

## **Minutes of the 2015 Winter Policy Council Meeting (face-to-face session)**

**Monday, February 9; 2015 11:00 AM**

Hyatt Regency

Cambridge, Massachusetts USA

Chair: Jürgen Strohhecker, President 2015

Attending in person: David Andersen, Jürgen Strohhecker, Bob Eberlein, Roberta Spencer, Onur Ozgun, Pål Davidsen, John Morecroft, Ken Cooper, Ross Collins

Attending remotely: Erik Pruyt, Brad Morrison, David Wheat, Ed Anderson, Eliot Rich, Elise Axelrad, George Richardson, Jim Duggan, Len Malczynski, Martin Schaffernicht, Ozge Karanfil, Peter Hovmand, Etienne Rouwette, Sharon Els, Stefano Armenia, Warren Farr, Inge Bleijenbergh

### **I) Opening and Welcome**

Jürgen Strohhecker called the meeting to order, welcomed the attendees and in particular the new officers. Members introduced themselves.

- President Strohhecker gave a special welcome to new Policy Council members: Stefano Armenia, Sharon Els, Ozge Karanfil, Erik Pruyt.
- President Strohhecker offered special thanks to outgoing members: Past President Kim Warren, Vice President Publications George Richardson, and Policy Council members (2012-2014): Roderick McDonald, Lees Stuntz, Sylvia Ulli-Ber and Nicole Zimmerman.

Jürgen reported on the following votes. Full details of these motions are available on the PC Menu.

Motion 130 – approving Sharon Els to Nominating Committee

Motion 131 – approving David Ford to Publications Committee

Motion 132 – approving the makeup of the Standing Committees

Motion 133 – approving the Conflicts of Interest Guideline; SDS will now adhere to the new State and Federal mandates as pertains to running a non-profit

- Everyone needs to sign off on this.
- David Andersen said having a conflict of interest is not a bad thing per se; what you need to do is disclose it.

Jürgen reviewed the meeting structure:

- Go through all reports that have been submitted; go over the state of the SDS in a tabular fashion
- Break for lunch
- Open discussion; continue the strategy development process initiated several years ago (build on work of Strategy Committee, Kim Warren)
  - o SWOT analysis of SDS last summer → go over this
    - Go over strategic initiatives from this report
  - o Focus on specific strategic initiative: professional certification
    - Discuss pros/cons of this initiative

### **II) Vice Presidential Reports, Standing Committee Reports and Other Reports**

Reports are available online. These minutes contain only items discussed at the face-to-face meeting.

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Jürgen prepared a summary of his view of important points in the reports. **See Addendum A below.**

#### Finance (David Andersen)

- Net income decreased quite significantly
  - o Small decline in ordinary income
  - o Costs are up
  - o Investment income way down compared to 2013

- Book sales are up
- Membership is relatively stable

#### Administrative Committee (John Morecroft)

- Sounding board for operating policy, governance, and initiatives at the Home Office
- Met last week for 1.5 hours on GoToMeeting
- Governance-type projects
  - Reviewed and recommended Motion 133, which the PC passed
  - Confirmed existence of extra Dana Meadows funding
  - Make available historical material from the SD field
  - Creation of a User's Manual for the Society's Policy Council activities
    - Secured agreement for grad student at UAlbany to conduct this study (\$1,000-2,000 line item for this report to be put together)
  - Study of compensations of those within the home office
- Information items
  - Bob Eberlein's term ending, but he has agreed to stay on

#### Membership (Ozge Pala)

- Stable in aggregate
- E-membership is up
- Difficult to maintain contact with all of the SIGs we have
- Case repository is growing

#### Chapters (Martin Schaffernicht)

- Two new chapters: S. Africa and Africa Regional
- Pakistan reinstated (membership stable; money invested in chapter development)
- Proposition to focus on developing chapters, catalyzing them in underdeveloped areas

#### Meetings (Len Malczynski)

- Proposals for future conferences is a major need; not many new proposals for future conferences
  - 2017 and future conference sites to be discussed
- Conference in Delft was a success (particularly financially)
- Conference will have another summer school this year
- PhD Colloquium: proposal for new concept focusing on providing mentoring during early stages of work (Laura Black is the lead on this)
  - Need to communicate new focus of the colloquium
  - "Angel advisor" concept
  - Adequate preparation in advance of conference is required
  - Erik Pruyt provided input: administrative part needs to be "professionalized"

#### Publications (Pal Davidsen)

- The reviewing cycle time is still very low
  - Sign of fast feedback
- Submissions were slightly down compared to previous years
- Effort to develop a publication strategy
  - Find an Executive Editor to start in 2016
    - Rogelio Oliva is stepping down as editor
- David Ford offered initiative to put together an ad-hoc committee for an applications publication; will promote this in summer PC meeting
- David Anderson: "Where do we publish applications; where do we publish new teaching methods/educational material?"

