their expertise to make better choices in their careers, communities, and personal lives.

ONLINE

Discover how statisticians helped shape the field of statistical ecology. In this month's history feature, Penny Reynolds explores the contributions of pioneering figures whose work laid the foundation for understanding species, populations, biodiversity, and other ecological processes through statistics. Read the full article at <https://magazine.amstat.org/blog/category/additional-features/time-series>.

EVENTS & OPPORTUNITIES

BASS XXXIII

The 33rd Biopharmaceutical Applied Statistics Symposium will take place November 2–3 at the Hotel Indigo Savannah Historic District in Savannah, Georgia. One-hour tutorials will be presented by speakers from academia and the pharmaceutical industry about diverse topics related to research, clinical development, and pharmaceutical regulation. BASS will also offer a poster session. Visit the symposium website for details: www.bassconference.org.

2026 Work and Salary Survey Released

The 2026 Work and Salary Survey is now available. The report covers trends in compensation, workplace satisfaction, and professional development opportunities across sectors. It also examines the significant impact recent federal budget cuts have had on members working in the government. Download the full report from the American Statistical Association website: www.amstat.org/your-career/salary-information.

ASA's Data Science Certification Program

The ASA has introduced a new voluntary data science certification program that offers two credentials: Data Science Professional and Advanced Data Science Professional. These designations allow data scientists to demonstrate their expertise, professionalism, and commitment to ethical practice to employers and peers. Learn more and apply at <https://american-statistical-association.github.io/DSPCert>.



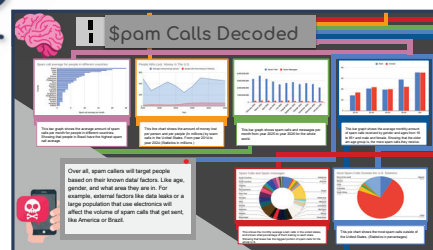
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Showing Up: An Update on Communities in Action

Someone counted cars in a church parking lot every Sunday for months. Someone else walked up to the new president of a regional opera company and, with no invitation and no PowerPoint, asked if data might help save it. And someone else noticed, bag by bag, that a food bank kept running short on jelly. None of these people were asked to do this. They just noticed a problem and happened to be statisticians and data scientists.

That instinct to show up, pay attention, and offer something useful is exactly what Communities in Action was built to encourage and support. This initiative is no longer just an idea about what statisticians could do in their communities; it is what we are doing and the opportunities to do more. It is exciting!

In this update, I will share three of these stories and introduce a set of toolkits now in development that will make it even easier for you to find your own way in.

The Parking Lot That Became a Baseline

A church congregation outside Minneapolis was growing fast enough that parking had become a genuine crisis. The kind of problem that shows up as friction on Sunday mornings and anxiety at every board meeting about the building's future. A longtime member, a statistician with decades of industry experience, didn't wait for a formal ask. He started counting cars. Not glamorously. Not with any special tools. He picked a cutoff time, stood in the lot, and counted the onsite spaces, the overflow lot, and the street. Week after week, at first entirely on his own. Eventually, he brought the church's parking volunteers into the process, teaching them what to track and why consistency mattered more than precision. He tracked down membership and giving data from other congregations in the Twin Cities. Suddenly, the board wasn't just looking at their own numbers and seeing whatever story they wanted to believe. Today, the church is working with an architect on capital improvements and the parking question is one they can answer.

His advice to anyone considering this kind of work is refreshingly low stakes: Look at the places you're already part of. You don't need a proposal. Sometimes you just need a willingness to count cars.

Behind the Curtain at the Opera

Another statistician found his way into community work through a shared love of opera. When new leadership arrived at a major regional opera company, he introduced himself not as a data expert, but as a longtime patron who cared about the art form's future and happened to have something useful to offer.

That relationship has grown into a pro bono partnership tackling existential questions for arts organizations everywhere: How do we convert first-time attendees into subscribers? How do we know whether audiences want to be challenged or comforted? How do we tell if a lower-priced ticket initiative is working.

His team's analysis of the company's "pick your price" experiment, which let new attendees pay as little as \$11, even led to a methodological detour into using large language models to analyze open-ended survey responses, a project that pulled in a high school intern and produced a four-author paper spanning a statistician, a student, an opera singer, and the company's president.

His advice: Find something you'd care about even if there was no data involved. Don't lead with your tools, as he puts it. Don't talk about your hammer until you know the problem is a nail. Listen first. The statistics come later.

Jelly, Canned Meat, and a Food Bank That Runs Smoother

Not every story requires 15 hours a week or a research paper. One ASA member has spent the past year and a half volunteering at a local food bank, which helps feed nearly 200 families through twice-monthly distributions. After a few months of watching the operation, a pattern emerged: certain items (e.g., jelly and certain canned meats) kept



Jeri Mulrow

Every story in this initiative started
the same way: Someone paid
attention to a problem that was
important to their community and
used what they knew to help.

MORE ONLINE

Visit the
Communities in
Action website at
[https://community.
amstat.org/
commaction/home](https://community.amstat.org/commaction/home)
to learn more.



running short, forcing last-minute purchases. A simple analysis was all it took to see it coming. Now the food bank monitors those items and stocks up in advance, so distribution Saturdays run smoother for the volunteers and, more importantly, for the families counting on a full bag of groceries.

Communities in Action isn't only about big, sustained engagements. It's about the fact that a little attention, applied consistently, changes outcomes for real people.

Building the On-Ramps: Four Toolkits, Four Ways to Show Up

Not everyone has a lot of time to volunteer, a personal connection to a nonprofit's leadership, or the standing to walk into a boardroom. Those are the gaps a set of small volunteer working groups are now closing. Each group is building a toolkit designed to lower the barrier to entry for a different kind of contribution.

The first toolkit is for the statistician with limited time who still wants to make an impact. It's a hands-on set of materials for introducing young audiences to data and statistics. Built for a classroom, a library, or anywhere curiosity can be sparked in an afternoon.

The second is for anyone who's found themselves talking to friends, neighbors, or a community group about data. It's a growing repository of examples and resources for quantitative literacy—how to spot a bad graph in the news, and just as important, how to recognize a good one.

The third is for the statistician or data scientist who is ready to build a relationship with a community organization, a nonprofit, or a school. Maybe you already have a connection.

Maybe you don't. This toolkit helps you start that conversation.

The fourth is for the person who notices an organization is struggling with its own data management the way our food bank volunteer did. This one is built entirely around tools people already have, such as Excel and Google Sheets. No new software to learn. Just better practices and easier ways to use what they've already got.

Four toolkits. Four entry points. All of them designed around the same premise: You don't need a title, a grant, or a formal invitation to make a difference. You just need to notice, and you need to show up.

What's Next

The toolkits are just the beginning of the infrastructure we're building. In the months ahead, we'll keep developing and releasing new toolkits. We're also building a list of organizational contacts to make getting involved easier from both directions—bottom-up, by inviting members to share the community organizations and connections they already have, and top-down, by identifying national-level contacts who can help make local introductions where members don't yet have one. Once the toolkits are in hand, we plan to offer workshops on how to use them, so having the resource is never the barrier. And underneath it all, we're working to grow a network of members who want to support this initiative and help sustain it for the long run. Our goal is to make it easier for the next person to show up.

Your Story Belongs Here

Every story in this initiative started the same way: Someone paid attention to a problem that was important to their community and used what they knew to help. If that sounds like something you've already done quietly, without fanfare—maybe without even thinking of it as “data work”—we want to hear about it.

Visit the Communities in Action website at <https://community.amstat.org/commaction/home> to share your story, learn more about the toolkits as they're released, or simply let us know you're interested. The next story could be yours.

A stylized, handwritten signature in black ink, likely belonging to a member of the Communities in Action team.

International Day of Women in Statistics and Data Science to Highlight Community

Cynthia Bland, Samantha Seals, and Jessica Kohlschmidt, Co-Chairs of the 2026 IDWSDS Conference

The Caucus for Women in Statistics and Data Science will host the fifth annual International Day of Women in Statistics and Data Science on October 6, a free virtual event running throughout the day across time zones worldwide.

This year's theme, Creating Global Connections, celebrates the many ways statisticians and data scientists build relationships, collaborate across borders, and contribute to a global community. Conference presentations will highlight examples of international collaboration and the impact of statistical and data science work around the world. Participants will also have opportunities to form new connections by engaging with speakers and attendees from a wide range of countries and professional backgrounds.

A highlight of the 2026 conference will be six keynote speakers representing six continents, offering diverse perspectives on leadership, innovation, and the future of the profession. In addition, the conference will introduce 30-minute plenary presentations on technical topics, providing attendees with more in-depth discussions of methodology, applications, and emerging areas of research. Returning features include invited sessions and contributed presentations that have become hallmarks of the conference.

Although women continue to make important contributions to statistics and data science, they remain underrepresented in many settings. IDWSDS recognizes the importance of creating opportunities for visibility, mentorship, collaboration, and professional growth. Through this event, CWS aims to support and celebrate women while fostering a more inclusive profession for all.

The goals of the conference include the following:

- Showcase women and their contributions to statistics and data science
- Connect female statisticians and data scientists around the world
- Encourage collaboration among statistical and data science societies
- Promote greater inclusion and diversity within the profession
- Strengthen connections between statistics and data science

IDWSDS is designed to be accessible to a global audience. By offering a free, fully virtual format, the conference removes travel and registration cost barriers and expands opportunities for participation. While the conference centers on the experiences and achievements of women, everyone is welcome to attend and contribute to the conversation. Meaningful progress requires the engagement of allies and advocates across the profession.

Registration opens in mid-August. For more information, email idwsds@cwstat.org, and follow IDWSDS on LinkedIn at www.linkedin.com/company/idwsds for conference updates.

By supporting IDWSDS, participants help amplify the voices of women in statistics and data science and strengthen a global network of professionals committed to innovation, collaboration, and inclusion. Join us as we celebrate achievements, build new connections, and inspire the next generation of statisticians and data scientists worldwide. ■

Nominations Open for International Prize in Statistics

Nominations are open through October 1 for the 2027 International Prize in Statistics, which is awarded for a major achievement developed over time. The prize can be awarded to individuals, teams, or organizations. It recognizes powerful ideas that have led to breakthroughs in statistics and data science and demonstrated impact on applications, methodology, theory, or practice.

Nominations require a CV, four letters of reference, and a description of the nominee's contributions written for a non-specialist audience.

For details and the nomination form, visit the International Prize in Statistics website at <https://statprize.org/nominations>. Questions can be emailed to Nominations@StatPrize.org.



INTERNATIONAL PRIZE *in*
STATISTICS

MEMBER STORY

How I Built a Portuguese-Language Analytics Community Online

Fernanda Araujo Maciel



Fernanda Araujo Maciel is an assistant professor of business analytics at California State University, Sacramento. She is the creator of the YouTube channel Prof. Fernanda Maciel and the podcast *Estatisticast*. Her work has reached learners across Brazil, Portugal, Mozambique, and beyond, with more than 1 million views and a combined social media following of more than 122,000.

MORE ONLINE

Find Maciel at [youtube.com/@ProfFernandaMaciel](https://www.youtube.com/@ProfFernandaMaciel), on Instagram as [@proffernandamaciell](https://www.instagram.com/proffernandamaciell), and on LinkedIn at www.linkedin.com/in/proffernandamaciell.



Link to Maciel's YouTube page.

When I arrived in the United States to pursue my academic career, I carried something with me that no visa document could capture: a deep awareness of what it feels like to learn statistics without resources in your own language. Growing up in Brazil, I knew first-hand that high-quality, accessible statistics education in Portuguese was scarce and that this gap had real consequences for students, professionals, and researchers.

That awareness became a calling. What started in 2020 as a modest YouTube channel—a side project squeezed into evenings and weekends—has grown into something I never fully anticipated: a thriving, multilingual online community of statistics learners and professionals from Brazil, Portugal, Mozambique, and beyond. I share this story because I believe it speaks to an important issue in our field: The question of statistical literacy is often a matter of access. It's a gap ASA members are uniquely positioned to help close.

Channel Born from a Gap

Fernanda Maciel, my YouTube channel, launched in 2020 with the mission to teach statistics and data analysis in Portuguese in a simple, straightforward way with practical examples.

The response exceeded anything I had imagined. Within a few years, the channel crossed 23,000 subscribers and surpassed 1 million total views. But what moves me most is the comments—from people who could solve a confidence interval

problem after watching one of my videos, to those who finally understood what a p -value is, to a professor sharing my videos with his entire class because they were the only free resources he had found in Portuguese at that level.

Estatisticast: Putting Statistics Careers in Conversation

In 2023, I launched *Estatisticast*, a podcast series dedicated to exploring the careers of people working across the statistics ecosystem. Over 18 months, I recorded 55 episodes with guests working in data science, marketing analytics, econometrics, psychometrics, epidemiology, and more. The show aired on YouTube and Spotify, and it was designed to answer a question I hear constantly from students: Where can I apply my statistics or data analysis skills?

One thing I noticed immediately was how hungry the audience was for honest career conversations with real stories about how people navigated uncertainty, changed directions, and found their place in a data-driven world. That hunger reflects something important: In many parts of Latin America and Africa, young people

interested in statistics lack professional role models and career roadmaps. *Estatisticast* was my attempt to help change that, one conversation at a time.

Social Media as a Bridge to the Community

Alongside the long-form content, I maintain an active educational presence on Instagram (65,000+ followers) and LinkedIn (28,000+ followers), where I share bite-sized explanations of statistical concepts, data literacy tips, book recommendations, and discussions of how statistics appears in everyday life. The formats are different from a lecture or podcast episode, but the mission is the same: make statistics feel approachable, relevant, and exciting.

Social media also functions as a feedback loop. When I post about a concept that generates dozens of follow-up questions, I know it belongs on YouTube as a full video. When a book recommendation sparks a thread of discussion, I learn what topics my community is interested in exploring. The platforms and learners are in constant dialogue with each other.



Digital Presence That Opens Doors

The online community also created opportunities I never anticipated. It led to invitations to teach and speak at universities and industry events throughout Brazil, including the opportunity to deliver the opening class for the University of São Paulo's MBA in data science program. Those invitations emerged not through formal networking, but because someone had watched a video, listened to a podcast episode, or shared a post.

An Invitation to the Statistics Community

I am not a social media influencer. I am a tenure-track professor who believes the reach of our discipline should not be limited by who can afford a textbook, attend a university, or access content in English. The tools available to us today—YouTube, Spotify, Instagram, and LinkedIn—are extraordinarily powerful vehicles for public statistical education, and I think our community is still underusing them.

You don't need a production studio or marketing team. You need a genuine commitment to communicating statistics clearly—in whatever language and format resonates with the audience you want to reach. Eager and underserved learners are out there. The gap is real. And ASA members—with our training, credibility, and passion for the field—are exactly the right people to help close it.

Let us keep building the community our field deserves. ■

Have a story to share? We want to hear it. Do you have a unique perspective or experience that would interest your fellow ASA members? Consider submitting it to our new Member Story series. Email your story to Managing Editor Megan Murphy at megan@amstat.org.

SIGNIFICANCE HIGHLIGHTS

Google Searches, Beer Miles, and What the Data Reveals

In the past two decades or so, Americans have searched Google about death more than they have films, TV, or even baseball. This stop-you-in-your-tracks observation, revealed by Google's data editor Simon Rogers, is one of many in Kathryn Torney's interview with Rogers in this issue. Google has data that helps us understand each other as a species and—like all the findings in Rogers's new book—defy the notion that data analysis is somehow a cold, mechanical pursuit.

On a lighter note, our cover feature this issue takes a scholarly view of the beer mile—originally a Canadian (now global) sport/physical challenge in which participants gulp down a beer before running 400 meters—then repeat the act four times. People train for this. There are even world championships. Come for the beer or running; stay for an intriguing example of a modeling challenge using limited data.

Issue Highlights

- **Prison Remand:** How the inappropriate use of remand to prison custody in England and Wales is ruining lives and wasting money
- **Mass Shootings:** The complex web of factors behind mass public shootings
- **What Is Kurtosis?:** Even stats textbooks get it wrong. An explanation



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of an often bamboozling statistical measure.

- **The Storytelling Fallacy:** The perils of overselling a method's performance using real data examples
- **Bad Stats:** This issue: "promiscuous dichotomisation" and why sugar doesn't cause herpes

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Members Offer Advice for Writing as a Team

Emily Griffith and Mara Blake



Emily Griffith is a professor of the practice and associate head in the department of statistics at North Carolina State University and director of consulting at the North Carolina State Data Science Academy. She is an active member of the ASA North Carolina Chapter and serves as the District 5 vice chair to the Council of Chapters Governing Board.



Mara Blake is the head of data science services at North Carolina State University, where she provides data and visualization expertise to faculty and staff. She earned her master's in information science at the University of Illinois Urbana-Champaign and held previous positions at Johns Hopkins University and the University of Michigan.

At a recent meeting, a graduate student reacted to the idea of collaborative book writing with surprise: “Why would anyone want to write a book as a team? That sounds so hard.”

Have you ever considered writing a book? Perhaps you feel like it would be easier to write a book with other people, or maybe your topic would benefit from multiple perspectives. On the other hand, group projects can be difficult to navigate successfully. Having just published a book with a team of seven authors, we hope our experiences and advice can help other group book projects succeed.

Why Write a Book as a Team?

Writing a book as a team allows for multiple perspectives and experiences to inform the content of one book. This can be particularly useful in situations in which you're providing guidance or advice for an audience with varied needs. For example, to write the manual *Graduate Students in Data Science Consulting: A Blueprint for Success*, we had to consider that colleges and universities vary widely in their approach to graduate student appointments, administrative homes, and funding models. A team of authors from multiple institutions can generate guidance that encompasses multiple perspectives that address this range of needs.

Choosing a Format

An early decision when writing a book as a team is whether to have individual authors contribute individual chapters with no unified voice or to write a single text together in one unified voice.

An edited volume or compilation of individual chapters, contributed by separate authors with no unified voice, can be easier to complete than a book written more cooperatively. However, there may be disagreements or unintentional overlap between chapters. We suggest this approach when the goal is to showcase diversity of thought on a topic or issue.

On the other hand, a book with a unified voice may result in a more coherent message with a stronger perspective—but this may require more coordination between authors on vocabulary, themes, and perspectives. It also requires intentional editing by one or two lead authors

that agree on the writing style. This kind of work may bring some challenges specific to the format. This was the style we used for our manual, and setting aside time early in the process to agree on a common vocabulary was incredibly helpful. In either case, we strongly recommend identifying one or two lead authors to keep the project moving to completion.

Identifying Authors

The second decision to make is who comprises the author team. If you're writing an edited volume, one way to recruit authors is via a call for chapter proposals. Widely circulating such a request is a great option to consider.

Whether you're selecting specific authors or making decisions based on a call for proposals, we encourage you to consider the different perspectives you wish to present and select authors who can meaningfully contribute in those ways. This could mean including authors from both private and public universities or including authors from small liberal arts colleges and research universities.

Equally important is having a team that works well together. A committee of strong people is not necessarily a strong committee, and we cannot overstate the importance of choosing a team that will work together in a positive way.

Proposed Ideal Schedule

We recommend trying to work quickly. One difficulty that arose during the writing of *Graduate Students in Data Science Consulting: A Blueprint for Success* was that authors moved to new jobs during the writing process. While it is impossible to prevent your author team from progressing in their careers, we do think that a shorter writing timeline can minimize the disruption of job changes.

We had great success with a writing timeline that involved virtual pre-work (both asynchronous and synchronous) that led to an in-person meeting. Our author team had five virtual meetings with tasks in between. By the time we held an in-person writing retreat, we had a complete outline of the book and an accepted book proposal.

Holding an in-person meeting is, from our perspective, a critical step for getting the bulk of the writing done. We spent one and a half days



together working on the manuscript. We found it helpful to start by developing a common vocabulary, then work in a cycle of individual time (1–1.5 hours), review, feedback (0.5–1 hour), and group discussion. During the individual working time, we assigned authors to take the lead on specific chapters. This process started with developing an outline, agreeing on the outline, then adding more text in each round. We also assigned first-round editors, allowed time for breaks, and built in time for authors to work individually. This process was relatively successful.

