

Minutes of the 2016 Winter Policy Council Meeting Face-to-face Session

Tuesday, February 23, 2016 11:00 AM

Hyatt Regency

Cambridge, Massachusetts USA

Chair: Etiënne A.J.A. Rouwette, President 2016

Attending in Person

Etiënne Rouwette
Bob Eberlein
Sharon Els
Brad Morrison
David Andersen
Ken Cooper
Ross Collins

Len Malczynski
Roberta Spencer
Warren Farr
Rebecca Niles
Jurgen Strohhecker
David Wheat
Khalid Saeed
Raafat Zaini

Attending On-Line

John Morecroft
Eliot Rich
Jim Thompson
Diana Fisher
Elke Husemann
Martin Schaffernicht
Peter Hovmand

Yutaka Takahashi
Pål Davidsen
Stefano Armenia
Erik Pruyt
Kim Warren
Ozge Pala
Andreas Groessler
Yaman Barlas

I) Opening and Welcome

- A. President Etiënne Rouwette called the meeting to order and welcomed the new and continuing members and officers.

New Members:

President Elect: Leonard Malczynski (2016)

Vice President Meetings: Erik Pruyt (2016-2018)

Policy Council (2016-2018): Sharon Els, Diana Fisher, Rebecca Niles, Yutaka Takahashi

Renewing and continuing members:

Past President: Jürgen Strohhecker (2016)

Founding President: Jay W. Forrester

Secretary: J. Bradley Morrison (2015-2016)

Vice President Chapter Activities: Martin Schaffernicht (2014-2016)

Vice President Electronic Presence: Robert L. Eberlein (2015-2017)

Vice President Finance: David F. Andersen (2014-2016)

Vice President Marketing & Communications: Peter Hovmand (2016-2018)

Vice President Professional Practice: Kenneth G. Cooper (2016-2018)

Vice President Membership: Özge Pala (2015-2017)

Vice President Publications: Pål Davidsen (2015-2017)

Policy Council (2014-2016): Jim Duggan, Warren Farr, Elke Husemann, David Wheat

Policy Council (2015-2017): Stefano Armenia, Özge Karanfil, Gönenç Yucel, Raafat Zaini (partial term, 2016-2017)

Other individuals who serve the Society:

System Dynamics Review Executive Editor: Yaman Barlas
Executive Director: Roberta L. Spencer

Assistant Vice Presidents:
AVP Chapter Activities: Stefano Armenia
AVP Electronic Presence: Onur Özgün
AVP Finance: Eliot Rich
AVP Meetings: Özge Karanfil
AVP Secretary: Ross Collins
AVP Membership: Burak Guneralp

B. President Rouwette thanked the outgoing members and officers for their service:

Past President: Edward G. Anderson (2015)
Vice President Meetings: Leonard Malczynski (2013-2015)
Policy Council (**2013-2015**): Elise Axelrad, Inge Bleijenbergh, Sharon Els (partial term, 2015), Timothy Taylor

C. President Rouwette reviewed the electronic votes that have taken place between the 2015 Summer PC Meeting and the current Winter Meeting.

Motion 143: Motion: I move that the System Dynamics Society recognize the "Iran Chapter"
Motion 143 Passed

Motion 144: Motion to approve the makeup of the Standing Committees as listed in the Standing Committees Table, including the new appointments of, or reappointments of the proposed members for the terms 2016-2018 and 8/15-7/18.
Motion 144 Passed

Motion 145: Motion to approve John Sterman and Nelson Repenning as Program Co-chairs for the 35th International Conference of the System Dynamics Society in the year 2017.
Motion 145 Passed

Etiënne oriented the meeting to go over reports before lunch and then spend time after lunch discussion the three strategic initiatives. He noted the Policy Council is the Board of Directors of the Society. After going over general agenda, there were no additional suggestions or amendments to add for discussion.

II) Vice Presidential Reports and Committee Reports – (Reports available online):

A. Society Program Oversight Committee: Andreas Größler

Andreas reports that SPOC is updating the conference guidelines document. The poster slots in Delft may be limited, so they are working on solutions. Thread chairs are selected. Most of their work comes over the next couple of months.