- Pal mentioned that this is okay as long as there is novelty in the approach, specifically for the academics and practitioners in system dynamics
- Pal mentioned that it would be good to have one more year of data on publications in SDR before making a change
  - Difficult to keep track of SD applications published elsewhere
  - Notion that one has to “hide” the SD content/language in order to publish elsewhere
- Morecroft talked about Nelson Repennings’s paper on selling SD to other social scientists
  - Understanding other discipline’s language and their world → dual publication strategy: technicalities and SD work in the SDR; results of applications in other journals
- George Richardson: ongoing conversation for years; each person should adopt a publication strategy: three audiences
  - Ourselves, i.e. SDR
  - Application journals read by academics (e.g. drug policy, energy policy)
  - Practitioner audience read by policymakers, business people
    - Business journals
- Ken Cooper: SDR should not become the “easy-out” for publishable work
  - Crucial to know the language of the field in which you’re publishing
  - Not necessary to shy away from using the SD terminology
- Ed Anderson: next Editor-in-Chief needs to know the policy moving forward
- George Richardson mentioned the upcoming event, the Publications Assistance Workshop (like the Modeling Assistance Workshop that Jack Homer, Rod MacDonald and others have run during the conference)
- Jürgen: publications an important topic from a strategic perspective
  - Roping in e-presence (Bob Eberlein), practitioner perspective (Ken Cooper), and new publications strategy (David Ford)
  - Pal mentioned that David Ford will be contacting people to aid in this effort

#### E-Presence (Bob Eberlein)

- Social media presence has improved a lot in the Society, but more potential to do so
  - Make SD more visible without increasing negative word of mouth

#### Professional Practice (Ken Cooper)

- Submitted a plan that would establish commercial/academic alliances
  - Expanding success story repository
  - Grow professionals by 10% per year in the Society
- Ken Cooper: Few key items to focus on
  - Enlist schools and professional practices to set up an exchange whereby students would be embedded in System Dynamics practice of a firm
    - Idea seems to have been endorsed pretty strongly
    - Already made a connection with one university and a couple companies to pilot the idea
    - Ken is looking for one other academic and one other commercial practitioner to lay out the nature of the structured curriculum
      - What are the things from the commercial side that we’d like to see conveyed? Bring academic content into this experience as well → what kind of students would we be looking for?
      - Identify a short list of firms:
        - Fluor: Ken Cooper
        - PA: Tom Mullen
        - Sandia?
        - MITRE?
        - Boeing?
        - PwC?

- Need more schools as well
  - Perhaps operate on a case-by-case basis to start
  - Ken mentioned a new System Dynamics program being started at a top medicine college (Univ. of Central Florida)
- Start writing up success stories as well
  - David Andersen lauded this as a great idea
  - Jürgen mentioned piloting this in Europe as well, and Asia-Pacific
  - “Start with 2 schools and 2 firms!” – Ken Cooper

### Marketing and Communication (Peter Hovmand)

- M&C plan outlined a year ago by Peter
  - Progress in surveying members and people to produce measures and KPIs
  - Find info and data sources (commensurate with Kim Warren’s strategy modeling objectives)
- Peter: idea of a Magazine to highlight good work
  - Increase visibility by cosponsoring special issue in a journal that focuses on SD applications in a particular area (e.g. health, education)

### People (includes Nominating Committee, cross-cutting PC issues, not one committee or VP)

- David Ford started some work pertaining to PC officer transitions
  - Basically a user manual
- Looking for help, perhaps compiled by students (same as Morecroft’s initiative)
- Looking for Policy Council candidates
  - Trying to get more diversity (women and minorities) in the PC
  - Ed Anderson: Mentioned trouble recruiting K-12 educators for leadership positions in PC

### Strategy (Kim Warren)

- Session in afternoon of summer PC Meeting where PC did a SWOT analysis
  - Information available in report
- Kim Warren developed an SD model of where the field is headed
  - Considerable data gaps exist, i.e. model is illustrative (needs to be empirically grounded)