On reflection, we believe our project would have benefitted from a second in-person meeting toward the end of the writing process. Coordinating the review of the final manuscript for consistent language and tone, while working virtually, proved difficult. Having a short, perhaps even one-day, in-person meeting would have allowed us to share that work more evenly across the author team.

Importance of Team Lead(s)

Having one or two lead authors is important throughout the writing process. During the final stages of preparing a manuscript for publication, it is critically important to have a lead author or two, who take initiative and responsibility for the final manuscript. Such authors will keep the project moving, put the files in the correct

formats, and ensure that the manuscript is completed to the publisher's requirements. The lead author(s) can also coordinate the review and proofing process and ensure requested revisions are completed. We cannot overstate the importance of having one or two authors who will push the manuscript to completion. We found this work had a series of steps with quick turnaround times, but long breaks in between, which made it difficult to coordinate virtually.

Alignment with the Publication Process

An additional benefit of the schedule outlined above is that it aligns with the publication process. The online pre-meetings will allow for the drafting and submitting of a book proposal. Once it is accepted, the in-person writing retreat is where the bulk of the drafting process can occur. While a second in-person meeting would be a great way to finalize a manuscript, we were able to complete it with virtual meetings. Responses to reviews can be coordinated virtually, as well, although that may prove more difficult as time passes.

Overall, we found writing a book as a team to be rewarding, and we are very proud of our finished product. We hope these tips are useful for people embarking on their own writing projects. ■

PRACTICAL SIGNIFICANCE TAKE TWO

Inside the New ASA Clinical Trials Certificate Program

MORE ONLINE

Learn more about the ASA Clinical Trials Certificate Program at <https://bit.ly/4puNZ6g>.



What does it take to prepare statisticians and data scientists for the realities of modern clinical trials? On a recent episode of the *Practical Significance* podcast, cohosts Donna LaLonde and Ron Wasserstein welcomed Ji-Hyun Lee and Nolan Wages to discuss the new ASA Clinical Trials Certificate Program. Lee and Wages explore the gap between traditional statistical training and the practical demands of real-world clinical research.

Developed in close collaboration with steering committee members Antje Hoering, Amarjot Kaur, and Lisa LaVange, the certificate program reflects a collective effort to bridge that gap by bringing together expertise from across the field to define what statisticians and data scientists working in clinical trials truly need to know and be able to do.

Donna LaLonde: Tell us about your day jobs.

Nolan Wages: I'm a professor in the department of biostatistics at Virginia Commonwealth University School of Public Health. I also serve as the director of the biostatistics shared resource for VCU's Massey Comprehensive Cancer Center.

My research primarily focuses on the design of early-phase clinical trials in oncology. I do that from a statistical methodology standpoint and through collaborations with cancer center members in designing and analyzing their trials. I also teach clinical trial-related coursework for our PhD and master's programs in the department of biostatistics.

Ji-Hyun Lee: I'm a professor of biostatistics at the University of Florida and associate director for cancer quantitative sciences at the UF Health Cancer Institute. Like Nolan, I also lead the biostatistics and computational biology shared resource at the cancer institute. Of course, most recently, I served as the 120th president of the American Statistical Association.



Ji-Hyun Lee



Nolan Wages

My daily work, in addition to teaching courses and mentoring students, involves collaborating with clinicians and researchers on cancer clinical trials and translational research. Much of my work focuses on study design, statistical leadership, and using data to answer important questions in cancer research and patient care.

Ron Wasserstein: Why did you believe there was a need to build this program?

Ji-Hyun Lee: I have worked in clinical trials for many years, both in academic medical centers and as a faculty member in biostatistics. Over time, I have come to believe strongly that there is still a meaningful gap between academic statistical training and the realities of clinical trial practice.

During my own training, I learned rigorous statistical theory and methodology. But when I entered the world of oncology trials, I quickly realized how much I still needed to learn. For example, when I first heard about phase I and phase II trials, I had no idea what that meant. I also wondered, what is a clinical trial protocol, and what do biostatisticians do to prepare for it?

Of course, training programs today are much better and more modern than they were when I was a student a long time ago. But I still see the same challenge when statisticians enter clinical trial settings. It often takes substantial time—really substantial time—mentorship, and collective effort before they fully understand how these studies actually operate.

Clinical trials are not just about statistical methods. They involve regulatory expectations, protocol development, multidisciplinary communication, operational limitations, patient safety, interim decision-making, and interpretation under uncertainty.

At the same time, trials are becoming more complex.



We now see adaptive designs, biomarker-driven studies, and the growing use of AI tools in clinical research. Meanwhile, the demand for statisticians in pharmaceutical companies, CROs, and academic medical centers continues to increase.

So, the ASA wanted to create a more structured pathway to help statisticians gain practical clinical trial experience before entering these environments. The goal is quite simple: help our members become more prepared, more confident, and more effective in real clinical research settings.

Nolan Wages: Many statisticians receive strong theoretical training, but clinical trials require a very specific applied skill set. The things Ji-Hyun mentioned, such as protocol development, navigating regulatory considerations, and even endpoint selection, are not always covered in a structured way in graduate programs.

As a result, people often end up learning these skills informally on the job, which can be inefficient and sometimes inconsistent.

We're trying to bridge that gap with this program and help people translate their statistical foundation into the context of real-world clinical research, where these decisions can directly impact patient care and regulatory approval.

Ron Wasserstein: Who was your target audience when you decided to build out the Clinical Trials Certificate Program?

Nolan Wages: The certificate program is really designed to span a wide spectrum, which is what makes this program unique.

We're targeting quantitatively trained individuals—people with graduate-level backgrounds in statistics, biostatistics, data science, or other

related fields. But they could be at very different stages of their careers.

This could include early-career individuals, such as recent master's graduates trying to break into the pharmaceutical or clinical trial space. It could also include mid-career statisticians who may be pivoting from other areas.

We also envision academic researchers who want to be more deeply involved in clinical studies because, as we mentioned, clinical trials require a very specific applied skill set.

Ji-Hyun Lee: We also expect interest from academic researchers who already collaborate on clinical studies but want a deeper understanding of trial operations and statistical leadership.

If statisticians focus only on the methodological aspects of trials, our influence can remain limited. But when we also understand the broader clinical, operational, and regulatory landscape, we are better positioned to take on leadership roles and contribute more effectively to decision-making.

In that sense, this program is designed to support multiple career stages.

Donna LaLonde: Ji-Hyun, your theme for your presidential year was "Building Bridges." I understand that one of the program's goals is bridging statistical foundations and medical research implementation. Can you share why that bridge is so hard to cross without structured training?

Ji-Hyun Lee: The challenge is that the two worlds operate very differently. Graduate programs understandably focus on statistical theory, computation, and methodology. But real clinical trials involve many additional dimensions that are difficult to learn from textbooks or classrooms alone.

For example, statisticians need to understand how protocols are written, how endpoints are selected, and how FDA guidance affects analysis decisions. Many statisticians may not even be familiar with the term “endpoint” because, in other settings, we often refer to them as primary outcome variables. They also need to understand how data are collected and monitored and how multidisciplinary teams function under pressure.

Communication becomes critically important.

For example, a statistician may need to explain uncertainty or risk to clinicians, investigators, regulators, or company leadership. Not everyone is trained in our language. Without structured exposure, many people learn these lessons only through trial and error after entering the workforce, which can be stressful and inefficient.

We have a responsibility to pass that experience on to the next generation of statisticians. Otherwise, we risk losing important opportunities to strengthen both our profession and our impact on clinical research.

I feel strongly that this program will be a great way to advance our profession. That’s why I am so excited about it and so excited to continue building bridges.

Donna LaLonde: Nolan, the program will be cohort-based and online, but tell me about how you decided on the topics and planned out the certificate program.

Nolan Wages: First, regarding the structure, we wanted something that balanced flexibility with engagement—especially with colleagues also in the certificate program.

The two-part weekly model grew out of that goal.

Participants will complete asynchronous material on their own time—things like recorded lectures, readings, and exercises—making the program accessible to people who are working full time. We then pair that with a live, synchronous session each week. That’s where the deeper learning happens through discussion, Q&A, and interaction with instructors, mentors, and peers.

The cohort model was also very intentional. Clinical trials are inherently collaborative, as we’ve already discussed. We wanted participants to learn in a community and build connections, not simply consume content in isolation.

Donna LaLonde: When building the curriculum, how did you incorporate aspects of your research into the design of the program?

Ji-Hyun Lee: The way I see data is perhaps a little different from how methodological statisticians may view it. To me, each data point reflects a patient’s life. That’s how I see the data.

Clinical trials are fundamentally about patients. Statistical decisions in trials are not abstract mathematical exercises. They can directly affect treatment development, regulatory approval, and ultimately patient care. That perspective shaped the curriculum significantly.

Of course, we are teaching emerging statistical methodologies and design principles. But we also wanted participants to understand why all this matters. Poor endpoint selection, inadequate monitoring, weak data quality, or inappropriate interpretation can have very real and serious consequences.

We also spent time debating balance. There is simply too much material to cover fully in a single certificate program.

The challenge was deciding what is most essential and practical from a patient-care perspective. We focused on areas where statisticians often face steep learning curves in real-world clinical trial settings, while creating a framework that participants can build upon throughout their careers.

At the end of the day, we wanted participants to understand that clinical trials are not just about methods or models. They are about patients and decisions that can affect their lives.

That is my personal hope, and I think the themes of this certificate program are very well aligned with that goal.

Nolan Wages: One thing I would add is that we felt strongly about including a capstone experience, and I think Ji-Hyun mentioned this in one of her earlier answers.

Giving participants the opportunity to work on a real project—designing, analyzing, and interpreting actual studies—helps connect the material to the kinds of decisions they will face in practice and the impacts those decisions can have on patients.

We did not want this to be solely a didactic experience with lectures and exercises. We wanted participants to engage in a real-world capstone project. I think that contributes to the mindset that this work is ultimately about patients, and we hope participants leave the program with that perspective.

Ron Wasserstein: Nolan, what would you say about the statistician's role in the clinical research landscape?

Nolan Wages: The role is much broader than people sometimes realize. Statisticians should not be brought in only at the analysis stage. Ideally, we're involved from the very beginning—not just in the design, but also in the initial concept of the trial and the research questions being asked.

Statisticians help define research questions, select endpoints, design studies, determine how evidence will be generated, and decide how data will be analyzed. We should be involved throughout the entire lifespan of a clinical trial.

In my experience, many clinical investigators come to me expecting to fit their study into some standard template or traditional trial design. But a big part of my role is helping them refine their objectives and then tailoring the design to answer the questions they are truly interested in exploring.

Importantly, we also serve as translators between disciplines. We bridge clinical, operational, and regulatory perspectives in ways that support better decisions for patients.

Ron Wasserstein: Ji-Hyun, how do you see AI changing clinical trial design, analysis, and many of the other aspects of clinical research?

Ji-Hyun Lee: AI is beginning to influence many aspects of clinical trials, although I think we are still in the early stages. Right now, I see the biggest impact in areas such as patient recruitment, eligibility screening from electronic health records, real-time monitoring, and the management of large and complex datasets.

We are also starting to see new therapies and treatment strategies that incorporate AI algorithms themselves, particularly in personalized medicine and biomarker-driven treatment approaches. These developments create additional challenges for clinical trial design, validation, and evaluation.

The future clinical trial workforce will need not only strong statistical skills, but also a practical understanding of how clinical research is evolving in the AI era.

Learn more about the ASA Clinical Trials Certificate Program at <https://american-statistical-association.github.io/clinical-trials-cert>. ■

The Quantitative Intersection: Inside the *Journal of Business & Economic Statistics*

The *Journal of Business & Economic Statistics* serves as an outlet for methodological contributions in statistics and economics, with applications in microeconomics, macroeconomics, business, and finance.

Current co-editors Yingying Fan (University of Southern California), Michal Kolesár (Princeton University), and Dacheng Xiu (The University of Chicago) work with a team of dedicated associate editors to publish articles on new methods for empirical research that demonstrate value in substantive applications.

JBES stands out for its focus on high-quality research, publishing fewer than 10% of more than 1,000 submissions received each year. The journal embraces interdisciplinary research, and articles frequently adapt ideas from machine learning, computer science, and data science to solve problems in analyzing business and economics datasets. It emphasizes clear motivation and rigorous analysis. Robust, substantive, empirical applications demonstrate exactly how these novel methodologies can yield improved or new answers to policy-relevant questions.

Kolesár captures this balance: “What makes *JBES* unique, relative to other statistics and econometrics journals, is the emphasis on both theoretical rigor and practical relevance. We don't pursue mathematical rigor for its own sake; conversely, novel methods that appear to work well in a given application must have some theoretical backing. This ensures that the proposed method is reliable enough to work well in other contexts.”

JBES receives nearly 300,000 article downloads per year. Check out the latest issue at www.tandfonline.com/toc/ubes20/current. ■



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2025 Audit for the American Statistical Association

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RSM

RSM US LLP

Independent Auditor's Report

Board of Directors
American Statistical Association

Opinion

We have audited the financial statements of American Statistical Association (the Association), which comprise the statements of financial position as of December 31, 2025 and 2024, the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as of December 31, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Association and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Association's ability to continue as a going concern within one year after the date that the financial statements are issued or available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Association's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

RSM US LLP

McLean, Virginia
June 29, 2026

American Statistical Association

Statements of Financial Position December 31, 2025 and 2024

	2025	2024
Assets		
Cash and cash equivalents	\$ 213,662	\$ 578,361
Investments	18,754,467	17,530,103
Accounts receivable, net of allowance for credit losses of 2025—\$8,598; 2024—\$8,598	967,901	1,232,608
Grants receivable	102,974	95,994
Prepaid expenses	382,887	311,770
Equity in joint venture	333,228	257,911
Property and equipment, net	1,996,863	4,246,597
Investments restricted for endowment	7,350,202	1,861,836
Total assets	\$ 27,102,184	\$ 26,115,180
Liabilities and Net Assets		
Liabilities:		
Accounts payable and accrued expenses	\$ 844,960	\$ 981,884
Due to joint venture	444,870	444,870
Deferred revenue and refundable advances	1,830,101	2,072,914
Bonds payable, net	1,044,500	1,442,075
Total liabilities	4,164,431	4,941,743
Commitments and contingencies (Note 11)		
Net assets:		
Without donor restrictions	15,367,207	18,432,434
With donor restrictions	5,570,546	2,741,003
Total net assets	20,937,753	21,173,437
Total liabilities and net assets	\$ 27,102,184	\$ 26,115,180

See notes to financial statements.

American Statistical Association

Statements of Activities Years Ended December 31, 2025 and 2024

	2025			2024		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Revenue and support:						
Meeting registration and exhibits	\$ 3,335,205	\$ -	\$ 3,335,205	\$ 3,944,463	\$ -	\$ 3,944,463
Membership dues	1,824,666	-	1,824,666	1,982,659	-	1,982,659
Contributions and sponsorships	1,240,112	340,766	1,580,878	743,034	102,832	845,866
Royalties	1,549,448	-	1,549,448	2,630,647	-	2,630,647
Employee Retention Credits Income	785,270	-	785,270	-	-	-
Federal and private grants	560,843	100,000	660,843	809,647	-	809,647
Advertising	178,417	-	178,417	458,313	-	458,313
Sales	135,923	-	135,923	165,506	-	165,506
Miscellaneous	126,090	-	126,090	16,891	-	16,891
Maintenance fees and sections	96,316	-	96,316	84,564	-	84,564
Subscriptions	84,688	-	84,688	85,273	-	85,273
Accreditation	21,100	-	21,100	20,212	-	20,212
Page charges	2,460	-	2,460	8,816	-	8,816
Net assets released from restrictions	107,391	(107,391)	-	74,932	(74,932)	-
Total revenue and support	10,147,929	333,375	10,481,304	11,130,957	27,700	11,158,657
Expenses:						
Program services:						
Meetings	3,005,704	-	3,005,704	3,067,949	-	3,067,949
Programs	2,037,270	-	2,037,270	1,865,960	-	1,865,960
Publications	1,052,381	-	1,052,381	1,175,630	-	1,175,630
Sections	834,084	-	834,084	577,985	-	577,985
Grants and awards	604,236	-	604,236	904,681	-	904,681
Education	339,861	-	339,861	415,882	-	415,882
Total program services	7,873,536	-	7,873,536	7,827,717	-	7,827,717
Supporting services:						
Management and general	3,057,309	-	3,057,309	3,050,081	-	3,050,081
Membership development	997,437	-	997,437	912,859	-	912,859
Fundraising	201,436	-	201,436	223,732	-	223,732
Total supporting services	4,256,182	-	4,256,182	4,186,672	-	4,186,672
Total expenses	12,129,718	-	12,129,718	12,014,389	-	12,014,389
Change in net assets before other income	(1,981,789)	333,375	(1,648,414)	(883,432)	27,700	(855,732)
Investment income, net of fees	2,915,562	496,168	3,411,730	1,704,248	239,548	1,943,792
Change in net assets	934,773	829,543	1,764,316	820,814	267,248	1,088,060
Net assets:						
Beginning	18,432,434	2,741,003	21,173,437	17,611,620	2,473,757	20,085,377
Ending	\$ 19,367,207	\$ 3,570,546	\$ 22,937,753	\$ 18,432,434	\$ 2,741,003	\$ 21,173,437

See notes to financial statements.

American Statistical Association

Statements of Cash Flows Years Ended December 31, 2025 and 2024

	2025	2024
Cash flows from operating activities:		
Change in net assets	\$ 1,764,316	\$ 1,088,060
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Depreciation	313,821	359,667
Amortization of bond issuance costs	6,637	6,838
Equity in earnings from joint venture	(75,317)	(63,564)
Contributions restricted for investment in perpetuity	(88,710)	(43,404)
Unrealized and realized gains on investments	(2,143,688)	(1,706,701)
Changes in assets and liabilities:		
(Increase) decrease in:		
Accounts receivable	264,707	(301,601)
Grants receivable	(6,980)	(61,851)
Prepaid expenses	(71,117)	54,538
Increase (decrease) in:		
Accounts payable and accrued expenses	(136,924)	(168,504)
Due to joint venture	-	176,634
Deferred revenue and refundable advances	(242,813)	25,470
Net cash used in operating activities	(416,068)	(634,618)
Cash flows from investing activities:		
Purchases of investments	(1,293,089)	(286,812)
Proceeds from sale of investments	1,724,047	1,649,721
Purchases of property and equipment	(64,087)	-
Net cash provided by investing activities	366,871	1,362,909
Cash flows from financing activities:		
Principal payment on bonds payable	(404,212)	(393,260)
Contributions restricted for investment in perpetuity	88,710	43,404
Net cash used in financing activities	(315,502)	(349,856)
Net (decrease) increase in cash and cash equivalents	(364,699)	378,435
Cash and cash equivalents:		
Beginning	578,361	199,926
Ending	\$ 213,662	\$ 578,361
Supplemental disclosures of cash flow information:		
Income taxes paid	\$ 33,000	\$ 94,600
Interest paid	\$ 43,382	\$ 57,043

See notes to financial statements.

American Statistical Association

Notes to Financial Statements

Note 1. Nature of Activities and Significant Accounting Policies

Nature of activities: The American Statistical Association (the Association) was founded in 1839 and incorporated in 1841 under the not-for-profit laws of the Commonwealth of Massachusetts as a professional association serving statisticians and all individuals interested in the study and/or application of statistics. The Association's objectives are to foster statistics and its applications, to promote unity and effectiveness of effort among all concerned with statistical problems and to increase the contribution of statistics to human welfare. The Association conducts meetings, produces publications devoted to statistical methodology and its applications, makes available information concerning the science of statistics and its contributions, cooperates with organizations in the advancement of statistics, stimulates research, promotes high professional standards and integrity in the application of statistics to problems of science and of public policy, fosters education in statistics, and, in general, makes statistics of service to science and society.

A description of the Association's programs and supporting services is as follows:

Meetings: The Association provides for various meetings and workshops that serve as a forum for the latest developments in statistical theory and application. These meetings offer a concentrated opportunity for the exchange of ideas and discussion of research findings among colleges.

Programs: Various projects undertaken to further statistics among the public. This includes expenses for various awards presented, which increase the visibility of statistics and its methods with the general public, including science policy, various statistical outreach programs, a public awareness campaign and online job advertising for statistics positions.

