

**Executive Director's Summary**  
**Winter Policy Council Meeting**  
**February 12, 2013**  
**by Roberta L. Spencer**

## **Winter Report**

A full Annual Report on Home Office Operations for the FYE 2012 will be presented at the Summer Policy Council meeting at the Cambridge conference. Below, please find bulleted items on Conferences, Membership Services and Recruitment, Sales, Society Sponsorship, Website, Allocation of Effort, and Finances. All statistics are early estimates and financial numbers are pre-CPA review; they are subject to change.

### **Conferences**

- 2012 St. Gallen Conference
  - Pre-CPA review, unaudited net revenue of approximately \$60,000; 455 attendees.
- Please see Chart 1 below for conference attendance, surplus and sponsorship since 1999.
  - Future Conferences: 2013 Cambridge, MA conference preparation is successfully underway; 2014 Delft planning is on schedule.

### **Membership Services and Recruitment**

- Membership in 2012 fell over 3% from 1125 in 2011 to 1082.
  - In 2012 we had 1082 members in 70 countries, down from 1125 members in 72 countries in 2011). (2010 – 1067 members in 69 countries; 2009 – 1043 members in 70 countries; 2008 – 1106 members in 71 countries; 2007 - 1152 members in 66 countries; 2006 - 1070 in 64 countries; 2005 - 1052 in 59 countries; 2004 - 977 in 56 countries; 2003 - 953 in 65 countries; 2002 - 883 in 63 countries.)
  - Countries with the largest increase in members were the Netherlands, Switzerland, the UK and Germany; the largest decrease was in the USA, Latvia, Brazil and China. New in 2012: Kazakhstan and Kosovo.
  - Student breakdown of 2012 membership: 644 non-students, 145 students (94 Doctoral, 38 Masters, 7 Other, 6 Undergraduate) and 293 status unknown. Minimum percentage of student members in 2012: 13.4%.
  - 2012 new members paying \$45 or less: 86 (out of a total of 192 new members), compared with 2011: 94 (out of a total of 221 new members). This is a slight increase from 43% to 45%.
  - E-Memberships are holding about steady: 2012: 397. (2011: 401; 2010: 332; 2009: 282; 2008: 248; 2007: 55).
- Membership retention
  - Over the past 10 years new memberships each year average 21% (ranging between 18% - 24%, reaching highest of 24% new memberships in 2005; lowest of 18% in 2004 and 2012). 18% were new members in 2012.
  - Over the past 10 years an average of 58% of new members renewed for a second year (see below Charts 2a and b).
  - Over the past 10 years an average of 76% of all members renewed (range 73% - 82%).
- Tiered Dues Overview
  - Please see Chart 3a and 3b on page 3 for tiered dues structure trends and fees for 2008 to 2012.
  - Dues revenue has increased an estimated total of \$32,980 for the past four years with the new tiered payment scheme over what the expected income would have been under the \$90/\$45 payment scheme. Please see the following chart.

continued on next page. . .

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**Membership Services and Recruitment** continued

Tiered Dues Comparison

Membership Year	Actual Income	Estimated Income under \$90/\$45 scheme*	Difference	Number of Members	Average Dues Paid
2007	\$83,981			1152	\$72.90
2008	\$90,065	\$80,627	\$9,438	1106	\$81.43
2009	\$85,775	\$76,035	\$9,740	1043	\$82.24
2010	\$82,525	\$77,785	\$4,740	1067	\$77.34
2011	\$86,695	\$82,013	\$4,682	1125	\$77.06
2012	\$83,185	\$78,805	\$4,380	1082	\$76.88
Total	\$428,245	\$395,265	\$32,980		

\*These figures are calculated using the 2007 membership breakdown of 70% Regular at \$90, 22% Student/Supported at \$45 and 8% sponsored complimentary

- 2013 membership renewals are underway.
  - 596 members were recorded as of January 7 (compared to past years at approximately the same time: (2012: 562; 2011: 628, 2010: 544; 2009: 562, 2008: 590; 2007: 628; 2006: 577).
- 8,092 active records in the contacts database as of January 1, down from 8,887 in 2012 (cleanup performed in 2012).