B. Administrative Committee: John Morecroft.

John reported that the Administrative Committee has reviewed a Policy Council Guide, shepherded by Jim Thompson. The Committee reviewed a proposal for a gift or donation but determined not to move forward with it due to some restrictions that would be impractical. The Committee included in the current budget some funds for the purpose of keeping Jay Forrester's books in print. There is a home office compensation study underway. The Committee has been discussing a possible transition plan given the impending retirement of David Andersen as VP Finance.

C. Chapter Activities: Martin Schaffernicht and AVP Stefano Armenia

Martin reports that not much is changing. There has been a lot of talk about use of the Capacity Development Fund and about associate members, but not much is changing. The African Chapter is quite active. The Asia Pacific Conference is being planned for 2017. There have been no applications for the Capacity Development Fund. SIGs may also apply for funds from the Capacity Development Fund. The Fund is a \$20,000 line item in our budget annually that is available to support development of the field. Len suggested that we challenge those local sites that have used the funds to consider hosting the international conference.

D. E-Presence: Robert Eberlein and AVP Onur Ozgün

Bob reported that we are mostly doing the same things. The website is running, but no major developments are underway. We did not renew OASIS membership. There is no infrastructure in the Society to support developing technical standards, so Bob suggests that President create a Committee. Bob and Len have already been involved in such a committee. Len suggests that we get a capability for electronic meetings, such as GoToMeetings, that could be used by various people. Len volunteered to bring a suggestion to David Andersen for budgetary approval.

E. Finance: David Andersen and AVP Eliot Rich

At the Winter PC meeting, we just report a look at the books. A more complete and careful report is presented at the summer meeting. David thinks about Society finances comprising two parts: 1) Activities and 2) Investments. Overall, we are down \$116,000. We will close out 2015 in the red, close to how we did in 2014. It will be worse due to poor performance of our assets. We will know by the summer meeting how much of a concern. Our base overhead rate, from our contract with Albany, will be changing from 6% (the inside rate) to 16% (the outside rate), amounting to about \$30,000 in additional indirect costs. David plans on stepping down as VP Finance in an orderly fashion. Journal income and membership dues are money that the Society gets from Wiley. Final results will show more stability in journal income than the preliminary winter report, but still a little short of targets. Professional fees include CPA fees, which will go up this year because we have crossed a threshold that requires the Society's books to be audited.

- F. Marketing and Communication: Peter Hovmand and AVP Nancy Zoellner
See online report.
- G. Meetings: Erik Pruyt and AVP Özge Karanfil. Erik has just taken over VP Meetings from Len Malczynski.
- 1) 2015 Cambridge Conference Report: Karim Chichakly, Khalid Saeed and Roberta Spencer: See online report
 - (a) Conference Survey Report: Etiënne Rouwette: See online report.
 - 2) 2016 Conference Report: Erik Pruyt, C. Els van Daalen, Monique van der Toom and Roberta Spencer: Everything is running according to plan. See online report. So far, this conference is running according to plan. There is a great team in place.
 - (a) Summer School Report: Erik Pruyt: See online report.
We have had two successful summer schools at the previous conferences, and there will be another in Delft this summer. Registrations and finances are now done by home office. There has been interest in a basic skills and an advanced track. At Delft, there will be a new track on uncertainty. The aim would be to cover costs, including lodging, food, and remuneration for the teaching staff as well as the costs of the home office and the host institution. There is a financial incentive to go to the summer school and the conference. The big question is how do we meet the needs of the graduate students who want to use System Dynamics in their graduate work.
 - 3) 2017 Conference Report: John Sterman, Nelson Repenning and Roberta Spencer: See online report.
John Sterman and Nelson Repenning will be the Program Chairs for the conference, which will be the 60th Anniversary. The location is the Hyatt in Cambridge, MA. They are soliciting suggestions about people doing great modeling work, great systems thinking, or great System Dynamics, including great dynamic modeling work that may not be labeled as System Dynamics. Focus will be on field looking forward (not looking back).
 - 4) 2018 and beyond Conference Report: Erik Pruyt: See online report..
For 2018, there are some locations that might be interested: Italians are going to discuss in next meeting. Iceland has also expressed interest. The UK is looking into venues. Delft is a fall back, but it would be great to have another location.