Publications: The Association's journals have a worldwide reputation for scientific excellence and are a major asset of the Association. The rapid proliferation of journals makes it especially important to maintain their quality and reputation. The Association ensures that its range of publications serves the diverse needs of all of its members. Electronic access for members to Association journals is a valuable benefit.

Sections: Represent the Association's organization in groups by professional subject matter. These sections facilitate professional interchanges and research opportunities in statistics.

Grants and awards: Represent expenses related to providing advice and technical assistance, which enhance statistical education through the support of federal, state and local government agencies.

Education: The Association offers a wide range of continuing education opportunities, which represent a forum for emerging statistics research. These programs include workshops, lectures, and expenses related to the production and sale of educational materials. Additionally, the Association advocates and provides materials for statistics education at the K-12, community college undergraduate and graduate levels, and provides leadership in the education community about statistics and data science.

A summary of the Association's significant accounting policies follows:

Basis of presentation: The Association is required to report information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

Net assets without donor restrictions: Net assets without donor restrictions include those net assets whose use is not restricted by donors, even though their use may be limited in other respects, such as by board designation. See Note 7 for details on board-designated net assets.

ASA Audit Report

American Statistical Association

Notes to Financial Statements

Note 1. Nature of Activities and Significant Accounting Policies (Continued)

Net assets with donor restrictions: Net assets with donor restrictions include those net assets whose use is subject to donor-imposed restrictions. Donor restrictions may be for a specified time or purpose limitation or the donor may specify that the corpus of their original and certain subsequent gifts are to be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both. See Notes 8 and 9 for details on net assets with donor restrictions.

Cash and cash equivalents: For purposes of reporting cash flows, the Association considers all highly liquid investments purchased with a maturity of three months or less to be cash or cash equivalents, excluding cash equivalents held by the investment custodian. Cash and cash equivalents also include funds held in a bank account on behalf of a joint venture.

Financial risk: The Association maintains its cash in bank deposit accounts which, at times, may exceed federally-insured limits. The Association has not experienced any losses in such accounts. The Association believes it is not exposed to any significant financial risk on cash.

The Association invests in a professionally managed portfolio that contains fixed income and equity mutual funds, and equity securities. Such investments are exposed to various risks, such as market and credit. Due to the level of risk associated with such investments and the level of uncertainty related to changes in the value of such investments, it is at least reasonably possible that changes in risk in the near-term could materially affect investment balances and the amounts reported in the financial statements.

Accounts receivable: Accounts receivable consist of amounts due from the sale of subscriptions, publications, advertising and conferences. Management records an allowance for credit losses to report accounts receivable to their net realizable value. The allowance for credit losses is estimated based on relevant available information, from internal and external sources, relating to past events, current conditions and reasonable and supportable forecasts. Management recorded an allowance of \$8,598 at December 31, 2025 and 2024.

Equity in joint venture: The Association has an investment in a joint venture to produce a journal called *Technometrics*. The Association accounts for its investment using the equity method due to its lack of control over the joint venture. Under the equity method, the original investment is recorded at cost and adjusted by the Association's share of undistributed earnings or losses of the joint venture. There were no distributions made during the years ended December 31, 2025 and 2024.

Investments: Investments with readily determinable fair values are reflected at fair value. The change in fair value of these investments is recorded as a component of investment income, net of fees in the statements of activities.

Property and equipment: Property and equipment is stated at cost and depreciated on a straight-line basis over the estimated useful lives of the assets: 30 years for the building and improvements and three to five years for furniture and fixtures, equipment and software. The Association capitalizes all property and equipment purchased with a cost of \$5,000 or more and, when assets are sold or disposed of, the cost and related accumulated depreciation are removed from the accounts and any gain or loss is reflected in operations. Expenditures for major renewals and betterments that extend the useful lives of property and equipment are capitalized. Expenditures for maintenance and repairs are charged to expense as incurred.

American Statistical Association

Notes to Financial Statements

Note 1. Nature of Activities and Significant Accounting Policies (Continued)

Impairment of long-lived assets: The carrying value of property and equipment is reviewed for impairment whenever events or changes in circumstances indicate such value may not be recoverable. Recoverability of assets or asset groups to be held and used is measured by a comparison of the carrying amount of an asset or asset group to future net cash flows expected to be generated by the asset or asset group. If such assets or asset groups are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the fair value of the assets or asset groups. Assets or asset groups to be disposed of are reported at the lower of the carrying amount or fair value less cost to sell. No impairments of the Association's long-lived assets or asset groups have been recognized during the years ended December 31, 2025 and 2024.

Revenue recognition: Except for royalties, advertising and sponsorships, the Association's revenue from contracts with customers are from performance obligations satisfied over time and is derived from contracts with an initial expected duration of generally one year or less. Prices are specific to a distinct performance obligation and do not consist of multiple transactions.

Meeting registration and exhibits: Meeting registration and exhibits fees are recognized over the time that the related meeting takes place. Registration and exhibits fees are generally collected in advance of the conference and recorded as deferred revenue until the conference occurs.

Membership dues: Membership dues are recognized in the period to which they apply. The membership period is 12 months beginning the month paid or the member's renewal date, whichever is later. Member benefits include access to *Amstat News and Significance*, career resources including ASA JobWeb, online access to ASA Journals and JSM Proceedings, and ASA eNews. All member benefits are considered one performance obligation and revenue is recognized ratably over the 12-month membership period as the delivery of the member benefit is provided. The monthly derived value provided to the member is the specific output used by the Association to determine that the performance obligation has been satisfied.

Royalties: The Association has an agreement with a third-party vendor to manage the sales of its publications. The Association recognizes revenue at the point in time the publication is sold and the respective royalty is earned.

Advertising: Revenue is recognized at the point in time that the magazine or other periodical containing the advertisement is published. Amounts received in advance of the advertisement being published are recorded as deferred revenue. The derived value provided by the advertisement being published is the specific output used by the Association to determine that the performance obligation has been satisfied.

Sponsorships: Sponsorships revenue is recognized at the point in time that the meeting, event or program is held. Sponsorship fees are generally collected in advance of the meeting, event or program and are recorded as deferred revenue until the meeting, event or program occurs.

Economic factors driven by consumer confidence, employment, inflation, and other world events impact the timing and level of cash received and revenue recognized by the Association. Periods of economic downturn resulting from any of the above factors may result in declines in future cash flows and recognized revenue of the Association.

Deferred revenue: The Association records deferred revenue in situations when amounts are paid in advance of the Association, satisfying the applicable revenue recognition criteria. Such revenue is recognized when all criteria are subsequently satisfied. There were no changes in membership dues, meeting registration and exhibits, royalties and advertising that would affect the economic seasonality of the statements of financial position.

American Statistical Association

Notes to Financial Statements

Note 1. Nature of Activities and Significant Accounting Policies (Continued)

Contract balances: The timing of revenue recognition may not align with the right to invoice. The Association records accounts receivable when it has the unconditional right to issue an invoice and receive payments, regardless of whether revenue has been recognized. If revenue has not yet been recognized, a contract liability (deferred revenue) also is recorded. If revenue is recognized in advance of the right to invoice, a contract asset (unbilled revenue) is recorded. Opening balances and ending balances relating to exchange transactions, were as follows:

	Balance January 1, 2024	Balance December 31, 2024	Balance December 31, 2025
Accounts receivable, net	\$ 926,717	\$ 1,127,318	\$ 862,611
Deferred revenue	1,847,020	1,928,079	1,745,747

Contributions and grants: Unconditional contributions are recorded as with donor restrictions or without donor restrictions depending upon the existence and/or nature of any donor intent. Support that is not restricted by the donor is reported as an increase in net assets without donor restrictions. Donor-restricted support is reported as an increase in net assets with donor restrictions and then reclassified to net assets without donor restrictions when the restriction expires.

Federal grants and private grants are considered conditional contributions if the agreements contain a right of return and a donor-imposed barrier. The recognition of conditional grant revenue is deferred until barriers imposed under the grant documents are met by the Association. Conditional grants are recognized to net assets without donor restrictions if at the time conditions have been met, no restrictions remain. As of December 31, 2025, there were conditional promises to give of \$72,070 related to private grants and \$71,527 related to federal grants. As of December 31, 2024, there were conditional promises to give of \$134,415 related to private grants and \$582,933 related to federal grants. The conditional grants each have barriers that relate to limited discretion over expenditures. A refundable advance of \$72,070 and \$133,829 is included within deferred revenue and refundable advances at December 31, 2025 and 2024, respectively, related to the private grants. The federal grants are paid on a cost-reimbursement basis.

Functional allocation of expenses: The costs of providing various programs and supporting services have been summarized on a functional basis in the statements of activities. Note 12 to the financial statements summarizes the Association's allocation methods and presents schedules of expenses by both nature and function for 2025 and 2024.

Income taxes: The Association is generally exempt from Federal income taxes under the provisions of Section 501(c)(3) of the Internal Revenue Code (IRC). In addition, the Association has been classified as an organization that is not a private foundation under Section 509(a)(2) of the IRC. However, the Association is required to report unrelated business income to the Internal Revenue Service and the Commonwealth of Virginia, as well as pay certain other taxes to local jurisdictions. The Association incurred approximately \$29,000 and \$138,000 in income tax expense on unrelated business income net income earned on advertising sales for the years ended December 31, 2025 and 2024, respectively.

Use of estimates: The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America (U.S. GAAP) requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

American Statistical Association

Notes to Financial Statements

Note 1. Nature of Activities and Significant Accounting Policies (Continued)

Recently issued accounting pronouncements: In July 2025, the Financial Accounting Standards Board issued Accounting Standards Update (ASU) 2025-05, *Financial Instruments—Credit Losses (Topic 326): Measurement of Credit Losses for Accounts Receivable and Contract Assets*. The ASU introduces a practical expedient and, for entities other than public business entities, an accounting policy election to simplify the application of Topic 326, *Financial Instruments—Credit Losses*, to current accounts receivable and current contract assets arising from revenue transactions accounting for under Topic 608, *Revenue from Contracts with Customers*. This ASU is effective for all entities for annual reporting periods beginning after December 15, 2025. The adoption of ASU 2025-05 is not expected to have a significant impact on the Association's financial statements.

Subsequent events: The Association has evaluated subsequent events through June 29, 2026, the date on which the financial statements were available to be issued.

Note 2. Investments and Fair Value Measurements

The Association follows the accounting standards topic regarding fair value measurements which establishes a framework for measuring fair value in accordance with U.S. GAAP and expands disclosures about fair value measurements. This standard uses the following prioritized input levels to measure fair value. The input levels used for valuing investments are not necessarily an indication of risk.

Level 1: Observable inputs that reflect quoted prices for identical assets or liabilities in active markets, such as stock quotes.

Level 2: Includes inputs other than Level 1 that are directly or indirectly observable in the marketplace, such as yield curves or other market data.

Level 3: Unobservable inputs which reflect the reporting entity's assessment of the assumptions that market participants would use in pricing the asset or liability, including assumptions about risk such as, bid/ask spreads and liquidity discounts.

Investments valued using Level 1 inputs include mutual funds and equity securities, the fair values for which were based on quoted prices for identical assets in active markets. Management believes the fund managers' estimates to be reasonable approximations of the fair value of the investments.

The following is a summary of investments at December 31, 2025 and 2024:

	2025	2024
Investments at fair value:		
Mutual funds—U.S. equities (Level 1)	\$ 9,053,932	\$ 8,308,093
Mutual funds—U.S. fixed income (Level 1)	4,207,792	3,942,503
Mutual funds—International equities (Level 1)	6,047,773	5,408,853
Mutual funds—International fixed income (Level 1)	1,783,790	1,732,490
Equity securities—common stock (Level 1)	11,382	
	<u>\$ 21,104,669</u>	<u>\$ 19,391,939</u>

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Notes to Financial Statements

Note 2. Investments and Fair Value Measurements (Continued)

The following reconciles the above investments to the statements of financial position at December 31, 2025 and 2024:

	2025	2024
Investments	\$ 18,754,467	\$ 17,530,103
Investments restricted for endowment	2,350,202	1,861,836
	<u>\$ 21,104,669</u>	<u>\$ 19,391,939</u>

Note 3. Property and Equipment

Property and equipment consists of the following at December 31, 2025 and 2024:

	2025	2024
Building and improvements	\$ 8,541,220	\$ 8,541,220
Furniture and fixtures	211,869	211,869
Office equipment	74,861	74,861
Software	735,437	735,437
Computer equipment	134,860	70,773
Land	959,300	959,300
	<u>10,657,547</u>	<u>10,593,460</u>
Less accumulated depreciation	(6,680,684)	(6,346,863)
	<u>\$ 3,996,863</u>	<u>\$ 4,246,597</u>

Depreciation expense for the years ended December 31, 2025 and 2024, was \$313,821 and \$359,667, respectively.

Note 4. Joint Venture

The following schedule presents summarized financial information from the joint venture Technometrics, in which the Association has a 60% equity ownership without control as of and for the years ended December 31, 2025 and 2024:

	2025	2024
Condensed income statement:		
Revenues	\$ 190,190	\$ 165,775
Expenses	64,662	59,834
Net income	<u>\$ 125,528</u>	<u>\$ 105,941</u>
Condensed balance sheet:		
Total assets	\$ 555,380	\$ 444,875
Total liabilities		15,023
Equity	<u>\$ 555,380</u>	<u>\$ 429,852</u>

American Statistical Association

Notes to Financial Statements

Note 4. Joint Venture (Continue)

The Association also has a maintenance agreement with the joint venture in which it provides management and collection services, office space, and editorial and administrative support. Amounts due to the joint venture as of December 31, 2025 and 2024, which were comprised of the joint venture cash held within the Association's cash account, were \$555,002 and \$444,870, respectively. Maintenance agreement revenue under this arrangement earned by the Association was \$39,111 and \$33,694 for the years ended December 31, 2025 and 2024, respectively, and is included in maintenance fees and sections revenue on the statements of activities.

Note 5. Bonds Payable

During the year ended December 31, 2013, the Association issued Revenue Refunding Bonds (the Bonds) for \$5,396,000 with a financial institution, the holder of the Bonds, which have a maturity date of August 1, 2030. The Bonds are callable on May 1, 2028, by the bondholder with 120 days' notice. Interest on the Bonds is calculated at a fixed rate of 3.34% for the years ended December 31, 2025 and 2024. The Bonds are collateralized by the land and building owned by the Association.

Interest expense incurred for the years ended December 31, 2025 and 2024, was \$50,019 and 58,333, respectively.

Annual principal payments on the Bonds at December 31, 2025, are due in future years as follows:

2026	\$ 415,469
2027	427,039
2028	218,031
	<u>\$ 1,060,539</u>

Bonds are recorded on the statements of financial position net of the unamortized debt issuance costs. Bonds payable consists of the following as of December 31, 2025 and 2024:

	2025	2024
Principal amount	\$ 1,060,539	\$ 1,464,751
Less unamortized debt issuance costs	(15,039)	(22,676)
	<u>\$ 1,041,500</u>	<u>\$ 1,442,075</u>

Note 6. Liquidity and Availability of Resources

The Association strives to maintain sufficient cash to cover all operating expenditures during its annual business cycle. Cash in excess of amounts needed for operating activities is invested in mutual funds and is available to convert back to cash if needed. While the Association's investments may be quickly converted to cash to cover operating expenditures, the Association does so infrequently. In 2025 and 2024, the Association made transfers of \$1,700,000 and \$1,600,000, respectively, from its investments to its commercial checking account to cover an expected temporary cash shortfall. The following table reflects the Association's financial assets as of December 31, 2025 and 2024, reduced by amounts that are not available to meet general expenditures due to donor restrictions or internal board designations (see Notes 7, 8 and 9). In the event the need arises to utilize the board-designated funds for liquidity purposes, the reserves could be drawn upon through board resolution.

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Notes to Financial Statements

Note 6. Liquidity and Availability of Resources (Continue)

	2025	2024
Cash and cash equivalents	\$ 213,662	\$ 578,361
Investments	18,754,467	17,530,103
Accounts receivable, net	967,901	1,232,608
Grants receivable	102,974	95,994
Financial assets available	<u>20,039,004</u>	<u>19,437,066</u>
Less amounts unavailable for general expenditures within one year due to:		
Refundable advances	(72,070)	(133,829)
Donor-imposed restrictions, excluding endowments	(1,151,177)	(879,167)
Board designations	(1,855,090)	(1,654,864)
Financial assets available to meet cash needs for general expenditures within one year	<u>\$ 16,960,667</u>	<u>\$ 16,769,206</u>

Note 7. Board-Designated Net Assets

Board-designated net assets represent funds designated by the Board of Directors (the Board). These funds are without donor restrictions and are available for the use of the Association at the direction of the Board. Board-designated net assets consisted of the following at December 31, 2025 and 2024:

	2025	2024
Sections	\$ 1,763,581	\$ 1,556,952
Education	91,509	97,912
	<u>\$ 1,855,090</u>	<u>\$ 1,654,864</u>

American Statistical Association

Notes to Financial Statements

Note 8. Net Assets With Donor Restrictions

Net assets with donor restrictions consisted of the following at December 31, 2025 and 2024:

	Balance December 31, 2024	Restricted Contributions	Investment Gain	Released	Balance December 31, 2025
Endowment funds	\$ 1,861,636	\$ 164,248	\$ 367,752	\$ 43,634	\$ 2,350,202
Grants	-	100,000	-	39,833	69,167
Other funds:					
Cox Scholarship	223,221	653	43,740	2,000	269,614
Bernard Harris Fund	138,908	10,000	27,219	-	176,127
Waksberg Award	115,651	-	22,662	-	138,313
BIPOC in Stats & Data Science	97,684	3,521	-	-	101,205
Griffin Award	63,369	-	12,613	1,692	74,290
Way Smith Scholarship Fund	48,826	-	9,568	-	58,394
Dixon Award	47,477	-	-	500	46,977
MG Natella Scholarship Fund	36,449	-	7,142	1,000	42,591
Student & Early Career Travel	34,642	78,632	-	22,082	91,152
Chambers Award	27,923	-	5,472	-	33,395
Education Initiative	13,127	31,590	-	-	44,717
Judea Pearl Prize	10,000	-	-	-	10,000
Beery Memorial	10,000	3,000	-	3,000	10,000
Allage Fund	3,992	-	-	-	3,992
Advocacy	2,811	24,533	-	-	27,344
Other short-term restricted	2,102	-	-	-	2,102
Douglas Zahn Grant	1,320	6,177	-	2,500	4,997
Public Stat Literacy	1,065	-	-	-	1,065
Professional Development	600	1,000	-	-	1,600
Meljing Wu Memorial Fund	-	5,350	-	-	5,350
Delorah Swayne Award	-	6,552	-	150	6,402
Katharine K. Wallman Award	-	5,500	-	-	5,500
Total other funds	879,167	176,518	128,416	32,924	1,151,177
Total	<u>\$ 2,741,003</u>	<u>\$ 440,786</u>	<u>\$ 496,168</u>	<u>\$ 107,331</u>	<u>\$ 3,675,268</u>

	Balance December 31, 2023	Restricted Contributions	Investment Gain	Released	Balance December 31, 2024
Endowment funds	\$ 1,682,100	\$ 43,404	\$ 172,364	\$ 36,032	\$ 1,861,636
Other funds:					
Cox Scholarship	204,049	-	21,172	2,000	223,221
Bernard Harris Fund	112,273	15,000	11,635	-	138,908
Waksberg Award	109,375	-	11,276	5,000	115,651
BIPOC in Stats & Data Science	89,540	8,144	-	-	97,684
Griffin Award	59,409	-	6,148	2,188	63,369
Way Smith Scholarship Fund	45,184	-	4,642	1,000	48,826
Dixon Award	42,357	-	5,620	500	47,477
MG Natella Scholarship Fund	38,379	-	4,070	1,000	36,449
Student & Early Career Travel	36,185	13,669	-	15,212	34,642
Chambers Award	25,304	-	2,619	-	27,923
Education Initiative	7,058	6,072	-	-	13,127
Judea Pearl Prize	10,000	-	-	-	10,000
Beery Memorial	3,000	13,000	-	6,000	10,000
Allage Fund	3,992	-	-	-	3,992
Advocacy	886	1,923	-	-	2,811
Other short-term restricted	2,102	-	-	-	2,102
Douglas Zahn Grant	-	1,320	-	-	1,320
Public Stat Literacy	1,065	-	-	-	1,065
Professional Development	500	100	-	-	600
Total other funds	791,657	89,228	67,182	38,900	879,167
Total	<u>\$ 2,473,757</u>	<u>\$ 102,632</u>	<u>\$ 239,546</u>	<u>\$ 74,932</u>	<u>\$ 2,741,003</u>

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American Statistical Association

Notes to Financial Statements

Note 9. Endowment

The Association's endowment funds have been established for the purpose of awards and grants supporting education and research in the field of statistics. The Association's policies for making appropriations for expenditures are to follow the directives of the donors and to comply with the regulations in the state laws for endowments. Under U.S. GAAP, net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

Though management of the Association has not conducted a formal analysis of its compliance with the Uniform Prudent Management of Institutional Funds Act (UPMIFA) enacted by the Commonwealth of Virginia, it has established policies regarding the preservation, investment and expenditure of permanently restricted net assets. Consistent with U.S. GAAP management believes that funds that are perpetual in nature require the preservation of the fair value of the gifts, and that earnings on those funds should be classified in accordance with the donor's stipulations, if any, as net assets with donor restrictions until the donor stipulation is met.