## **III) Discussion Items**

### **A) Follow up on SWOT analysis**

- Jürgen: need to spend time thinking about strategy design (went through power point presentation)
  - He presented six bullet points on the vision for the field of SD
    - Ken: importance of SD being accepted by practitioner community in addition to academic
  - Presented SWOT analysis results
    - Develop strategic initiatives, ideas for each of the 4 cross-sections of the quadrants
      - How can we use our strengths to take advantage of our biggest opportunities?
      - How can we use our strengths to overcome our biggest threats?
      - What do we need to do in order to overcome our weaknesses, so that we are better able to take advantage of our opportunities?
      - How can we minimize our weaknesses, so that we are better positioned to overcome our threats?

### **B) Initiatives and Impact/Effort Matrix**

- Jürgen presented an effort-impact plot of potential strategic initiatives (people then started going over their ideas)
  - George and John: didn't like the plot as a starting point

- John also mentioned that a distinction needs to be made between professional (paid-for) and voluntary effort
- Ken: suggestion of giving awards to good SD work in non-SDR journals → tactical action that touches on some of the objectives of the SWOT analysis
  - David: each issue of the SDR brings attention to non-SDR work through a “notes and insights” section, targeted at junior scholars potentially
- Ken: turn “rivalry” with other methods/fields into “collaboration” because that’s happening already
  - David: EU grants for “policy informatics”, that blends SD with ABM and other simulation/informatics approaches → encourages cross-promotion of societies
- Pal: academic capacity is small for making substantial changes
  - Ken’s idea of a student exchange program might help build capacity
  - European Erasmus program in need of candidate companies/governments for participation in the program
- Roberta: have SIG leadership highlight best 4-5 SD papers from their domain for “Bibliography Highlights,” increases visibility
  - The home office compiles news; people should send their news (job promotions, new work, etc.) so that it can be disseminated
- George: need to show “accumulated knowledge,” we can actively do this by periodically publishing review articles of domains (perhaps in the SDR)
  - David endorsed this idea
  - Released concurrently with virtual issues, preferably by a senior member of the community writing the review
- David: need to include Pacific Rim leaders of SD into the North American and European conferences; encourage wide participation in development of the field
- Etienne: only 3 of the 10 SIGs submitted annual reports (Chapters in better shape than the SIGs)
- Elise: outreach/marketing to science media and journalists, since they command people’s attention
  - Something on the website, a resource that centralizes or indexes our work for media to grab on to
- Len: idea of approaching accreditation boards at grad schools (general question of whether people should act unilaterally or seek PC approval first)
  - Public Administration accreditation board approached David and UAlbany (i.e. this process can happen both ways)
- On the premise that System Dynamics is hard to learn (or, easy to learn but hard to master) and there aren’t many places to learn it, and furthermore that there is a large untapped appeal and demand (particularly among younger folks), a high-impact initiative would be to assemble a MOOC (massive online open course)

### **C) Professional Certification initiative**

- Ed: discussed professional certification program; in a previous roundtable discussion among practitioners a large number were supportive of the certification
  - What are the pros and cons for offering certification schemes?
    - George: you basically upgrade those with the certification and downgrade those without it (i.e. they aren’t experts)
    - Ken: potentially a good idea in firms, but we don’t know how it will play out in academia
    - David: idea to get floor-level certification, you need a base number of points, and you need to earn X points per year (or every two years) to maintain certification
      - Morecroft: certification should not be volunteer effort; it should be based on a business model that pays for itself
      - Erik: certifications should be based on the skills acquired, not necessarily courses taken or conferences attended

- Elise: there needs to be a market for the certified professionals; employers need to see the benefit of hiring those with certifications
- David: SIGs could be in charge of sub-certificates, limiting it to accredited experiences
- What purposes do personal and/or work-product certification schemes serve?
  - Certification of work product different from certification of the people
  - (In response to Ken's concern about the actual purpose/payoff of a certification): David mentioned that purpose of the certification is for graduate students who are not in formal system dynamics graduate programs
    - Morecroft said summer school was great for this; is the certification really necessary to meet this goal?
    - Len: several examples of why certification is necessary; there is a distinction between learning the material and having a certification to practice
      - Hundreds of videos on the internet on how to learn system dynamics
      - Bob: need to bring more people into the field; what's the best way to do that?
    - Elise: there are plenty of late entrants into System Dynamics who want to learn more about SD → what are the outlets?
    - MOOC?
- Peter: 'System Dynamics' means very different things, many nuances to the method; if we give practitioners ownership of 'system dynamics' in the certification, where does that leave the others who use System Dynamics in different ways (academics, GBM, etc.)