2019: Possibly Orlando, Portland, Oregon, Albuquerque, or fallback in Cambridge
 - 5) Ad hoc Committees?
 - (a) Conference Scholarship: Bob Eberlein
Every year we give out roughly 10 scholarships to cover registration fees and some help with lodging. It is a modest amount but it is enough to get people to attend the conference who might not otherwise be able to. There is a big opportunity for benefitting for the summer school.
 - (b) Ad-hoc Committee for PhD Colloquium: Ed Anderson, Laura Black: See online report.

- 6) Asia Pacific Conference – every two years: John Richardson: See online report. Len is on Organizing Committee and Ignacio is on the Program Committee. It will be in February 2017.
- H. Membership: Özge Pala and Burak Guneralp
Özge thanked PC for letting her stay on board. Özge received reports from only two SIGS. Limiting reporting by SIGS has been a trend. The home office has put forth a proposal for a retired membership status. Retired members would be asked to sign up to be mentors for newer members.
- 1) Ad hoc committees (Diversity Committee: Peter Hovmand, Inga Bleijenbergh)
 - 2) Proposed Agriculture and Food SIG: Alberto Atzori, Stefano Armenia: See online report.
- I. Professional Practice: Ken Cooper: See online report.
SD modeling efforts and Ken’s own experience agree that mentoring relationships are a high leverage intervention for developing System Dynamics expertise. Regarding the Commercial Academic Partnership, we have made an offer to start with the first student. The intention is to expand beyond this with more students and more firms. There will be a “rolling admissions” plan to sign up for internships. It will be called the Forrester Internship.
- J. Publications: Pål Davidsen: See online report.
Pal suggests that we recognize Rogelio Oliva for his excellent work as Executive Editor. Yaman Barlas has taken over as Executive Editor. He expressed some concern for a small backlog of papers under review. Wiley’s Graham Russell has been promoted, so we have a new pair of Wiley representatives.
The Publications strategy committee is working on a document, to be presented in Delft, about a strategy for SD publications, which will go beyond just the SDR. The home office has been doing a lot of work, especially with regard to a presence on social media.
- 1) Editor of the *System Dynamics Review*:
 - (a) Rogelio Oliva for 2015 See online report.
 - (b) Yaman Barlas for 2016
- K. Executive Director: Roberta Spencer: See online report.
Roberta announced a partnership between the University of Bergen and the SDS: The agreement is that U. Bergen will sponsor SD students to have a membership in the SDS. This will be about 50 students. This is a pilot, and we hope to open up something similar to other universities.

As part of annual non-profit reporting to New York State, we are asked about how much time volunteers spend each year on Society business. We will ask for this information in November or December each year, with a reminder in January the following year. We will need the time people spend as an officer and/or committee

chair. It would also be helpful for chairs to provide the number of members on any committee and an estimate of time spent by the committee as a whole. The total is over 10,000 hours per year.

L. Awards Committee: Erling Moxnes: See online report.

President Rouwette announced that Joel Rahn will be stepping down as chair of the Dana Meadows Award committee and thanked him for his service. Reading from an email from Erling Moxnes: “Let me express my sincere thanks for the great work you have been doing over so many years for this committee. During your years as chair, the Award has been a great success. Our best students have this Award in mind when putting extra effort into writing up their work for the ISDC. As a good friend of Dana, I am sure you have enjoyed this opportunity to honour her memory. Thanks.”

Erling has also sent a note that the Applications Award Committee requested that the Awards Committee authorize the awarding of the Applications Award as often as every year. Until now the award has been presented every other year. With the alternating sequence of Europe/North America as conference locations, this means that the award is always given in the North American conference. That is not ideal. Allowing the award as often as once per year gives the committee discretion to give the award when there is a worthy candidate but does not obligate giving the award every year (similar to the way the Forrester Award is awarded). The Awards Committee agrees and asks that the wording for the Application Award is changed accordingly.

M. Nominating Committee: Ed Anderson / Jürgen Strohhecker: See online report.

Jürgen reports that we have a strategic goal to get a diverse representation on our council and committees. Nominations or suggestions are encouraged; the Nominating Committee is looking for more recommendation on how to be more diverse. The committee is working on building a “supply chain” of people. David stated that he will be stepping down as VP of Finance in an orderly fashion, which means he may not serve out his term starting in 2017.