In accordance with UPMIFA, the Association considers the following factors in making a determination to appropriate or accumulate donor-restricted funds: (1) duration and preservation of the fund; (2) purposes of the Association and the donor-restricted endowment fund; (3) general economic conditions; (4) possible effect of inflation and deflation; (5) expected total return from income and the appreciation or depreciation of investments; (6) other resources of the Association; (7) investment policies of the Association.

The Association has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain purchasing power of the endowment assets. All earnings of the endowment are reflected as net assets with donor restrictions until appropriated for expenditure based on donor restrictions by the various Committees of the Association. The Board has assigned a Committee to each program for the purposes of selecting and recommending individuals for awards or grants.

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor or UPMIFA requires the Association to retain as a fund of perpetual duration. In accordance with U.S. GAAP, there were no deficiencies of this nature that are reported in net assets with donor restrictions as of December 31, 2025 and 2024.

American Statistical Association

Notes to Financial Statements

Note 9. Endowment (Continued)

Endowment net assets consisted of the following at December 31, 2025 and 2024:

	2025		
	With Donor Restrictions		Total
	Subject to Expenditure for Specified Purpose	Endowments Given in Perpetuity	
Noether Memorial	\$ 169,485	\$ 206,506	\$ 375,991
Sirken Award	95,790	150,000	245,790
Youden Award	171,479	61,083	232,562
Deming Lecture Fund	138,221	67,275	205,496
EC Bryant Award	111,496	60,000	171,496
Links Lecture	50,610	62,550	113,160
Wilks Memorial	61,650	47,143	108,793
Dionne Price Lecture Series	67,668	28,914	96,582
Lamb/Ryne	20,916	73,000	93,916
Waller Fund	46,732	45,000	91,732
Lingzi Lu Award	48,331	41,270	89,601
Karl E. Peace Award	51,243	34,000	85,243
Marquardt Memorial	53,023	26,250	79,273
The Thomas, Nathan, and Jacob Nichols Pathways to Teaching Excellence Award	-	75,000	75,000
David Cox Award	16,952	43,793	60,745
Riffenburgh Award	8,776	50,000	58,776
Pride Scholarship	28,196	30,000	58,196
Barfio Award	24,344	30,000	54,344
Lester R. Curtin Award	28,506	25,000	53,506
	<u>\$ 1,193,418</u>	<u>\$ 1,156,784</u>	<u>\$ 2,350,202</u>

	2024		
	With Donor Restrictions		Total
	Subject to Expenditure for Specified Purpose	Endowments Given in Perpetuity	
Noether Memorial	\$ 117,639	\$ 206,506	\$ 324,145
Sirken Award	56,699	150,000	206,699
Youden Award	134,548	61,083	195,631
Deming Lecture Fund	107,188	67,275	174,463
EC Bryant Award	85,487	60,000	145,487
Links Lecture	33,640	62,550	96,190
Wilks Memorial	46,054	47,143	93,197
Lingzi Lu Award	33,145	41,270	74,415
Waller Fund	25,431	45,000	70,431
Karl E. Peace Award	37,276	34,000	71,276
Lamb/Ryne	11,839	60,000	71,839
Marquardt Memorial	40,870	26,250	67,120
Riffenburgh Award	2,516	50,000	52,516
David Cox Award	8,712	43,793	52,505
Lester R. Curtin Award	20,910	25,000	45,910
Pride Scholarship	17,868	30,000	47,868
Barfio Award	15,440	30,000	45,440
Dionne Price Lecture Series	(4,500)	28,294	23,794
	<u>\$ 793,762</u>	<u>\$ 1,068,074</u>	<u>\$ 1,861,836</u>

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Notes to Financial Statements

Note 9. Endowment (Continued)

For the years ended December 31, 2025 and 2024, the Association had the following endowment-related activities:

	With Donor Restrictions		
	Subject to Expenditure for Specified Purpose	Endowments Given in Perpetuity	Total
Endowment assets, December 31, 2024	\$ 793,762	\$ 1,068,074	\$ 1,861,836
Contributions	75,538	88,710	164,248
Net investment gain	367,752	-	367,752
Appropriation of endowment assets for expenditure	(43,634)	-	(43,634)
Endowment assets, December 31, 2025	<u>\$ 1,193,418</u>	<u>\$ 1,156,784</u>	<u>\$ 2,350,202</u>

	With Donor Restrictions		
	Subject to Expenditure for Specified Purpose	Endowments Given in Perpetuity	Total
Endowment assets, December 31, 2023	\$ 652,379	\$ 1,025,721	\$ 1,682,100
Contributions	5,051	38,353	43,404
Net investment gain	172,364	-	172,364
Appropriation of endowment assets for expenditure	(36,032)	-	(36,032)
Endowment assets, December 31, 2024	<u>\$ 793,762</u>	<u>\$ 1,068,074</u>	<u>\$ 1,861,836</u>

Note 10. Retirement Plans

The Association has a 401(k) profit sharing plan and a money purchase plan. Both plans cover substantially all full-time employees from date of hire. Under the terms of the 401(k) profit sharing plan, the Association will match 100% of the participating employee's contributions, up to 3% of the employee's salary. Under the terms of the money purchase plan, the Association contributes 6% of an eligible employee's compensation to the plan. Contributions to the plans were as follows for the years ended December 31, 2025 and 2024:

	2025	2024
Money purchase plan	\$ 217,474	\$ 217,914
401(k) profit sharing plan	98,109	96,112
	<u>\$ 315,583</u>	<u>\$ 314,026</u>

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Notes to Financial Statements

Note 11. Commitments and Contingencies

Legal matters: From time to time, the Association may be subject to various legal proceedings, which are incidental to the ordinary course of business. In the opinion of management, there are no material legal proceedings to which the Association is a party.

Employment agreement: The Association has an employment agreement with its Executive Director, whereby, if the Association were to terminate the agreement without cause, the Association would be required to make certain payments to the Executive Director. The latest extension of the agreement is set to end in August 2028, unless further extended.

Federal grants: The Association receives grants from federal agencies. Revenue from such grants is recognized only to the extent of actual grant expenses incurred. Reimbursed costs are subject to audit and final determination of allowability by the federal government. Therefore, there is the possibility that any amount received in excess of allowable costs would be required to be refunded. The Association believes that no material liability would result from such an audit.

Note 12. Expenses by Both Nature and Function

The financial statements report certain categories of expenses that are attributable to one or more program or supporting functions of the Association. Most expenditures of the Association are directly traced to programs and supporting services through a process of coding invoices and expense reports to the appropriate cost centers. Salaries and benefits are similarly traced to programs and supporting service cost centers using a timesheet reporting system. Through these processes, costs that are directly related to a single program or supporting activity are assigned to that program or supporting activity.

Costs related to more than one program or supporting activity, or to a combination of programs and supporting services are allocated among the appropriate functions. Costs and overhead expenses are allocated to the various functions of the organization based on total direct salaries traced to each function. Overhead includes common-use supplies and maintenance, such as copier toner, paper, routine building maintenance and other costs that benefit all or nearly all programs.

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Notes to Financial Statements

Note 12. Expenses by Both Nature and Function (Continued)

Expenses by both nature and function are as follows for the years ended December 31, 2025 and 2024:

	2025										
	Program Services						Supporting Services				
	Meetings	Programs	Publications	Sections	Grants and Awards	Education	Total Program Services	Management and General	Membership Development	Fundraising	Total Supporting Services
Salaries and benefits	\$ 690,887	\$ 1,194,709	\$ 478,216	\$ 93,680	\$ 41,767	\$ 89,545	\$ 2,579,804	\$ 1,338,560	\$ 718,391	\$ 163,818	\$ 2,220,769
Meeting expenses	827,595	208,376	29,094	546,295	-	21,502	1,632,862	262,810	12,874	12,745	288,429
Nonemployee compensation	49,568	212,640	251,390	32,224	225,565	123,719	895,106	260,021	58,562	-	318,583
Supplies and equipment	1,031,698	21,502	-	36,971	-	62,916	1,153,087	50,105	-	5,315	55,420
Travel	159,785	135,274	4,795	86,650	323,132	23,305	732,941	55,875	4,896	7,354	68,125
Overhead and occupancy	-	-	21,000	-	-	-	21,000	646,735	-	-	646,735
Other expenses	369	121,211	-	3,500	12,772	10,916	148,858	265,892	106,363	5,193	377,448
Contributions	197,800	142,950	-	33,500	-	7,958	382,208	-	250	-	250
Printing/publishing	38,091	596	242,390	233	-	-	281,310	-	19,238	6,528	25,766
Postage and shipping	19,911	-	25,496	23	-	-	45,430	13,684	73,408	483	87,575
Taxes and fees	-	12	-	918	-	-	930	105,085	3,455	-	108,540
Professional services	-	-	-	-	-	-	-	59,542	-	-	59,542
	\$ 3,005,704	\$ 2,037,270	\$ 1,052,381	\$ 834,084	\$ 604,236	\$ 339,861	\$ 7,873,536	\$ 3,057,309	\$ 997,437	\$ 201,436	\$ 4,256,182
											\$ 12,129,718

	2024										
	Program Services						Supporting Services				
	Meetings	Programs	Publications	Sections	Grants and Awards	Education	Total Program Services	Management and General	Membership Development	Fundraising	Total Supporting Services
Salaries and benefits	\$ 746,205	\$ 877,039	\$ 486,909	\$ 76,904	\$ 42,815	\$ 159,525	\$ 2,389,397	\$ 1,474,778	\$ 685,633	\$ 167,389	\$ 2,327,800
Meeting expenses	877,718	117,033	139,680	283,124	7,608	10,094	1,435,257	258,814	78,157	9,796	346,767
Nonemployee compensation	55,636	198,625	189,665	62,743	310,934	147,727	965,330	159,718	76,011	-	235,729
Supplies and equipment	1,056,236	14,854	-	17,466	-	39,822	1,128,378	13,857	1,285	2,431	17,573
Travel	108,554	96,275	3,184	91,948	538,049	37,920	875,930	116,003	6,093	6,868	129,564
Overhead and occupancy	34,893	42,274	42,302	4,438	4,196	5,707	133,910	491,309	35,212	8,049	534,570
Other expenses	(1,420)	99,773	63,414	8,776	621	120	171,294	269,099	4,759	15,028	288,886
Contributions	70,000	236,650	-	25,200	-	11,750	343,600	-	-	-	343,600
Printing/publishing	57,135	-	141,949	4,816	-	2,073	205,973	10	3,791	6,742	10,543
Postage and shipping	60,474	20	106,670	438	-	682	168,484	1,878	17,552	4,629	24,059
Taxes and fees	2,418	3,147	1,657	2,132	458	462	10,274	206,953	4,366	2,800	214,119
Professional services	-	-	-	-	-	-	-	57,082	-	-	57,082
	\$ 3,067,849	\$ 1,685,690	\$ 1,175,630	\$ 577,985	\$ 904,681	\$ 415,892	\$ 7,827,717	\$ 3,050,081	\$ 912,859	\$ 223,732	\$ 4,186,672
											\$ 12,014,389

American Statistical Association

Notes to Financial Statements

Note 13. Employee Retention Credits

The Association applied for Employee Retention Credits (ERC). The ERC, which was established by the CARES Act and further amended by the Consolidated Appropriations Act (CAA) and the American Rescue Plan (ARP), is a refundable credit allowed to an eligible employer for qualifying wages. The Association recognized \$785,270 during the year ended December 31, 2025 as Employee Retention Credits income in the accompanying statements of activities.

Note 14. Subsequent Events

On May 12, 2026, the Association sold its land and building for \$4,500,000. As part of the settlement, the Association's bonds payable was repaid in full.

In March 2026, the Association signed a lease agreement for office space. The lease has a term of 11 years commencing in April 2026. The agreement provides for initial annual base rent of approximately \$170,569, subject to annual escalation of 2.75%. The lease also includes a 12-month rent abatement period at commencement. In addition to the base rent, commencing on the first day of the second lease year, the Association is responsible for its proportionate share of increases in building operating costs and real estate taxes above a 2027 base year. The lease includes a tenant improvement allowance of approximately \$57,495 and provisions for early termination subject to certain conditions and payment of a termination fee.

Welcome TO OUR NEWEST MEMBERS

Noura Mohamed Abdelrady	Taylor S. Bolt	Edward J. Cohen	Harvey Fischer	Patrick J. Heagerty	Adarsh Joshi
Naa Adoley Acquaye	Ron J. Bosch	Karen Fischer	Karen Fischer	Hrishikesh Joshi	
Kyei B. Afari	Nabil Boulos	Emily Trudell Correa	Abigail Fitzpatrick	Kent Heberer	Andy James Kaempf
Oladipo Kunle Afolayan	Turknur Hamsici Brand	Amy Damask	Megan Josephine Hedblom	Jakob Michael Heiss	Nagababu Kandula
Anam Ahmad	Justin Brantley	Sotirios Damouras	Yaniv Fogel	John Henderson	Stefanie Kasparek
Bethany Akinola	Derek Thomas Brown	Alexander Danamidis	Mostafa Reisi Gahrooei	Sophie Katharina Hensgen	Kelli Nicole Kasper
Brayan Alonso	Emery N. Brown	Marc Dancer	Natalie Gallagher	Igor Himelfarb	Anthony Kassekert
Majd Alsman	Shawntay Ann Brown	Rebecca Dara	Devin R. Gamboa	Dang Hoang	Linda Kasten
Christopher I. Amos	Bing Cai	Maduranga Kasun	Sharon Gao	Steven Hoberman	Rajendra Kattunga
Erick Anangwe	Junhui Cai	Dassanayake	Julie M. Garai	Feng Hong	Eli Katz
Andrew Richard Aschenbrenner	Sydney L. Campbell	Sesha Dassanayake	Francesca B. Garcia	William Hopper	Jorge Kaufmann
Will A. Asinger	Cesar Cardenas	Kakon Datta	Nate M. Garton	Jingyao Hou	Charntel Ruvimbo Kazingizi
Del Asri	Abhinav Chakraborty	Auri Davis	Cynthia Garvan	Surui Hou	Malick Kebe
Rachel Assaf	Yue Chang	Jovert Jimenez Delegencia	Li Ge	Justin Hsieh	Noor N. Muhammad Khan
Charles M. Atisso	Abhijnan Chattopadhyay	Eren Demirhan	Emrah Gecili	Liming Huang	Jimmy Kiely
Jacinta Babu	Aosen Cheer	Pritam Dey	Robert J. Glynn	Lingyan Huang	Yehenew Kifle
Tavor Z. Baharav	Aosen Cheer	Nicholas Di	Siliang Gong	Aaron Hudson	Giyong Kim
Kelvin Bamfo	Daniel Cheetham	Nick Dirckx	Jesse Goodrich	Yoonhaeng Hur	Jungeum Kim
Swapnanil Banerjee	Han Chen	Sucharitha Dodamgodage	Parker Garo Goodrow	Rasul Ibragimov	Lee-Lian Kim
Margaret Banker	Swapnanil Banerjee	Dane Van Domelen	Andrew Gothard	Abisola Idu	Adam Thomas Kiobassa
Leonidas Bantis	Jingjing Chen	Cheng Dong	Suzanne Granger	Venkat Ikkurthy	Natalie E. Klein
Yinggu Bao	Peiqi Chen	Hua Dong	Allen Z. Gu	Margarita Ionides	Dan M. Kluger
Tasha Bass	Po-Wei Chen	Yue Du	Lin Gu	John Jackson	Meghana Kolar
Shaffer Battaglia	Weiping Chen	Yue Du	Yinzheng Guan	Ahuva Jacobowitz	John Kubale
Ayisha Beauge	Xiaoyi Chen	Chanz Duverne	Daisy Guevara	Hee-Jung Jee	Debamita Kundu
Andreas Peter Behrend	Yao Chen	Cheryl L. Eavey	Tirumala Rao Gundala	Connor T. Jerzak	Sergey Kushnarev
Iris Bennett	Ying Chen	Stefan Eng	Lulu Guo	Elizabeth Jewell	Samantha Lake
Dillon Bergin	Yixiao Chen	Anna Engelson	Yijun Guo	Yuanyuan Ji	Nathan Lally
Robert Berini	Shravani Chitineni	Amara R. Eze	Ellen Gurary	Jingyun Jia	Nicole M. Lavallee
Joshua Berlinski	Jimmy Choi	Qiao Fan	Kathryn Haglich	Binyan Jiang	Steven Lawrence
Harris C. Bernstein	Junsouk Choi	Ouran Fan	Shu Han	Qihao Jiang	
Rick E. Blakesley	Ye Feng	Yuxuan Han	Yajing Hao	Jun Jin	
Joseph Blitzstein	Yuan Feng	Juliano Ferrari	Wei He	Odis Johnson	
	Ming-Hua Chung	Alena D. Figueroa	Xinwei He	Manju Johny	
	Christine Clayman				

Victoria Lazariu
 Sofia Leander
 Hane Lee
 Jonghyeok Lee
 Tzesan Lee
 Addison Li
 Chang Li
 Pin Li
 Puheng Li
 Runpeng Li
 Ying Li
 Yunyi Li
 Zhenghan Li
 Shurong Lin
 Xiancheng Lin
 Mike Lincolnhol
 Cathy Liu
 Chuanhai Liu
 Emily Liu
 Fang Liu
 Junmei Liu
 Li Liu
 Pang-Yu Liu
 Peiyu Liu
 Pengyu Liu
 Qianying Liu
 Shufeng Liu
 Yi Liu
 Ying Liu
 Yuqing Liu
 Serigne Lo
 Andrew Logemann
 Bridget Lynne Long
 Xi Lu
 Yiwen Lu
 Bradley Lubich
 Alison Luciano
 Lan Luo
 Sai Ma
 Morgan MacBeth

New Member Spotlight:

COLLIN NILL

This month, we spotlight Collin Nill, a statistics student from the University of Connecticut, who answered the following questions, so we could get to know him better.

How did you become interested in statistics and/or data science?

I became interested in statistics due to my early interest in mathematics, along with my desire to understand problems that cannot be answered by just stacking or averaging numbers.

What do you consider your dream job?

My dream job would be any job that has a fairly large theoretical component, along with a sufficiently large application of said theoretical components. (Anything where I get to create new theory/algorithms while being able to implement them for a period of time.)

What do you hope understanding statistics and/or data science helps you accomplish?

My hope is that understanding statistics/data science will help me become well versed in real problems and help researchers in other fields find out/improve areas they may not have understood or considered.

Is there a particular group of statisticians you would like to reach out to you?

I am not sure for now, but I am subscribed to environmental and computational statistics.

What is your favorite hobby?

My favorite hobby is simply hanging out with a small group of my friends.

If you are a new member interested in being featured, email ASA Communications Manager Megan Murphy at megan@amstat.org.