**Sales** (unaudited, amounts *will change* after accounting review by CPA)

- Beer Game (only) sales in 2012 were \$43,516 (\$68,557 in 2011). Sold 396 boards in 2012; average annual sales over past 10 years are 783 boards per year. (declining since 2008)
- Sales of other products totaled \$3,239 (Forrester Seminar Series, MIT SDG Literature Collection, Electronic Oracle, and Fireside Chat); in 2011 these sales totaled \$6,618.
- Proceedings and back issues sales for the past two years is zero.
- Bibliography is updated and has 10,229 references.

**Society Sponsorship**

- 2012 Society Sponsorship: \$37,105 decreased from 2011: \$41,000
- Pledges to date for 2013 to date: \$30,000 (same as 2012)

**Website**

- Site has been with Cirtex since December 2010; using content management system since 2011.
- Site is being continuously updated thanks to VP Electronic Presence and Home Office staff, including Graduate Assistant Weijia Ran.
- Conference submission/review system continues to be upgraded with new features and more automated.

**Allocation of Effort**

- Cost centers are Core (includes Web), Sales, Conference, and Publications

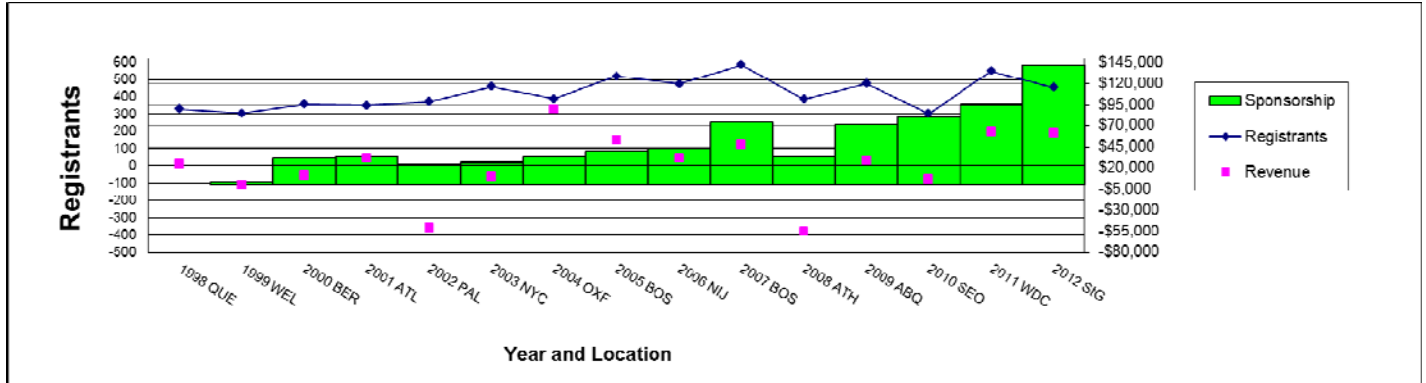
**Finances** (amounts *will change* after accounting review by CPA)

- Pre-CPA Year End Adjustments: Net Gain for 2012: \$120,610 (*will change due to accrual accounting*)
- Investment funds have increased in value.

See next page for charts.