N. Organization and Bylaws: Brad Morrison: See online report.

(1) Bylaws Changes: Several editorial changes to the bylaws are outlined in the online report. There will be a motion for the PC to recommend these by-law changes so they can be brought to the General Business meeting in July. The three changes are:

- (a) Remove “chief executive officer” description from President
- (b) Change in wording of founding President
 - (i) From founding president will serve as advisor to serve as “non-voting” advisor
- (c) Take founding president out of PC officer list

(2) Conflict of Interest Status Report and Review: See online report.

The report, as part of these minutes, contains lists the members who have disclosed a potential or actual conflict of interest and the nature of the conflict. The Secretary

read to the PC all reported conflicts of interest disclosures. The officer/member/key employee who disclosed a conflict of interest vacated the room. The remaining independent directors (Policy Council Officers and Members) discussed and agreed that they are satisfied that all potential conflicts are being handled appropriately and that no conflict exists that will interfere with the operations of the System Dynamics Society. There was no separate formal vote, but the decision in connection with these proceedings is recorded in these minutes.

- O. Strategy Committee: Étienne Rouwette: See online report.
President Rouwette used a summary slide to review the status of all reports.

III) Discussion Items

The PC engaged in some discussion of the following items. These were discussion items only, and these minutes do not capture all comments made in the discussion.

1) Professional Certification initiative, Étienne Rouwette: See online report.

Ad hoc committee members are Kim Warren, Ed Anderson, Elise Axelrad, and Jüergen Strohhecker)

Some members wondered what problem does a professional certification solve?

- Do we want a low minimum bar to prevent inexperienced folks from selling themselves as system dynamicists?

One first step could be to take stock of what courses are available at universities? In other words, create a course catalog/inventory. Several members felt this was a good idea regardless of whether we pursue certification.

Some members asked whether we would certify work, people, and/or organizations, etc.? They raised the concern that we need to know where we want to start, otherwise we'll get in trouble trying to do everything

Étienne said the discussion has been about starting by accrediting institutions/organizations. Members again asked about what problem this would solve. Kim said there are some organizations/firms doing bad System Dynamics work. Certification might solve this. He would like to see certifications for individuals and/or work

Khalid put forth idea of accrediting university programs. David Andersen said we could accredit components of programs. We would need to consider what are the minimum competencies to be considered competent at System Dynamics? Brad mentioned that there are just as many certifications that don't have demand (e.g. certified management consultant) as those that have gained traction

2) K-12 Strategic Initiative, Warren Farr: See online report.

Warren posed the question “What does this governing body feel is our role in supporting K-12 education in System Dynamics?”

David suggests finding someone to fund an award for excellence in this field with three ways to win: 1) Collaboration between Society member and teacher; 2) Outstanding example of practice with a student and teacher; and 3) Research related to learning outcomes associated with the use of System Dynamics.

Other ideas included having a special issue of the *Review*; appointing an Associate Editor for K-12, holding K-12 poster sessions at the annual conference; inviting local K-12 teachers to our conferences; and having SDers give talks at teachers’ conferences, possibly in collaboration with teachers; and create a VP for K-12 Education.

3) PC Manual, Jim Thompson: See online report.

Jim described the draft of the Policy Council Guidebook. Jim asks that people write in details about what they are doing in order to make the document descriptive and a useful resource.

David suggested that we expand the Meet and Greet function at the conference to include time for new PC members and officers to use this document to have a conversation. He also thinks that we should get somewhat systematic about flagging discrepancies between what is written and how we actually do things.

IV. Review of Next Steps: Topics to Take Forward

1. Form committee on XMILE standard
2. Support students through summer school, emeritus mentor/coach
3. Special Society membership for emeriti
4. Suggest specific people/work for 2017 conference, nontraditional
5. Accreditation roundtable at 2016 Delft conference
6. K-12 suggestions, for instance K-12 award(s) and VP of K-12 education
7. Make PC user manual into a living document

V. The meeting was adjourned: 4:32pm **