Collin and his dog, Kai

Afra Majumder	Sara N. O'Brien	Florence Ramirez	Guochen Song	Eleanor Verhagen	Yu Wu
Momin M. Malik	Michael Obuobi	Luis David Ramirez	Hyebin Song	Kha Vo	Ziyun Wu
Julia Mantey	Molly Offer-Westort	Vishnu Ravi	Eldon Sorensen	Laura Boehm Vock	Abraham Wyner
Wenhao Mao	Tatsushi Oka	Qian Ren	Toni P. Sorrell	Kofi Kermah Wagya	Ying Xiang
Saadia Masood	Olamide M. Oluwatade	Xuehan Ren	Navin V. Souda	Courtney Elizabeth Walls	Stanley Xiao
Sandra McBride	Evalynna Ong	Reuben Retnam	Kenneth Soyemi	Fei Wan	Cong Xu
Melinda McCann	Jukka-Pekka Onnela	Micah Reyes	Lauren L. Spadone	Bang Wang	Wei Xu
John McGready	Peter Orbanz	John Riddles	Thidarut Sriwichain	Chen Wang	Yuzhuo Xu
Debra AG McIntyre	Megan Orr	Isabella Lopez Rivas	Arielle Stein	Dan Wang	Catherine S. Xue
Yann McLatchie	Nina Orwitz	Sarah Robertson	Roma Stepaniuk	Hong Wang	Xiao Yang
Samuel McMahon	Abdul Baki Osman	Joseph Brendan Rodhouse	Clayton W. Strauch	Huiyuan Wang	Xingyou Yang
Brendan McVeigh	Jessica Ryan Overbey	Ester Rosa	Jacob Peter Strock	Juejue Wang	Yue Yang
Allyson D. Meyers	Rick Pack	Denis Rybin	Timothy Sudijono	Liwei Wang	Yuling Yang
Feng Miao	Naidu Paila	Chiara Sabatti	Shervin Tabatabai	Na Wang	Shilin Yu
Halley Milleson	Junvie Pailden	Rommel Salvador	Soichiro Tamai	Qian Wang	Senait Mulat Zeleke
Eun Jeong Min	Samhita Pal	Salvatierra	Chichun Tan	Sarah Wang	Bingyu Zhang
Aditya Kumar Mishra	Elsa Katarina Palumbo	Collins Sarpong	Xin Tan	Shunguang Wang	Jipeng Zhang
Ramakrushna Mishra	Zhiying Pan	Gabriella Satpathy-Horton	Dandan Tang	Siqi Wang	Kevin Zhang
Hua Mo	Alyssa Parafinczuk	Shweta Sawai	Qian Tang	Steven Wang	Lei Zhang
May F. Mo	Harsh Parikh	Saypon Sayasane	Fafa S. Tchorly	Ting Wang	Lin Zhang
Sumit Mukherjee	Yash Parikh	Janice Lea Scealy	Anzo Teh	Yuan Wang	Siyu Zhang
Madhurima Mukhopadhyay	Eunyoung Park	P.B. Seetharaman	Jesse Jesse Thissen	Zhe Wang	Wanheng Zhang
Sean Mulherin	Sae-Hwan Park	Sarah Sejero	Jizhou Tian	Heather Watson	Wanxing Zhang
Mila Mullin	Rachel Parker	Carter Sevic	Jian Tinker	Qi Wei	Yan Zhang
Jianbo Na	Nathan Harold Parrish	Joseph V. Shackelford	Mia Tobia	Renjie Wei	Ying Zhang
Rajesh Nandy	Jacob Martin Pasner	Jack Shaw	Lauren A. Trichtinger	Yijun Wei	Yingchuan Zhang
Usman Nasiru	Heather Patsolic	Zihua She	Danni Tu	Jonathan Wells	Yuhua Zhang
Stephen N. Nelson	Evan Pendleton	Chengchun Shi	Henry Uddyback	Lan Wen	Zhiyuan Zhang
Sybil Leslie Prince Nelson	Phillip Phiri	Chunxue Shi	Sushma No Upadhayay	Jia Weng	Jifang Zhao
Siva Kumar Nendranbakam	Jin Piao	Alexander Shih	Clarissa Valim	Wenjing Weng	Lihui Zhao
Justin T. Newcomer	Tamara Pinkett	Heejung Shim	Emily Diane VanderWagen	Kementari Whitcher	Yiming Zhao
Wanjun Wanjun Ning Ning	James H. Poole	Darya Shokouhi-Niaki	Kris Varothai	Daniel Whitehead	Yu Zheng
Kayla Nyquist	Dewage Don Priyantha Kumara	Shi Shu	Rajesh Vempati	Jayson D. Wilbur	Yunyang Zhong
	Alex P. Prodrromo	Uma Siangphoe	Sameeksha Venkatesh	Mackenzie Willis	Dongli Zhou
		Uma Siangphoe		Steve Wisseh	Bohan Zhu
		Aneta Siemiginowska		Sangsoon Woo	Yuru Zhu
		Scott A. Sisson			Yonghua Zhuang
					Songcheng Zhuo
					Lauren Ziemba ■

JSDSE HIGHLIGHTS

JSDSE Explores Classic Concepts, Innovations in Statistics and Data Science Education

Juana Sanchez, JSDSE Editor-in-Chief

Volume 34, Issue 3 of the open-access *Journal of Statistics and Data Science Education* features a conversation between John Gabrosek and Michelle Everson on team-based learning, teaching with generative AI, the *Guidelines for Assessment and Instruction in Statistics Education*, and more. Both Gabrosek (2010–2012) and Everson (2013–2015) are former editors of the *Journal of Statistics Education* (the title of JSDSE until 2021). They recount for readers how the journal has changed alongside the evolving practices of statistics education.

This issue revisits, through a new lens, past concepts and a well-known dataset from traditional mathematical statistics courses. The paper, “Estimating Tanks-Communication in Mathematical Statistics,” authored by Amy Wagaman, shows readers how to use the German tank problem in a calculus-based mathematical statistics course to engage students in theoretical derivations, computation (via a simulation study), and writing to communicate in statistics.

Meanwhile, Mortaza Jamshidian and Parza Jamshidian critically evaluate noncalculus-based introductory statistics textbooks, noting the omission of the Neyman-Pearson hypothesis testing framework. In their paper, “Unraveling the Mystery of the Null Hypothesis: How Using Inequality Enhances Conceptual Understanding of Hypothesis Testing for Our Introductory Students,” they discuss how to implement that framework in the introductory statistics classroom.

A paper by Yikun Han, Michelle Krell Kydd, Joseph Ward, and Ambuj Tewari, “Teaching Machine Olfaction in an Undergraduate Deep Learning Course: A Pilot Integrating Chemistry, Machine Learning, and Sensory Evaluation,” explores an undergraduate deep-learning course that employs a multidisciplinary approach. The authors describe a hands-on activity that uses selective odorants to engage students in data collection and the fundamentals of machine olfaction. Through this process, students clearly see how physical odor molecules transform into a structured, rectangular dataset.

Evidence-based approaches to teaching collaboration in different statistics education contexts are the subject of the remaining papers. Mario



Davidson and Regina Russell describe how they use case-based learning in a graduate statistical collaboration course. Figaro Loresto, Katherine Kissler, and Gail E. Armstrong focus on teaching quantitative research design through collaboration in doctoral nursing education. Jessica L. Alzen, Kimberly J. Cho, and Eric A. Vance discuss a community-of-practice approach to teaching interdisciplinary data science collaboration to advanced undergraduate and graduate students and researchers. Vance, Ilana M. Trumble, Jessica L. Alzen, and Leanna L. House provide a workflow for fostering interdisciplinary collaboration among academic fields, industry sectors, and organizations in a course designed for senior undergraduates and graduate students.

Collaboration takes a unique form when researchers and educators share goals and build a community of practice to drive educational innovation. In the paper, “Teachers Co-Designing and Enacting Elementary Data Science Curriculum through Connected Learning,” Danielle Herro, Ibrahim Oluwajoba Adisa, and Abimbade Oluwadara detail their experiences working with teachers to co-design data science units for elementary school students.

Data science professionals, as students in an online course on R programming, do better in peer reviewing when they are engaged in the course, according to Alon Friedman and Zachariah Beasley’s paper, “Using Textual Analysis to Examine Student Engagement in Online Undergraduate Science Education.”

JSDSE is an open-access, peer-reviewed journal with a wide and diverse audience. Volume 34, Issue 3, and all past volumes of the journal can be accessed from the journal’s webpage at www.tandfonline.com/journals/ujse21. Feedback and questions about the journal can be emailed to Juana Sanchez at jsanchez@stat.ucla.edu. ■

STATtr@k

Statisticians and Data Scientists Have Entered Their Leadership Era



Adam Barone has been recognized seven times for excellence in journalism by the New England Press Association, New Hampshire Press Association, and Hoosier State Press Association. He's covered a diverse range of topics, including technology, business, social issues, and sports. He also adds 20 years of award-winning experience as a copywriter in the marketing/advertising world. He holds a BA with a double major in journalism and philosophy. Deeply curious and excited about the future of statistics and data science, his goal is to tell stories that spark curiosity and intrigue at the intersection of statistics, data science, and society.

Adam Barone, Senior Editor (Contract)

Charismatic confidence has value in leadership, and for most of history, leaders were rewarded for projecting certainty that reinforced their intuition, authority, or subject matter expertise. But leadership that depends solely on these qualities is quickly becoming outmoded by an increasing need for scientific rigor to manage the explosion of data required for decision-making—a development that's opened the door for many statisticians and data scientists to step beyond the numbers and into a new kind of role: strategic leader.

A new study from the National Academies, *Frontiers of Statistics in Science and Engineering: 2035 and Beyond*, notes, “With the influx of computing capacity, proliferation and interoperability of data, and availability of increasingly complex modeling, the statistical landscape is shifting in ways that will transform its demands and broaden its contributions.”

The study—chaired by former ASA President Katherine Ensor, with contributions from a host of ASA members (see included list)—argues that organizations now need leaders who can make transparent, risk-aware decisions from imperfect information—outcomes that sit at the very heart of statistical thinking.

“Funding agencies and industrial partners should create opportunities for statisticians to serve not only as collaborators, but also as leaders in interdisciplinary research teams and education efforts, reinforcing a culture that values their central role in scientific progress. Such opportunities could include leadership development programs, funding mechanisms that support statistical leadership, and recognition structures that reward contributions beyond methodological innovation alone,” argues the study.

Indeed, the world is trending away from leaders with all the answers and toward those who can answer a single question: “What do we do with all this data?”

If anything, more complex data environments generate new questions that often reshape the landscape of possibilities—a journey that requires statistical skillsets to navigate. In this respect, one of the biggest challenges statistical leaders now face

is transforming data into trustworthy insights that make sense to everyone in the room. And this often requires posing uncomfortable questions that statisticians are uniquely qualified to ask: “What does the data say? What are we missing? How confident should we be? What happens if we're wrong?”

The real tests of leadership come when uncertainty is high, the stakes are enormous, and there's no playbook to follow. In those moments, statistical leadership reveals its greatest value, and few examples illustrate this better than ASA Fellow and Brigham Young University President Shane Reese's experience in navigating the COVID-19 pandemic.

Inventing Datasets to Combat a New Threat

In 2020, as academic vice president, Reese faced what would become perhaps the biggest challenge of his career as a statistical leader—sorting through a flood of conflicting, rapidly changing data to discern how the university would respond to the COVID-19 pandemic.

As a private institution, BYU retained authority to decide its own response to COVID. And instead of complying with the conventional wisdom of the moment, Reese reverted to his statistical instincts as he and his team scrutinized models that were predicting catastrophic numbers of student and employee deaths.

“I was literally blown away that one group would say to do this, and yet as a super heavy consumer of data, I just didn't see it in the data,” he said.

And when the data they wanted wasn't available, Reese and colleagues devised novel data streams, such as monitoring levels of SARS-CoV-2 in wastewater, which provided aggregate, anonymous early-warning signals on infection trends.

“It was an awful time, but also a remarkable time to be a statistician trying to navigate something that had huge uncertainty. I couldn't believe how much high-throughput data I was consuming to try to make every decision,” he said. “We didn't just do what other people were saying to do or rely on conventional wisdom. The truth is we didn't have conventional wisdom. No one had any experience to draw on for a situation like this. We



were without an anchor, but we felt like we could trust data.”

In the end, the BYU leadership team used this novel data to find a suitable balance between caution and continuity of in-person learning. For Reese, the experience reinforced the power of statistical thinking for making decisions when uncertainty is high and the stakes are higher.

“Sometimes data is so clear that it doesn’t require any inference. And sometimes data itself has enough uncertainty that it requires inference and scrutiny and all the things that statisticians are trained to do,” Reese said. “When we didn’t know something, we designed a way of collecting data that would inform that question. It wasn’t just the data streams coming in. It was the formulation of questions that could be answered by collecting new data. And we were literally inventing new streams of data daily during the height of the pandemic.”

The types of data challenges Reese encountered are hardly unique. Across academia and industry, leaders increasingly find themselves confronting an overabundance of information with no clear way to deal with it. As data volumes grow and analytical tools become more powerful, organizations equipped to act with confidence that comes from statistical rigor have an advantage. Expertise still matters, but it must be paired with the ability to interrogate evidence, challenge assumptions, and

Study Contributors

ASA members comprise most of the authors of the National Academies’ new study *Frontiers of Statistics in Science and Engineering: 2035 and Beyond*. They are **Katherine Ensor** (chair); **Lance Waller** (vice chair); **Brittany Segundo** (staff officer); and contributors **Amy Braverman, Lorin Crawford, David B. Dunson, Frauke Kreuter, Xihong Lin, Brian Reich, Steve Sain, Aarti Singh, Daniela Witten, and Tian Zheng**. Former ASA member **Rina Barber** and **Omar Ghattas** of The University of Texas also contributed.

make sound decisions when answers are incomplete or conflicting—like ASA Fellow Yannis Jemai has done in the pharmaceutical industry.

Shifting Away from Traditional Modes of Decision-Making

In pharma, clinical development has traditionally been led by clinical professionals, who often come with “a certain authoritative self-confidence,” says Jemai, the former chief scientific officer at Cytel, where he recently concluded 20 years of service. In the past, he says, statisticians essentially just executed the orders of clinicians.

Statistics is one of those disciplines that lends itself to a lot of debate quite easily because it's not pure mathematics . . . It's much more a question of interpretation.

— *ASA Fellow Yannis Jemai*

But that dynamic has been changing. Jemai points to the explosion in data volume and complexity, along with advances in computing and AI, as key drivers. With AI tools now automating routine programming tasks such as tables, listings, and data management, Jemai says the need for statistical expertise and thinking has only increased, with a greater need to interrogate assumptions, quantify uncertainty, identify bias, and consider ethical implications.

“There’s this tension between expertise and application of data-driven methods. Often, the clinical experts believe they can trust their gut instincts, their intuition, and they have to be proven wrong,” he said. “Over the years, there’s been a recognition that statistics and data analysis can be powerful if properly thought out, and I think it’s been an objective of statisticians to try and resensitize that and teach that to the clinical professionals and team. I think as methods get more complex, it becomes more and more of a need to have a statistician/data scientist to wade into the data and make heads or tails of what was going on.”

Ironically, the growing sophistication of technology may be pulling statisticians back toward the center of strategic decision-making. Jemai describes a decades-long division of labor in which programming, data management, and statistical analysis became increasingly specialized. But with AI now automating much of that work, statisticians are regaining direct access to the data itself—a shift that may further elevate their strategic role in organizations.

Jemai argues that statisticians possess a unique ability to test assumptions before organizations commit to them. When leaders disagree with data-driven recommendations, his approach is often to

model their reasoning rather than dismiss it. By simulating various scenarios—including optimistic, pessimistic, and most-likely outcomes—statisticians can help other decision-makers visualize the consequences of different strategies before implementing them.

“I think that’s a strength that statisticians have,” he said. “We can try and model somebody’s behavior and then sort of simulate what the outcome would be, so they can see it for themselves. It’s becoming easier and easier for the statistician to pull back a lot of these functions that they used to do themselves and just have an AI agent do it for them,” he said. “It’ll be interesting to see how the role of the statistician evolves over time with this new technology.”

For Jemai, the biggest challenge is not producing an analysis, it’s distilling it. Modern organizations generate more information than any executive team can reasonably absorb. Therefore, statisticians must step in to distill data into a small number of actionable choices. He advocates presenting leaders with a handful of viable options, a recommendation, and the evidence supporting it.

“Statistics is one of those disciplines that lends itself to a lot of debate quite easily because it’s not pure mathematics, where there’s certainty that one plus one equals two. It’s much more a question of interpretation,” he added. “The problem is that in our field of application, there’s often an interest in understanding the mechanism of action or the way things are impacting the outcome. A black box is not really what people are looking for. So, if you have a very good prediction model, but you can’t explain what’s going on, it’s not very satisfying to others in the room.”

Indeed, organizations run on people. And no matter how sophisticated an analysis, its organizational value is limited if stakeholders can’t understand and trust it. This reality creates a different kind of challenge: becoming a good communicator.

Bridging the Gap: Communication Skills

Good communication is one of the most consistently cited skills that enables a statistician or data scientist to move from technical expert to strategic leader. ASA Fellow Hal Stern—provost, executive vice chancellor, and distinguished professor of statistics at the University of California at Irvine—recalled a pivotal moment that reinforced this truth early in his career.

“I’ll never forget when I became a department chair, there was a workshop where a consultant came in and told us that if you’re in charge of a group, you need to learn how those people communicate,” he said. “You can’t just send everyone

an email and assume it works. If you have a colleague down the hall that doesn't communicate well that way, you'll probably need to walk down there and say, 'Hey, we need to make this decision. Here's how I'm thinking about it. Let me know if you have any different points of view.' Even today, I find all the time that people rely too much on email. When I get in front of groups, I often say, 'If you go back twice and you didn't get the answer, you should talk to the person.'"

Stern added that transparency is equally important. "Closely related, but different, is demonstrating transparency in your decision-making. I feel it's always important. I go to the deans all the time to say, 'We need to figure out how we're going to do X, Y, or Z. I'm thinking about it this way. Let me know what you think.' And people get a chance to weigh in."

Reese highlights learning a process for writing based on rigorous revision and feedback as key to developing his communication skills. "I continue to be grateful for a technical writing teacher here at BYU and her willingness to teach me this idea of revision as art in writing—that it's not about your raw ability—because I just didn't have much raw ability," said Reese. "But I learned I could grind out a paper that wasn't too bad by writing, revising, and seeking lots of feedback and input on my writing. She taught me that in a powerful way, and it's a skill I wish I'd learned sooner because I wouldn't have felt so bad about my writing."

Jemai contends that effective communication in leadership also requires persuasion and contextual awareness. "A good statistician will understand that greater context and understand when to push for a particular statistical argument because it's relevant," he said, "versus, okay, this goes beyond statistics—decisions are being made in a different way according to different criteria."

Just as important as communication skills is statisticians' disciplined way of thinking about evidence, uncertainty, and decision-making. Statisticians are trained to question assumptions, interrogate data quality, evaluate competing explanations, and determine how much confidence should be placed in a conclusion. In an era increasingly shaped by data, predictive models, and AI-generated recommendations, those habits of mind are proving valuable far beyond the traditional boundaries of the profession.

Statistical Thinking: The Unique Contribution

Across academia and industry, the pattern is consistent. Organizations gain when someone in the room is trained to ask the following:

- What is the quality of this data?
- What are we not measuring?

- What is the uncertainty around this projection?
- What are the long-term consequences of optimizing only for what is easiest to count?

For example, according to Stern, he and his chancellor (a political scientist) "tag team" salary equity studies because they share the understanding that falling below a regression line does not automatically equal bias—natural variability and individual context matters.

Stern also described applying statistical thinking to a recurring admissions problem. Every May, projections showed a coming flood of chemistry, physics, and math majors that would require extra resources. Then in October, after students changed majors over the summer, the numbers dropped sharply. His solution was straightforward—average the historical drop and plan resources accordingly.

"Thinking hierarchically is important. In my case as provost, I have 15 academic schools that report up to me. You have to think about when the graduation rate appears to differ across the units. Is it a real thing, or is it just a random thing? To me, that's what traditional hierarchical models would tell you to do: Recognize that a lot of the variation you see is because somebody has to be the highest on the list and someone has to be lowest. Understanding that for whatever you're looking at is key."