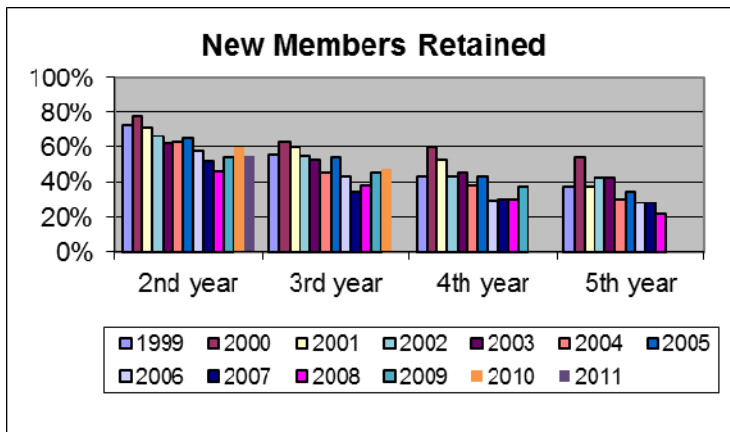
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**Chart 1: Conference Attendance and Finances**



source: rs/statistical information/conference related/attendees.xls/profit-loss

**Chart 2a and b: Renewing New Member (Graphic)**



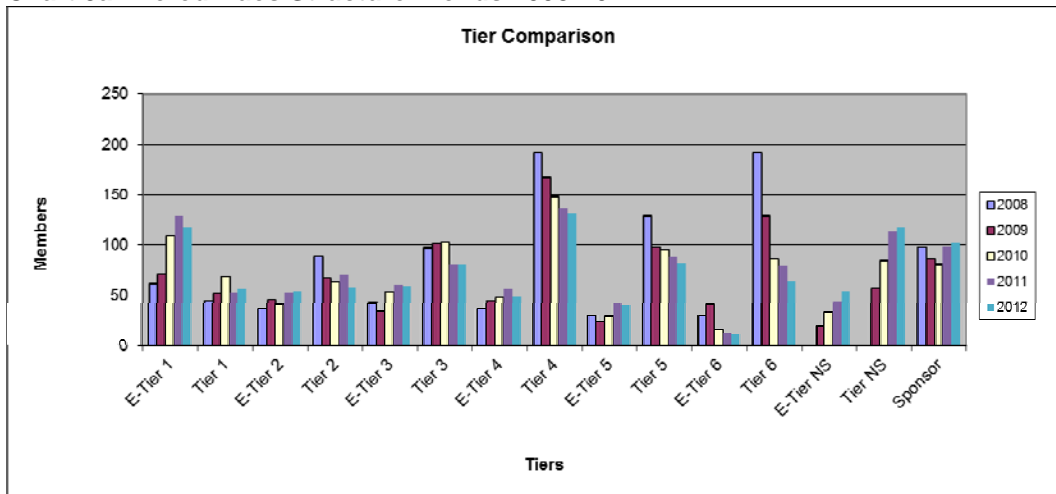
source: erin/membership/analysis/retention date.xls/retain new

**2b: Renewing New Members (Percentages)**

	2nd year	3rd year	4th year	5th year
1999	73%	56%	43%	37%
2000	78%	63%	60%	54%
2001	71%	60%	53%	37%
2002	66%	55%	43%	42%
2003	62%	53%	45%	42%
2004	63%	45%	38%	30%
2005	65%	54%	43%	34%
2006	58%	43%	29%	28%
2007	52%	35%	30%	28%
2008	46%	38%	30%	22%
2009	54%	45%	38%	
2010	60%	47%		
2011	55%			

\*55% of the new 2011 members renewed for 2012

**Chart 3a: Tiered Dues Structure Trends 2008-2012**



source: erin/membership/analysis/tier vs. non-tier.xls

**Chart 3b: Fees Per Tier**

Tier Name	Fee
E-Tier 1:	\$15
Tier 1:	\$30
E-Tier 2:	\$35
Tier 2:	\$45
E-Tier 3:	\$50
Tier 3:	\$60
E-Tier 4:	\$85
Tier 4:	\$95
E-Tier 5:	\$110
Tier 5:	\$120
E-Tier 6:	\$140
Tier 6:	\$150
E-Tier NS*:	\$140
Tier NS*:	\$150

\*Income Not Specified

Does anyone have any questions or comments? Thanks, Roberta