#### **D) Call for additional items**

Len: conferences post 2016, concerned that we don't have a 2017 location and on

- Pal says that having just Cambridge and Delft is a discouragement to other potential venues
  - Need a spreadsheet that shows revenues/costs for each potential call
- Erik said that Delft and Cambridge can just be default sites; if no one comes forward in even-number years then we do it there
  - It's a team effort, not something one person can pull off
- David mentioned having sites/universities provide 1-page "preliminary" proposals; won't dupe people into putting together a lot of work

Jürgen: final announcement

- Proposal to have additional smaller, online PC sessions to follow-up on initiatives
  - Suggestion to have 2 of these before summer meeting/conference

Face-to-face meeting adjourned at 4:13pm

## System Dynamics Society State of the Union 2014/2015

	2013 Achievement	2014 Aims	2014 Achievements	2015 Aims	Support/resources - issues/obstacles
<b>Finance</b>	<p>Net Income ~\$167k                      Net Ordinary Inc \$25k ↓                      Invest. Inc. \$164k ↑                      Product Sales \$50k                      Journal Income \$82k                      Membership Dues \$64</p>	<p>↑ Product (book) sales                       ↑ Membership up                      Clarify operating income vs. asset performance better</p>	<p>Net Income ~\$30k ↓                      Net Ordinary Inc -\$60 ↓                      Invest. Inc. \$90k ↓                      Product sales* \$54k (\$7k) ↑                      Journal Income ~\$84k                      Membership Dues ~\$62                      Compensation Study                      Conflict of Interest Policies                      Staff Transitions</p> <p><small>*BG sales and Fireside Chat are flat, PhD Seminar Series and Literature Collection are down. Royalties (past proceedings) are up.</small></p>	<p>Clarify operating income vs. asset performance better</p>	<p>Long term home office planning</p>
<b>Membership</b>	<p>1159 members (very slight trend upward), about 20% new, 60% of others re-up.                      Corporate membership proposal                      Case repository started</p>	<p>↑ student population                      Confidential persons policy (diversity report)                      More practitioner-based events                      More cases!</p>	<p>1143 members, 21% new                      192+ student members                      E-membership 484 ↑                      SIG LinkedIn groups ↑                      4 new cases (in total 45)</p>		<p>Diversity                      No contact with 7 of 10 SIGs</p>
<b>Chapter Activities</b>	<p>S. Africa and African Regional Chapters formed                      Web presence improving                      AP Conference</p> <p>\$6.4k invest in chapter development</p>	<p>Italy SD Strategy/Policy Workshop                      Support Brazil &amp; China                      ASEAN Chapter</p>	<p>2 new chapters launched (Africa Regional, South Africa)                      Pakistan reinstated                      Stable member count                      Stable level of activity and web-presence                      \$17.5k invest in chapter development</p>	<p>Attending to the developing Chapters                      Catalyzing support in underdeveloped areas with high potential (Africa, Australasia, Iran, Korea, Pakistan, Mediterranean area)</p>	<p>Chapter/SIG relations</p>
<b>Meetings</b>	<p>Riga, Latvia &amp; London have expressed interest in hosting ICSDS 2018                      ID'd potential 2016 mtg. chairs                      Asia-Pacific Conference</p>	<p>Newcomer orientation &amp; "Want to host a conference" workshops to become permanent                      Figure out conf. publication issue</p>	<p>Newcomer orientation &amp; "Want to host a conference" workshops took place at Delft                      Conference Proceedings:                      New policy: Web</p>	<p>Discover solid proposals from ICSDS from 2017 and beyond                      Monitor attendance and feedback due to the new conference proceedings</p>	<p>Effect of conference publication policy on conference attendance                      New venues: identifying proposals for ICSDS sites other than Cambridge, MA</p>