ASA Fellow and former ASA President Sastry Pantula, dean of the College of Natural Sciences at California State University-San Bernardino, faced similar realities when building a new budget model. Clean metrics such as student credit hours and number of majors could be measured, but research output in the humanities was harder to quantify. The solution blended roughly 70% metrics-driven allocation with 30% strategic cross-subsidization to protect mission-critical areas. He stressed systems thinking, separating signal from noise, and discerning between long-term patterns over short-term blips as key contributions of his statistical leadership.

"Metrics are important, but they don't capture everything," Pantula said. "You can measure student credit hours and number of majors pretty cleanly, but how do you measure research productivity in the humanities or the value of certain programs that may not generate a lot of credit hours but are central to the mission of the college? You have to be careful not to let the metrics drive everything. There has to be some room for strategic decisions to protect areas that are important, even if the numbers don't fully reflect their value."

If statistical thinking is valuable for leaders facing uncertainty, its importance only grows when those decisions are increasingly influenced by artificial

intelligence. AI can produce answers with remarkable speed and sophistication, but it can also obscure assumptions, amplify biases, and project certainty where none exists. That's why the same skepticism, curiosity, and discipline that define statistical leadership become even more valuable when a machine joins the chat.

AI: The Statistician's Role

ASA Fellow Galin Jones, who leads the University of Minnesota's AI Hub as vice provost for AI, argues that statisticians have a distinct and necessary role to play with AI. "You cannot do modern AI without statistical thinking," he said. "It's impossible." He's made responsible use and academic integrity central to the university's AI strategy. Every incoming student now receives baseline AI literacy training, and academic units across campus are developing their own "AI blueprints" to guide thoughtful adoption.

In Jones' view, the disciplined system for dealing with uncertainty, variation, and limitations of data are key aspects of statistics that must be applied to working with AI. In fact, the ability to distinguish knowledge from confidence may be one of the most valuable statistical leadership tools that can be applied in marshalling AI within academic or corporate environments.

"We tend to get pigeonholed as a STEM discipline, where we focus on math and computing, and that's all we do. But I think we're much more closely aligned with philosophy than people appreciate," Jones said. "We really worry about: 'When do we know something?' And that's epistemology. And so, I often like to think of us as applied epistemologists. Somehow, we work at the intersection of math and computer science and philosophy. And that type of thinking really leads us to think much more broadly about things than just kind of doing the algorithm, implementing the algorithm, and getting the output."

Without a statistician's grounding influence, the application of AI risks becoming untethered from rigorous evaluation and ethical scrutiny—a function Jones believes will become increasingly important as AI tools become more powerful. He stresses that transparency, reproducibility, and honest communication of uncertainty are essential and shouldn't be done in isolation.

"Statistics is really a way of viewing the world. It's not just the technical stuff that we teach people. Understanding the role of chance in the world, understanding causal inference, understanding how these things can be used to make

decisions—I think that's really the fundamental set of skills. How the data tell the story and how that story affects our decisions."

For Jones, understanding what can be known also means recognizing what cannot. The deeper statisticians engage with uncertainty, the more they appreciate the limits of their own knowledge. That realization, he argues, often leads to a leadership style rooted not in certainty or authority, but in curiosity, humility, and respect for the expertise of others.

"It's about having humility. It's about having a sense of curiosity. It's about valuing other people's contributions to the world the same way you would a statistician," Jones said. "A lot of people don't take that approach when they're working with other groups. They think they have the answer, and they want to drive the conversation. But if you approach it with curiosity and humility, it's easier to get people on your side. It's easier to get them to trust you. And ultimately, you're going to end up with a better solution because you've incorporated perspectives that you wouldn't have otherwise considered."

The Future Needs Statistician-Leaders

The question is no longer whether statisticians belong in leadership roles. Increasingly, the demands of modern leadership are requiring the very skills statisticians and data scientists spend their careers developing.

But the statistician-leaders featured here didn't succeed because they always had the answers. They succeeded because they knew how to interrogate assumptions, evaluate evidence, communicate uncertainty, and adapt when new information emerged. They understand that leadership in complex environments is rarely about projecting certainty. More often, it's about helping organizations make better decisions when certainty is unavailable.

These capabilities are only becoming more important. The future will need leaders who can distinguish signal from noise. Leaders who can balance evidence with judgment. Leaders who can collaborate across disciplines, communicate with clarity, and remain intellectually humble in the face of uncertainty.

In short, the future will need leaders who think statistically.

The National Academies study calls for statisticians to take on larger leadership and co-leadership roles in shaping research, education, and innovation. The experiences of Reese, Stern, Pantula, Jemai, and Jones suggest that future has already begun. ■

STATS4GOOD

Using Data to Support Humanitarian Action in Global Conflict Zones

One of the most pressing issues in the world today is also one of the most familiar and persistent—people fleeing war and conflict zones. Such crises comprise some of our earliest memories as a society and some of the most important current events of today. This reality has motivated and mobilized Data for Good advocates and practitioners across backgrounds and disciplines to work together to address and prevent human suffering. Data for Good research supports people living in conflict zones and is carried out by international organizations like the United Nations, leading nongovernmental organizations, university research groups, and independent experts. This month, Stats4Good looks at data and analytics efforts that support these populations, as well as opportunities for readers to get involved.

Many organizations with humanitarian missions conduct research in conflict zones. For example, many United Nations agencies analyze multiple dimensions of global conflict, collect data, and perform research in partnership with government agencies and NGOs. Especially important among these collaborators are the UN Department of Political and Peacebuilding Affairs and the United Nations High Commissioner for Refugees.

The DPPA organizes field operations to monitor conflicts and provide guidance to countries involved in conflicts. Meanwhile, UNHCR works specifically with and for refugees. The United Nations Sustainable Development Goals also address common needs in conflict zones through Goal 1 (No Poverty), Goal 2 (Zero Hunger), Goal 3 (Good Health and Well-Being), and Goal 6 (Clean Water and Sanitation).

Other parts of the UN system generate data that help explain why and where people move and the risks they face. For example, the UN's International Organization for Migration collects data on reasons for international migration, which has helped identify human trafficking as a weapon of war in Ukraine.

Alongside these international agencies, professional and volunteer organizations also play an important role. Statistics Without Borders is a leading Data for Good organization and an outreach group of the American Statistical Association. SWB volunteers provide pro bono services in statistics and data science in both current and recent conflict zones all over the world. Be sure to check out their projects

page at <https://bit.ly/4yjwxW6> because SWB is one of the best places for new volunteers to connect to important projects. Become a volunteer at <https://bit.ly/4wPDUTH>.

Another influential conflict analytics organization is the Human Rights Data Analytics Group. Since 1991, HRDAG has done some of Data for Good's most important research on human rights violations, but their impact extends beyond the scope of their own research. Statistical methodologies developed by HRDAG have become best practices for working with conflict-zone data and are foundational contributions to the science of conflict and human rights. If this work interests you, consider following their research and learning their methods. For example, their application of multiple-systems estimation to quantify victims of crimes hidden by regimes has been instrumental in the work of many other researchers.

The Humanitarian Data Exchange, administered by the UN Office for the Coordination of Humanitarian Affairs, is another important contributor to D4G conflict-zone research. With more than 20,000 datasets, this project provides access and publicly downloadable data compiled by UN agencies in .csv format. The project's search engine is limited, so it may be helpful to search elsewhere for names and details of datasets, then log onto data.humdata.org to access and download them.

Many organizations working in conflict zones lead projects that rely on data and analytics. One example is the Missing Maps project, which is organized by Doctors Without Borders, the Red Cross, and others. It focuses on developing better maps of areas affected by conflict, natural disasters, and disease outbreaks. The project relies on volunteer mappers to create and annotate maps used by NGOs to respond to humanitarian needs. The project also hosts virtual mapathon events (like hackathons), where teams of volunteers work together to create and curate geospatial data needed for emergency response. You can find all the details at www.missingmaps.org.

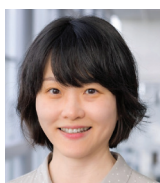
These examples show the range of ways data can support humanitarian action—from monitoring conflict and displacement to building datasets, developing methods, and mapping communities at risk. These are just a few of the ways statisticians and data scientists work through Data for Good to make a difference in communities around the world. ■



With a PhD in statistical astrophysics, **David Corliss** works as a data scientist in industry. He serves on the ASA Board as a Council of Chapters representative and is the founder and director of Peace-Work, a Data for Good nongovernmental organization.



Mark C. Otto is a retired (but not retiring) US Census Bureau and US Fish and Wildlife Service statistical scientist. He is an ASA Fellow and chair of the American Statistical Association Committee on Applied Statisticians. He's also served as president and membership council vice chair of the Washington Statistical Society. He works toward creating long-term cultural change with the Alliance for Decision Education and Braver Angels.



MinJae Lee is a biostatistician and professor at McGovern Medical School, UT Health Houston, where she leads the division of clinical and translational sciences. Her research focuses on developing and applying innovative statistical methods to address real-world research challenges. She is a member of the ASA Committee on Applied Statisticians and serves on the *Nature Medicine* Statistical Advisory Panel.

DECIDING FACTORS

Before the Model: The Statistician's Role in Framing Decisions Proactively

Mark C. Otto and MinJae Lee

If you're racing at 90 miles per hour perpendicular to your goal, how much progress are you making? Before anything else—before the analysis, the model, or the answer—you must be sure you are solving the right problem.

Take the Fish and Wildlife Service, which issues construction permits designed to protect and minimize impact on nesting bald eagles. A half mile from a nest is considered “safe.” Closer than 330 feet is a problem. And between 330 feet and a half mile is the uncertain zone, where most permitting decisions are made.

Our statistician's instinct is to dive in and determine what happens in that uncertain zone. But a study would take years, and in the meantime, permits can only be issued beyond the safe distance mark, cutting off construction entirely in dense nesting areas. But what if we framed the problem differently? What if we issued permits within the uncertain zone, on the condition that the builder is responsible for any reported nest failures? As distances and covariates are recorded and permit thresholds are refined, both the eagles and builders get the security they need. The model can come later. The decision moves now.

Framing the problem is the first step in the PrOACT-structured decision-making process, as described in *Smart Choices*, the 1999 book by John Hammond, Ralph Keeney, and Howard Raiffa. It's also described in a short video from the Alliance for Decision Education at <https://bit.ly/4b0ARjc>. Many decisions that arrive on our desks come as *problems* imposed by a boss, client, or deadline. The PrOACT move: Reframe them as *opportunities*.

In pharmaceuticals, we are often given a clinical trial to design, but if we work closer with physicians as a project takes shape, we can help develop the actual drug rather than just conduct analysis. This happens routinely in collaborative research. Investigators often begin by asking, “What statistical method should I use?” or “How many participants do I need?” Those are important questions, but they're rarely the first questions. The conversation becomes more productive when we step back

... Framing is one of the most valuable and often overlooked contributions statisticians make to collaborative research. Frame first, then refine.

and ask, “What scientific question are we trying to answer?” or “What decision will this study ultimately inform?” Once that objective is clear, the study design, analysis plan, and sample size often become much easier to define.

Statistical methods should follow the scientific question, not define it. In that sense, framing is one of the most valuable and often overlooked contributions statisticians make to collaborative research. Frame first, then refine.

The FWS was once asked to develop a permitting process for wind power facilities that would prevent harm to eagle populations. The team responded with population models on the impact of wind projects on eagles, and they asked wind companies to provide additional information. With this data, they adapted a complex model to the size of the project, local eagle density, and expected mortality. They also evaluated constraints. Concern was greater for golden eagles, whose populations were stable under current pressures, whereas bald eagle populations were growing exponentially. Two years



The Fish and Wildlife Service needed to develop a permitting process for wind power facilities that required protecting eagle nests. Rather than waiting years for a study to resolve that uncertainty, reframing the problem—issuing permits with builders accountable for any nest failures—let construction and conservation move forward at the same time.

of surveys were required for each permit, and the mortality model proved fairly accurate. But wind power companies were also responsible for mortality of bats and other birds, so the two-year survey requirement was costly.

What have others done? Rhode Island's Ocean Special Area Management Plan was the first to develop offshore wind in the US. They proactively mapped where power was needed, wind patterns, shipping lanes, and bird population locations. From that rich GIS and statistical analysis, they defined where offshore projects could be permitted. The major economic and environmental work was already done, so companies could apply directly for permits without having to conduct their own studies. Rhode Island treated the problem as an opportunity and turned it into one.

This is what statisticians are good at: deciding what the population is, how to measure it, what is being compared, and which assumptions are doing the work. These are framing

skills disguised as study-design skills, and they belong in the room from the beginning—not just at the analysis stage. Many of the statistical consultations we participate in are really conversations about framing the decision before choosing the analysis. The decision-maker can help shape the frame, too. The US government is often a decision-maker, and it can bring together opposing sides of a problem to work through the SDM process and determine the best solution for affected parties. As kids intuitively know, parents make the decisions, so they propose problems that work for their parents, too. “You can shop while we meet our friends at the mall.” For statisticians, framing is not a new skill to learn—it's something we do every day. The opportunity is to recognize it earlier, before the discussion turns to methods and models.

Next time, we'll work through the rest of the PrOACT process—objectives, alternatives, consequences, and trade-offs—and see how each, like framing, is a skill that statisticians already use. ■

Shape the Future: Invited Session Proposals Sought for JSM 2027



Fanni Natanegara is the JSM 2027 program chair and associate vice president of statistics at Eli Lilly and Company.

Fanni Natanegara, JSM 2027 Program Chair

It's time to shape the program for the 2027 Joint Statistical Meetings—to be held in Chicago, Illinois, from August 8–12—by submitting invited session proposals. ASA President-Elect Brian Millen set the JSM 2027 theme to be “People Powered. Science Driven. Future Ready.” Sessions connected to this theme are encouraged, but all proposals that reflect the breadth of statistics and data science are welcome.

Invited Paper and Panel Sessions

Invited sessions can be structured as paper sessions, typically two to six speakers and/or discussants presenting research under a unified theme, or panel discussions, in which three to six participants engage in commentary and debate on a topic of contemporary interest.

To organize a session, start by identifying a unifying theme of broad interest, then reach out to potential participants to confirm their availability. JSM enforces a strict “one speaker, one session” rule—an individual can only present in one invited session—so it's worth having these conversations early. Once your proposal is ready, submit it through the online system at ww2.amstat.org/meetings/jsm/2027/index.cfm by September 23, indicating the session type and proposed sponsoring organization.

It's a good idea to connect with the relevant ASA section or partner society representative before submitting. Sections have guaranteed allocation slots and can also enter proposals into a general competitive pool for program committee review. All proposals must be submitted via the online system, however.

Decisions about the invited program will be made by mid-October.

Have Questions?

If you are not sure who to contact, reach out to one of the following:

- JSM Program Chair Fanni Natanegara at natanegara_fanni@lilly.com
- Associate Program Chair Claire McKay Bowen at CBowen@urban.org
- Associate Program Chair Carmen Tekwe at ctekwe@iu.edu

Memorial Sessions

JSM 2027 will reserve space for five invited memorial sessions honoring colleagues who have shaped the field. To be considered, submit your proposal through the standard invited session process, selecting “memorial session” as a sponsor while also identifying ASA section co-sponsors. Memorial sessions not selected through a section's guaranteed slots or the general competitive pool will be evaluated for the designated memorial slots later in the fall.

Invited Poster Sessions

An invited poster session consisting of up to 40 electronic posters will be held during the Opening Mixer on the Sunday of JSM 2027. Direct your ideas and poster submissions to JSM 2027 Poster Chair Lan Xue at lan.xue@oregonstate.edu.

Introductory Overview Lectures

Introductory Overview Lectures are sessions designed to enrich the future direction of statistical theory and practice through broad dissemination. JSM 2027 will feature four IOLs. These sessions should address timely, forward-looking topics with wide appeal across the JSM audience. IOL speakers are exempt from the “one speaker, one session” rule. Send your topic and speaker suggestions directly to JSM Program Chair Fanni Natanegara at natanegara_fanni@lilly.com. ■

ASA ANNOUNCES 2026 WINNERS OF

Data Visualization Poster and Statistics Project Competitions

The results of the 2026 ASA Data Visualization Poster and Statistics Project competitions are in. First-place winners received \$300 and a certificate, second-place winners received \$200 and a certificate, third-place winners received \$100 and a certificate, and honorable mentions received certificates.

The poster and project competitions are directed by the ASA/National Council of Teachers of Mathematics Joint Committee on Curriculum in Statistics and Probability. The 2026 ASA Data Visualization Poster Competition leader is Jennifer Broatch of Arizona State University. Dione Maxwell of Loganville High School is serving as the head project competition leader.

Posters are due every year on April 1 and are submitted digitally as photos of physical posters or as digitally created posters. Projects (written reports) for grades 7–12 are due every year on June 1.

MORE ONLINE

Visit the poster competition webpage at <https://bit.ly/4puVIRG> or the project competition webpage at <https://bit.ly/4fnUa78> for entry forms, instructional webinars, the rubrics used for judging the posters and projects, and information about previous winners.



**POSTER
COMPETITION**



**PROJECT
COMPETITION**

2026 National Project Competition Winners

Each year, the statistical project competition attracts a wide variety of submissions in which students from grades 7–12 conduct creative studies. The submission deadline for the project competition is June 1 to enable participation from high school students who might have been preparing for the AP Statistics exam administered in mid-May. The statistical project competition is especially useful for these students because it provides them with opportunities to apply all the statistical skills they have acquired throughout the school year to solve real-world problems of interest to them. Results of the project competition and a list of the judges can be found at <https://magazine.amstat.org>.

GET INVOLVED

For information about how you can start a regional poster competition or mentor students in your area, read "American Statistics Poster Competition: How to Get Involved" in the July 2011 issue of *Amstat News* at <https://bit.ly/4fr7PdZ>.



2026 National ASA Data Visualization Poster Competition Judges

Regional Poster Competition Leaders

Students outside the regional competition areas submit their posters directly to the ASA office, which are then separately judged by the Washington Statistical Society as part of the Other Region. The best posters from each region move on to the national judging. Information about regional poster competitions and winners is available on the individual regional poster competition websites.

Connecticut Chapter Statistical Poster Competition

Zhou Fan and Leying Guan, Yale University

Kansas/Western Missouri Statistics Poster Contest

Ananda Jayawardhana, Pittsburg State University

Michigan Statistics Poster Competition

Dan Adrian, Grand Valley State University

Minnesota Regional Data Visualization Poster Competition

Tianxi Li, University of Minnesota, Twin Cities

Nevada K-12 Statistics Poster Competition

Cheryl Hightower, Imgen Research Group and Touro University Nevada, and Alicia Hansen, Chansen Academy

Ohio Data Visualization Poster Competition

Linda Quinn, Cleveland State University & Jerry Moreno, John Carroll University

Pennsylvania Statistics Poster Competition

Norbert Youmbi, Saint Francis University

Southern California Statistics Data Visualization Poster Competition

Rebecca Le, County of Riverside and California State University, Long Beach

Washington State Statistics Poster Competition (K-12)

Dean Johnson, Washington State University

Washington Statistical Society Data Visualization Poster Competition (DC Metro Area)

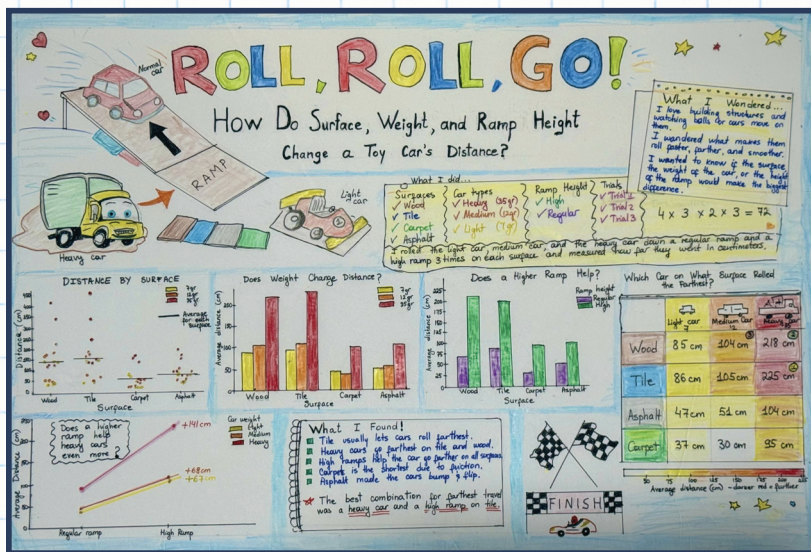
Sabrina Zhang, Westat

ASA National Data Visualization Poster Competition

Jennifer Broatch, Leader, Arizona State University

2026 National Poster Competition Winners

Grades K-3



First Place

Meredith Tarjan

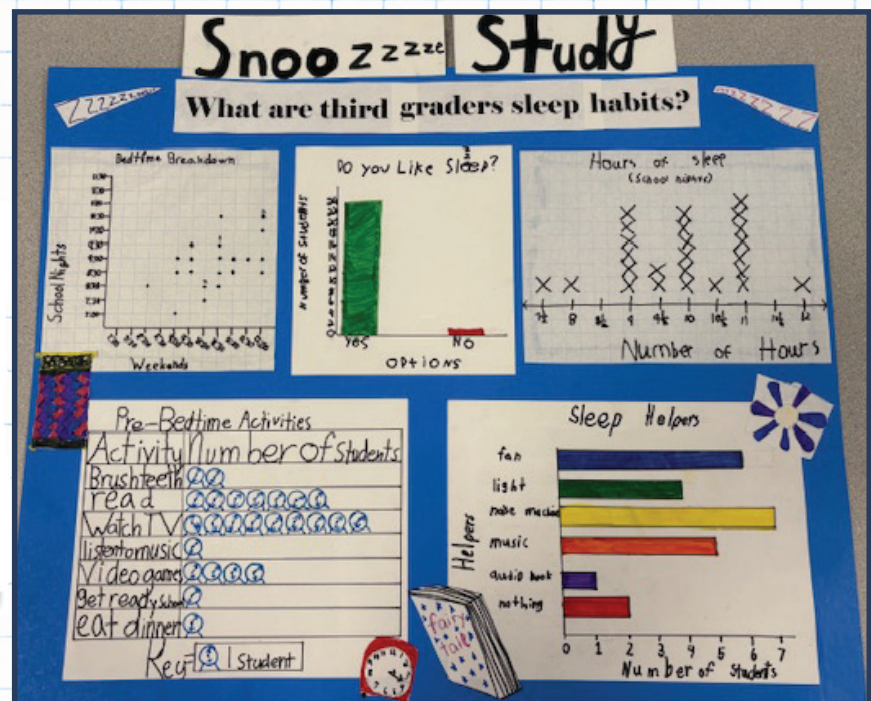
Roll, Roll, Go!

German International
School of Silicon Valley

Mountain View, California

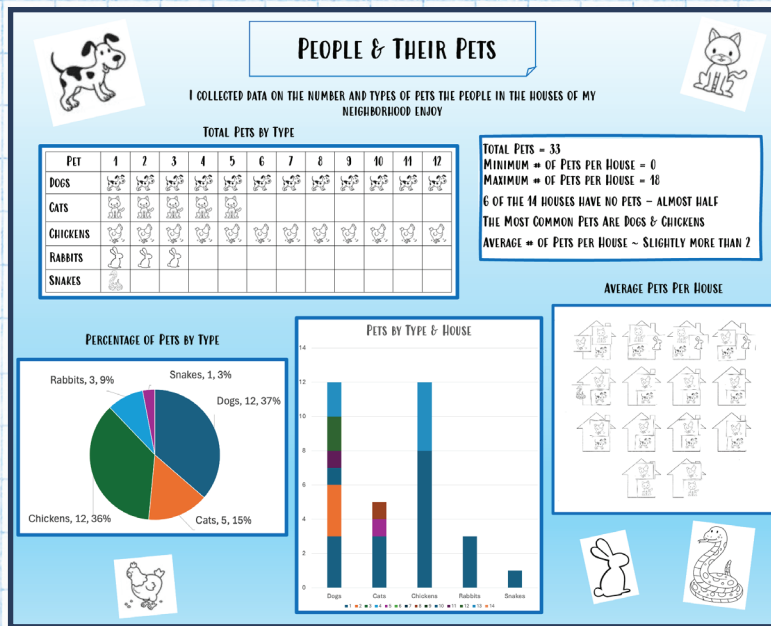
Second Place
Michelle Spicuzza's
Third Grade Class

Snooze Study
Timmons Elementary
Chagrin Falls, Ohio



2026 National Poster Competition Winners

Grades K-3



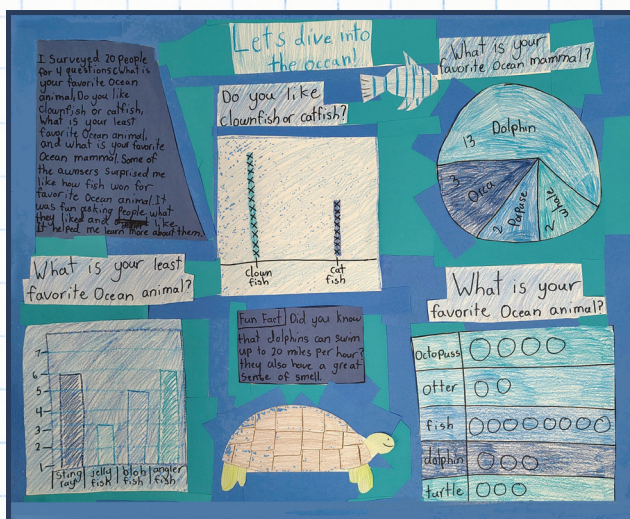
Third Place

Aurelian Hansen

People and Their Pets

Hansen Academy

Carson City, Nevada



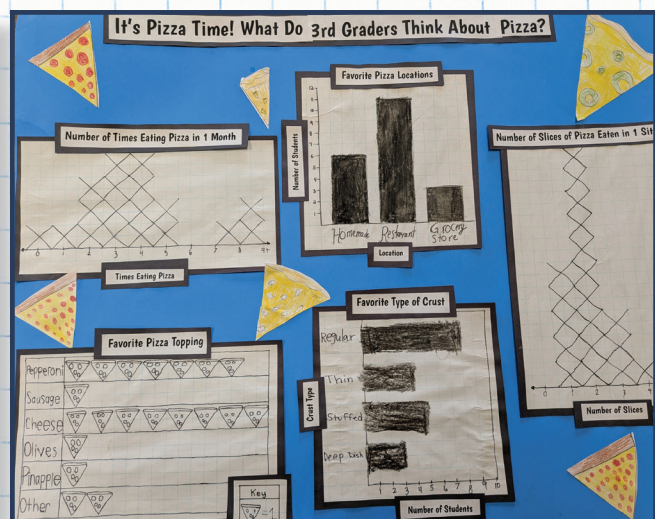
Honorable Mention

Sophie Buggia

Let's Dive into the Ocean

Collins Elementary School

Grand Rapids, Michigan



Honorable Mention

**Theresa Petrick's
Third Grade Class**

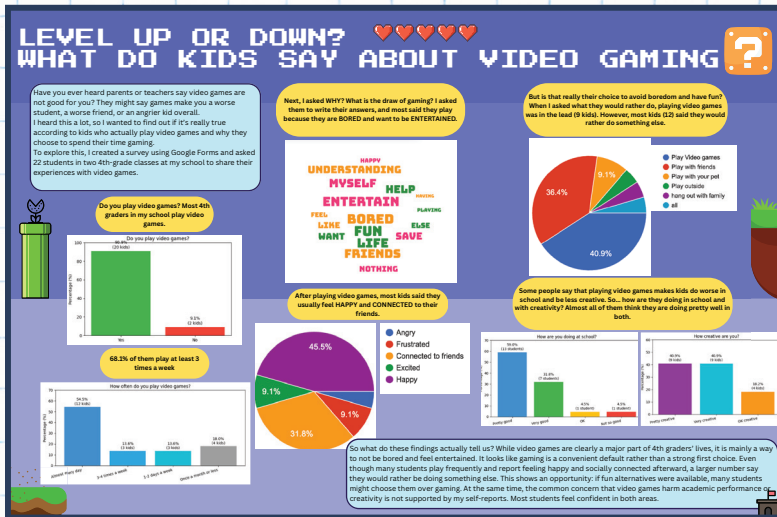
It's Pizza Time!

Timmons Elementary

Chagrin Falls, Ohio

2026 National Poster Competition Winners

Grades 4–6



First Place

Audrey Young

Level Up or Down? What Do Kids Say About Video Gaming?

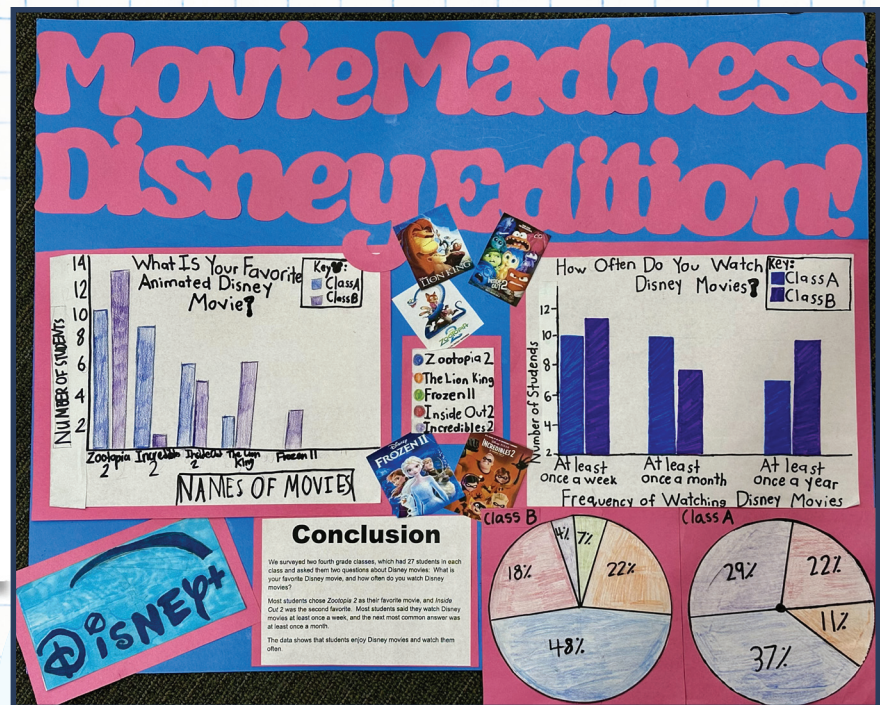
Mansfield Elementary School

Mansfield Center, Connecticut

Second Place
Keiara Smith, Ariana Requejado, and Savannah Vongprachanh

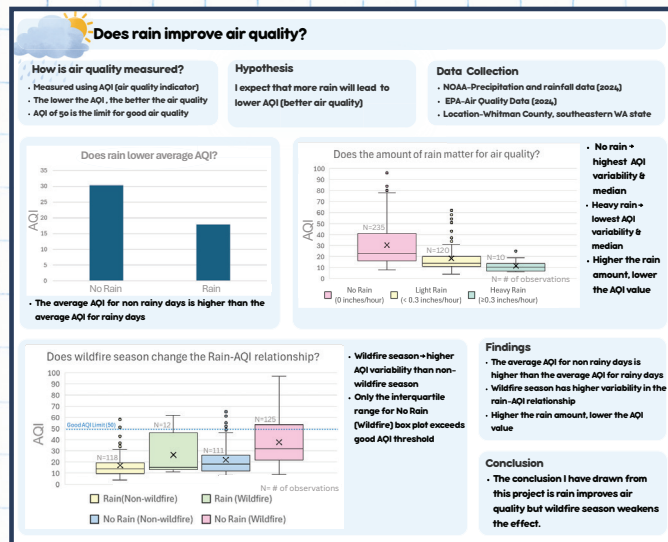
Movie Madness: Disney Edition

Ortwein Elementary School
Las Vegas, Nevada



2026 National Poster Competition Winners

Grades 4-6



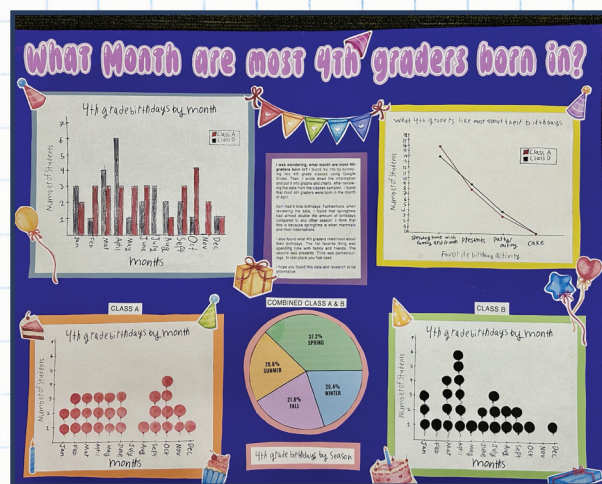
Third Place

Aditi Sinha

Does Rain Improve Air Quality?

Sunnyside Elementary School

Pullman, Washington



Honorable Mention

Danielle Arrington

What Month Are Most 4th Graders Born In?

Ortwein Elementary School

Las Vegas, Nevada



Honorable Mention

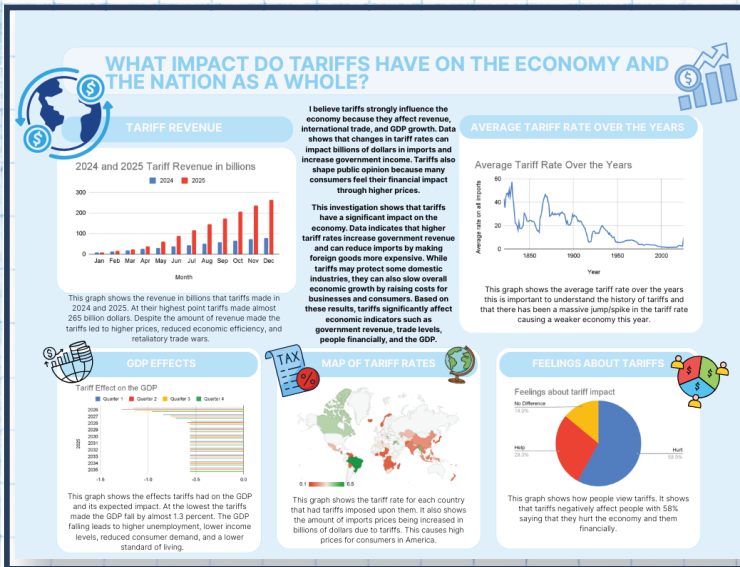
Preston Kung, Simon Garlick, and Siwoo Yu

Joystick Junkies

Spring Lake Intermediate School
Spring Lake, Michigan

2026 National Poster Competition Winners

Grades 7–9



Third Place

Anya Cho

The Impact of Tariffs

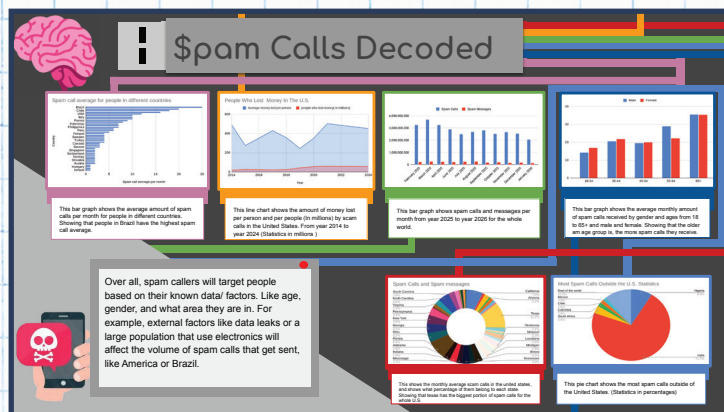
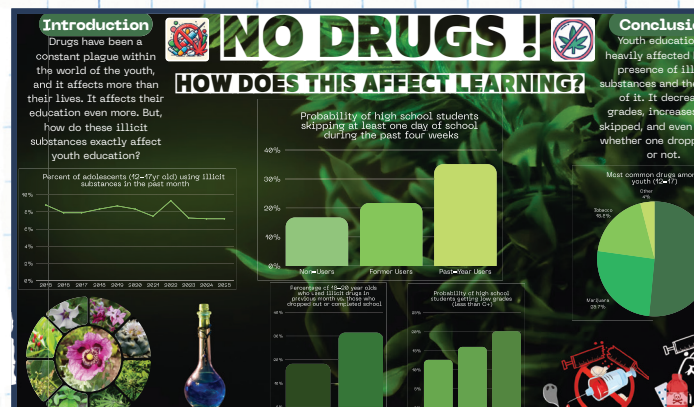
Hyde Park Middle School

Las Vegas, Nevada

Honorable Mention
Carlos Najera
and Hayden Du

*No Drugs! How Does
This Affect Learning?*

Hyde Park Middle School
Las Vegas, Nevada



Honorable Mention

Tony Le and
Benjamin J. Kim

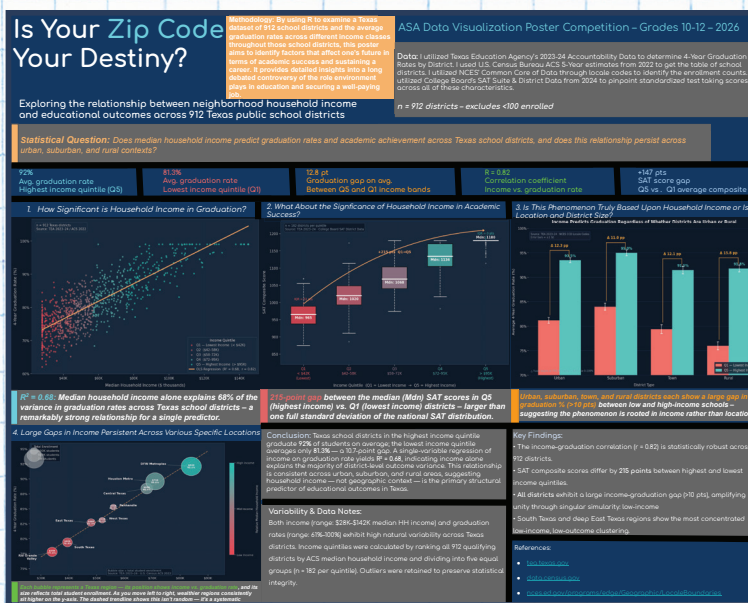
Spam Calls Decoded

Hyde Park Middle School

Las Vegas, Nevada

2026 National Poster Competition Winners

Grades 10–12



First Place

Anvish Singidi

Is Your ZIP Code Your Destiny?

Frisco Heritage High School

Frisco, Texas

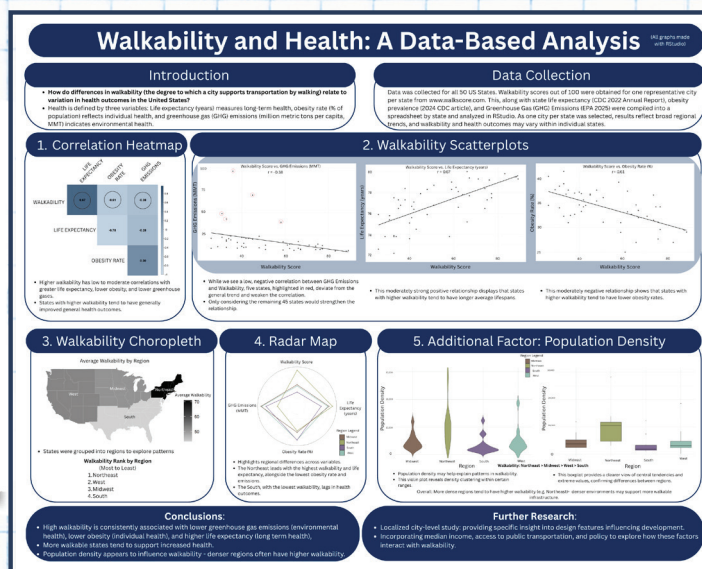
Second Place

Isha Mehrotra

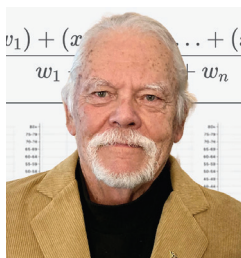
Walkability and Health:
A Data-Based Analysis

The Overlake School

Redmond, Washington



David Swanson Receives Sheps Award for Demographic Methods



David Swanson

David A. Swanson, longtime ASA member and professor emeritus at the University of California at Riverside, is the 2026 recipient of the Mindel C. Sheps Award, given by the Population Association of America. The award is presented biennially for outstanding contributions to mathematical demography or demographic methodology.