	success		<p>Proceedings only with preamble</p> <p>Confirmed meeting logistics for the first Delft ICSD</p> <p>Promoting and informally searching for conference sponsors starting in 2017</p> <p>New poster voting for ICSDS</p> <p>Preliminary proposals for hosting ICSDS in 2017 from Hyatt Cambridge, Seaport Hotel, Disney FL; expressed interest from Riga, Latvia (probably 2018) and Albuquerque (probably 2019). No proposals received.</p>	<p>publication policy</p> <p>Include tools for writing and model building (conference submissions) on the SD tools page</p>	<p>and Delft, The Netherlands</p> <p>VP Meetings - transition ahead</p>
<b>Conference</b>	<p>Registrants 543</p> <p>Rejection rate ~14%</p> <p>New: Model Expo, SIG/Chapter Gathering Points, Chapter and SIG Badge Ribbons, ...</p> <p>Surplus ~\$42k</p>		<p>Registrants 485</p> <p>Rejection rate ~18%</p> <p>New: Twin Sessions, Summer School, Conference LinkedIn page</p> <p>Surplus ~\$18k</p>	<p>Make Cambridge 2015 a success</p> <p>Summer School at WPI</p> <p>PhD Colloquium</p> <ul style="list-style-type: none"> <li>- communicate new focus</li> <li>- pilot angel advisor interactions</li> <li>...- feedback and learning</li> </ul>	<p>Published authors/experts needed for new "Publishing Assistance Workshop"</p> <p>PhD Colloquium:</p> <ul style="list-style-type: none"> <li>- Experienced SD-ists needed as angel advisors</li> <li>- Scheduling between PC meeting and Welc. Rec</li> <li>- Financial support for snacks and drinks</li> </ul>
<b>Publications</b>	<p>SDR Impact factor V (1.444)</p> <p>Backlog eliminated, and cycle time shortened</p>	<p>Need practitioner pubs outlet</p>	<p>SDR impact factor ↓ (1.073)</p> <p>Enhanced HTML version of SDR articles</p> <p>SDR: Low backlog</p> <p>SDR: Fast reviewing cycle time (avg. 22.8, max 99 days)</p>	<p>SDR: Notes &amp; Insights ↑</p> <p>Development of publication strategy</p> <p>Appointment of a successor to Rogelio Oliva</p>	<p>Fewer submissions (~ 50)</p> <p>Executive Editor – transition ahead</p>
<b>E-Presence</b>	<p>Web portal improved (Chapter/SIG functionality...)</p>	<p>Add shopping cart to site</p>	<p>Shopping cart development abandoned (difficult integration into the Office workflow)</p>	<p>Keep things working</p>	<p>Support infrastructure put in place for Chapters and SIGS does not seem to be working</p>



	AP conf. added Add'l Xmile representative		Yahoo blocking resolved Office more proficient at the use of Social Media Updated conference review process	Reach thru Social Media ↑	Social Media (strategically and tactically) Chatter on "systems" stuff via Social Media
<b>Professional Practice</b>	Focus group at Summer Conference to elicit wants	Develop practitioner strategy Integrate other group such as Business SIGs efforts	Identification of key challenges to improvement of professional practice Agreed plan: - establishing academic-commercial alliance - dev. Top-gun schools - expansion of success stories	Pilot with small number of students, univ. and firms 10% annual growth in professional practitioners	Champions/Volunteers
<b>Marketing &amp; Communications</b>	n/a	Improving perception of SDS Survey how people are attracted to SD Regional/global communications ID existing comm. channels & cross content to blogs, tweets, etc.	Developed initial marketing and communications plan  Identified and recruited AVPs for working on surveys and online media and help coordinate efforts with home office  Designed survey sampling plan for pilot marketing survey	Pilot marketing and communications survey with current/past membership to begin measuring year-on-year impact of marketing and communication strategies  Revamp SDS newsletter  Develop SDS magazine	Need for a more thorough model of current/past membership demography to identify opportunities for membership growth  Lack of diversity in SDS with respect to gender is creating a potential image problem in terms of recruiting new members, retaining existing members, and credibility among potential customers in some sectors
<b>People</b>	Established -VP Mrktg & Comm. -VP Prof. Practice	User's manuals be completed Increase diversity	No progress reg. user's manuals Conflict of Interest Policy in Place Len Malczynski nominated President 2017 3 of 4 PC Nominees are women and the 4th is Japanese	Hire master student to help in completing user's manuals	
<b>Strategy</b>			SWOT analysis of the field of SD Early work on "models of the field"	Further development of the model of the field Professional certification:	Considerable data gaps

			<a href="http://sdl.re/SDfield">http://sdl.re/SDfield</a>	review of options Market place to match SD clients and suppliers	
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