Swanson has made many influential contributions to demography over the years, including developing methods for predicting future population size, most notably the cohort change ratio method. He also advanced the theoretical foundations of formal demography by linking these methods to stable population theory and life expectancy estimation.

Throughout his career, Swanson has authored more than 130 peer-reviewed articles and nine books, served on the US Census Bureau's Scientific Advisory Committee—including two terms as chair—and testified before Congress

and state legislatures as state demographer for both Alaska and Arkansas.

For more information about the Mindel C. Sheps Award, visit the Population Association of America website at <https://bit.ly/4wQq7MG>. ■

Sally Morton Named Among Top 10 Women Leaders in Education



Sally Morton

The Women We Admire membership organization has named ASA Founder and Fellow Sally Morton as one of its top women leaders in education of 2026.

According to Women We Admire, the work of education leadership no longer fits neatly inside one institution or one kind of role, and the women recognized this year bring the responsibility of leadership to classrooms, campuses, companies, and community programs.

Morton serves as executive vice president at Arizona State University, where she oversees the institutes and initiatives, holds a professorship in the mathematical and statistical sciences and college of health solutions, and holds the Florence Ely Nelson Chair.

Her career has spanned statistics, education, research, and national policy—including roles as dean of Virginia Tech's College of Science, chair of biostatistics at the University of Pittsburgh, vice president of statistics and epidemiology at RTI international, and head of the RAND Corporation Statistics Group. A member of the National Academy of Medicine, she also served as the ASA president in 2009 and chaired Section U of the American Association for the Advancement of Science in 2013.

Women We Admire is a member-led organization that provides members with connections to female leaders in business, technology, finance, law, medicine, and more.

For more information, visit the Women We Admire website at <https://bit.ly/3RJuSZx>. ■

Ofer Zeitouni Awarded 2026 Paul Lévy Prize in Probability Theory



Ofer Zeitouni

Ofer Zeitouni, professor at the Weizmann Institute of Science and NYU Courant Institute, was awarded the 2026 Paul Lévy Prize in Probability Theory during the 45th Conference on Stochastic Processes and Their

Applications. The conference was held in Ithaca, New York, June 14–20.

A native of Israel, Zeitouni studied at the Technion, where he completed his PhD in electrical engineering in 1986 under the direction of Moshe Zakai. He did his postdoc at Brown University and MIT.

Since 2007, Zeitouni has been at the Weizmann Institute, where his research has focused on large deviations theory, the spectral theory of random matrices, motion in random media, and extremes of logarithmically correlated fields. Upon receiving the award, Zeitouni noted, “Paul Lévy was one of the founding fathers of the theory of stochastic processes and had a deep understanding of their fine properties. I am deeply honored and humbled to be awarded a prize named after him.”

Zeitouni is a Fellow of the American Mathematical Society and Institute of Mathematical Statistics and a member of the American Academy of Arts and Sciences, US National Academy of Sciences, and Israel Academy of Sciences and Humanities.

The Lévy prize was created in honor of French mathematician Paul Lévy, who largely shaped modern probability theory, introducing fundamental concepts such as local time, stable distributions, and characteristic functions.

Read more about the Lévy prize and Zeitouni on the Institut Polytechnique De Paris website at <https://bit.ly/4hlmQQQ>. ■



Brian Ripley, Martin Maechler, Kurt Hornik, Peter Dalgaard, and Luke Tierney

2026 Rousseeuw Prize Awarded to R Project

Five members of the R Core Team have been awarded the Rousseeuw Prize for Statistics for their decades of work building and maintaining the R Project. The 2026 laureates are the following:

- **Brian Ripley**, University of Oxford, United Kingdom
- **Martin Maechler**, ETH Zürich, Switzerland
- **Kurt Hornik**, Vienna University of Economics and Business, Austria
- **Peter Dalgaard**, Copenhagen Business School, Denmark
- **Luke Tierney**, University of Iowa

The international award, which recognizes major contributions to statistical research, honors their decades of work building R, the open-source language that has become the common foundation of modern statistical computing.

Half the prize money goes to the five laureates because they are deemed to have made the longest sustained contributions and half goes to the other members of the R Core Team.

Statistics: From Specialist Tool to Global Public Good

When R was first developed in the early 1990s, competent data analysis required access to commercial software that only well-funded institutions could afford. The R Core Team set out to change this. Driven by

the conviction that everybody should have free access to state-of-the-art statistical methods, the five laureates dedicated a collective 30,000 hours to R.

By keeping R free and open source under the GNU General Public License, the team removed the financial barriers and, as a result, millions of users—researchers, students, hospitals, companies, and governments worldwide, including in developing countries—now have access to the same powerful tools, regardless of their resources.

R has also transformed how statistical knowledge is shared. A subset of the R Core Team created and maintains the Comprehensive R Archive Network, a repository of more than 23,000 freely available software packages extending R across virtually every field of research. Methodological innovations in modern statistics are typically developed using R and freely provided as extension packages, making them accessible to everyone. R is the basis of the Bioconductor software for research on genomic data. The extensive graphics capabilities of R make complex data visible and understandable to audiences well beyond the specialist community.

To learn more about the R Project, visit www.r-project.org. For more information about the Rousseeuw Prize for Statistics, visit www.rousseeuw-prize.org.

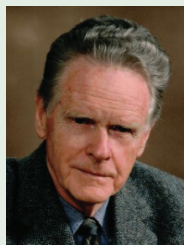
Obituary: Arthur Pentland Dempster

Submitted by Ruobin Gong, Nan Laird, and the Dempster Family

Arthur Pentland Dempster, professor emeritus of theoretical statistics at Harvard University and a founding member of its department of statistics, died on January 30, 2026, at the age of 96. Over nearly seven decades of scholarship, Dempster shaped the foundations of statistical inference through a series of path-breaking research programs, including a theory of upper and lower probabilities (now widely known as Dempster-Shafer theory), the EM algorithm, and a geometric reformulation of multivariate analysis. Dempster's contributions have left a permanent mark on the discipline and adjacent fields ranging from machine learning to artificial intelligence.

Dempster was born in Toronto in 1929 to Nelson J. Dempster, a World War I veteran, and Jessie MacAlpine, a pianist. They had three sons: John; Arthur; and Nelson. Arthur's early interest in science and mathematics was influenced by his uncle and namesake, Arthur Jeffrey Dempster, The University of Chicago physicist whose pioneering work in mass spectrometry led to the discovery of uranium-235.

Dempster attended the University of Toronto, where he was a Putnam Fellow in 1951 and earned a BA in mathematics and physics in 1952. He entered Princeton University in 1954 and completed a PhD in mathematical statistics in 1956. His first sustained contact with the statistical community came at the summer statistical seminar held by the University of Connecticut, organized by Geoffrey Beall and John W. Tukey and attended by Paul



Meier, Jerome Cornfield, David Blackwell, and others who would shape the discipline. At Princeton, Dempster studied under Sam Wilks' statistics program and participated regularly in Tukey's seminars, where applied problems brought by visitors were systematically analyzed before an audience of graduate students. His dissertation treated multivariate problems in which the number of variables exceeds the sample size, a regime now central to high-dimensional statistics.

It was at Princeton that Dempster met Elizabeth O'Neill; they married in 1957.

Dempster spent 1956–1957 as a lecturer at the University of Toronto. In 1957–1958 he held an appointment in the mathematics research group at Bell Telephone Laboratories. At Bell Labs, Dempster was exposed to scientific computing and participated in an early large-scale data project to computerize personnel records for the entire Bell System. It was also at Bell Labs that Dempster developed his theoretical work on random allocation designs, published as a pair of papers in the *Annals of Mathematical Statistics*.

In early 1957, Frederick Mosteller recruited Dempster to the new department of statistics at Harvard. Dempster joined as assistant professor in 1958, shortly after the other founding faculty (Mosteller, William G. Cochran, John W. Pratt, and Howard Raiffa) took up their appointments. He was promoted to associate professor in 1961 and to full professor in 1964. He served as chair of the department for a total of 13 years between 1969 and 1985 and remained on the active faculty until his transition to emeritus status in 2005.

Dempster's first major research program continued the multivariate themes of his thesis. Throughout the 1960s, he taught a graduate course on multivariate analysis with a distinctive geometric and computational orientation. Dempster developed this material into the book *Elements of Continuous Multivariate Analysis*. His brief note in the *Annals* on a paradox concerning inference about a covariance matrix was privately regarded by Dempster as among his most important contributions. The work anticipated by decades the difficulties of inferring high-dimensional covariance structures from small samples, a problem to which he would return in his later work on belief functions.

In the early 1960s, while immersed in R. A. Fisher's *Statistical Methods and Scientific Inference*, Dempster began to appreciate the conceptual allure of Fisher's fiducial inference and became convinced it was technically deficient. His response was a sequence of papers published between 1966 and 1968, in which he introduced a new framework for probabilistic reasoning under partial information. "New Methods for Reasoning Towards Posterior Distributions Based on Sample Data" and "Upper and Lower Probabilities Induced by a Multivalued Mapping" established the mathematical apparatus of random sets and multivalued mappings as a generalization of ordinary probability. A companion paper extended the framework to inference from finite populations. The synthesis appeared as "A Generalization of Bayesian Inference" in the *Journal of the Royal Statistical Society, Series B*, which made explicit the relationship between

the new framework and Bayesian posteriors. A further paper that same year treated upper and lower probabilities generated by random closed intervals.

The mathematical apparatus of these papers was motivated initially by Fisher's inability to extend fiducial reasoning to discrete data, beginning with the binomial distribution. The conceptual core was an explicit recognition of a third category of probability mass beyond "for" and "against" any assertion: the probability of "don't know." Dempster delivered an early account of the broader subjectivist program at the 1965 International Statistical Institute meetings in Warsaw under the title "A Subjectivist Look at Robustness," a presentation that drew an appreciative letter from Bruno de Finetti. Glenn Shafer's 1976 monograph, *A Mathematical Theory of Evidence*, reformulated Dempster's theory of upper and lower probabilities. Dempster praised Shafer's monograph for "freeing [Dempster's theory] from the narrow statistical confines of random sampling and re-expressing it in terms of more general relevance as belief, support, and evidence."

In the early 1970s Dempster began collaborating with Donald B. Rubin (then at the Educational Testing Service) on missing data problems and with Nan M. Laird (then at the Harvard Department of Statistics) on random-effects models. Their collaboration culminated in a landmark paper, "Maximum Likelihood from Incomplete Data via the EM Algorithm," published in the *Journal of the Royal Statistical Society, Series B*, with discussion. The paper formulated a general computational repertoire, namely an "expectation" step followed by a "maximization" step iterated until convergence, and demonstrated how it may

be applied broadly to obtain maximum likelihood estimation in the presence of a broad class of incomplete data problems arising in exponential families, including random-effects models, censored and grouped data, and generally in models involving latent structures.

Through the 1980s and 1990s, Dempster supervised graduate work that addressed the principal computational obstacle to applying Dempster-Shafer reasoning: the combinatorial cost of the random-set representation in high dimensions. Augustine Kong's dissertation developed a "join tree" representation for combining belief functions locally. Kong's representation is one of several closely parallel contributions to belief function local computation that emerged during that era. This program was in turn part of a broader convergence on local computation in graphical models that took place across statistics and machine learning research communities. Russell Almond's dissertation extended this line of work and later appeared in book form.

Over the final two decades of his research life, Dempster returned to Dempster-Shafer theory as his principal scholarly focus. In "The Dempster-Shafer Calculus for Statisticians," Dempster reinvigorated the research program by introducing the characteristic triple (p, q, r) , corresponding to the probabilities "for," "against," and "don't know" attachable to any formal assertion. Dempster argued for the necessity of an explicit "don't-know" probability for the honest representation of inferential uncertainty. He called the resulting framework "DS-21," a 21st-century reformulation organized around the careful construction of state spaces, the recognition that the "don't-know" probability (r) is

sensitive to the analyst's choice of variables, and the deliberate use of "don't-know" probability to address multiplicity and post-hoc subgroup inference. A retrospective synthesis appeared as "Statistical Inference from a Dempster-Shafer Perspective" in the COPSS volume *Past, Present, and Future of Statistical Science*.

Over nearly five decades of active service, Dempster taught generations of Harvard undergraduates and supervised more than 30 doctoral students, many of whom went on to leading positions in academic statistics and industry. His service and dedication to the department were a sustained force in shaping Harvard's statistical research and teaching mission. He and Elizabeth opened their home, first on Moon Hill Road in Lexington, later on Walker Street in Cambridge, to colleagues, students, and visitors throughout his career. With funding support from former doctoral student Stephen Blyth, Harvard's Department of Statistics established the Arthur P. Dempster Award in 2012 to recognize promising graduate student research in theoretical and foundational statistics.

Dempster was a Fellow of the Institute of Mathematical Statistics, American Statistical Association, and American Academy of Arts and Sciences. He held a Guggenheim Fellowship in 1967–1968.

The 2026 Joint Statistical Meetings in Boston, Massachusetts, will host a memorial session to celebrate Dempster's life and work on Sunday August 2 at 2 p.m. Harvard Statistics will also host an alumni reception in honor of Dempster on the same day at 5 p.m. at the Maxwell-Dworkin building (33 Oxford St., Cambridge, MA 02138).

View the full obituary online at magazine.amstat.org.

Massachusetts

■ Applications are invited for a tenure-track position in statistics at Amherst College to begin July 1, 2027. See the full ad, including salary, and requirements, at Mathjobs.org at www.mathjobs.org/jobs/3696/AP. We seek faculty with broad intellectual interests, a strong commitment to research, and a passion for teaching statistics and data science. Applications received by October 5, 2026, will be guaranteed consideration. Questions can be addressed to awagaman@amherst.edu. ■

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These listings and additional information about these ads can be found at <https://careerconnect.amstat.org/jobs>.

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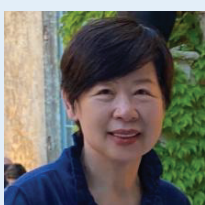
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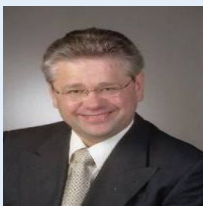
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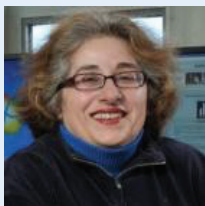
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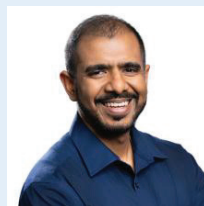
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Top Ten Medications Statisticians Would Like to Prescribe



Wasserstein

Amstat News continues its lighthearted series from ASA Executive Director Ron Wasserstein with his traditional “Top 10” list, first shared on the *Practical Significance* podcast. Ron says, “I spend too much time watching sports on television, which means I see far too many pharmaceutical advertisements. After seeing six such commercials in a row during a sporting event, I muted the sound. In the quiet, I started thinking about pharmaceuticals that statisticians wish existed. So, here are the ‘Top 10 Medications Statisticians Would Like to Be Able to Prescribe.’”



To listen to the *Practical Significance* podcast, visit <https://magazine.amstat.org/podcast-2>.

10

Causara (scientific name: Correlcausalase) targets the neural pathway responsible for drawing causal arrows from scatter plots alone. Ask your statistician if Causara is right for your observational study.

09

Openstatix (Datahoardimab) reduces the territorial response to reasonable data-sharing requests.

08

Designova (Questionnairevir) treats chronic double-barreled-question syndrome, leading-question disorder, and the dangerous belief that questionnaire design is simply “writing some questions.”

07

Thinkyourselfx (Halucitinib) is indicated for researchers who accept AI output without verification.

06

Simpliva (Simplistipram) stimulates the principle of parsimony and blocks the receptor that equates model complexity with scientific rigor.

05

Fillgapizzi (Imputimazine) promotes principled imputation and the willingness to ask why data is missing in the first place.

04

Randomax (Convenisamplide) suppresses the impulse to sample whoever is nearest, cheapest, or most willing.

03

Allevance (Cherrypickitide) promotes systematic search strategies, PRISMA compliance, and the discovery of inconvenient evidence.

02

Reproducix (Documentazole) stimulates natural production of README files, code comments, and data dictionaries.

#01

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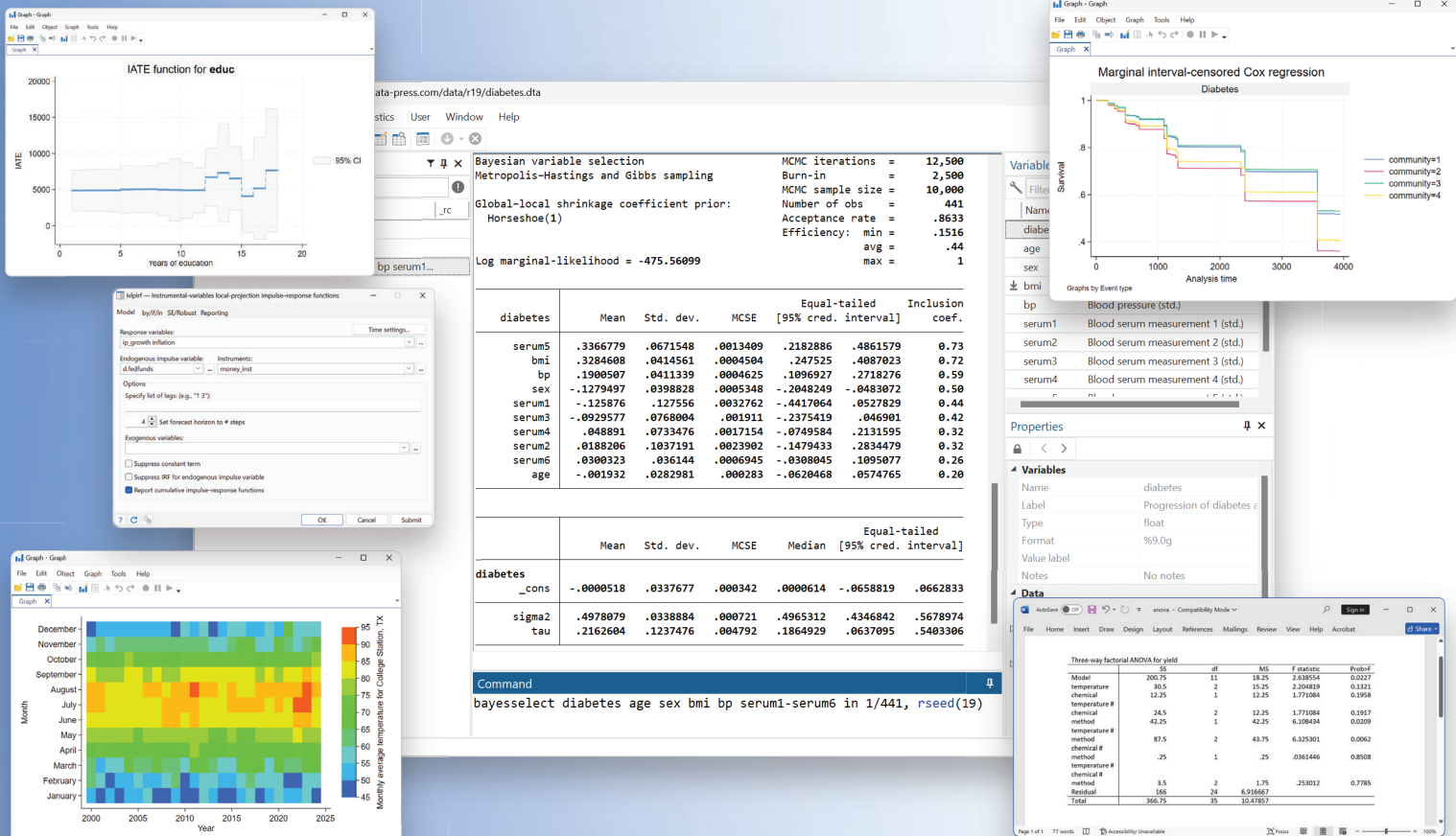
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