Minutes of the 2017 Winter Policy Council Meeting
Thursday, March 16, 2017 11:00 AM
Hyatt Regency
Cambridge, Massachusetts USA
Chair: Len Malczynski, President 2017

I.   **Opening and Welcome**
President Len Malczynski called meeting to order at 11:02 am.
A.   Len welcomed the new members and officers:
        John Pastor Ansah
        Nancy Hayden
        Florian Kapmeier
        Nuno Videira
        President Elect, I. Martinez-Moyano
        Vice President Chapter Activities, Stefano Armenia

B.   Len expressed the thanks of the Society to outgoing members of the PC and officers for their service:
        Jim Duggan
        Warren Farr
        Elke Husemann
        David Wheat
        Past President, Jürgen Strohhecker
        Vice President Chapter Activities, Martin Schaffernicht

C.   Len announced the results of electronic voting that has taken place after the 2016 Summer PC meeting. The following motions passed:
        Motion 160: Name change for the Psychology SIG
        Motion 161: Approve the creation of a Transportation SIG
        Motion 162: Recognition of the Asset Dynamics SIG
        Motion 164: Approve Warren Farr as VP Marketing & Communications
        Motion 166: Approve Standing Committee Appointments for the terms 2017-2019

D.   Due to time zone considerations, we heard next a report on the Asia-Pacific Conference, given by Ignacio Martinez and Lakshminarayanan Samavedham.

The conference had 192 participants and a number of very good presentations. There is now a lot of momentum in the region with the impending formation of the ASEAN Chapter, things happening in Thailand and Indonesia, a proposal for an Asia Pacific Coordination Committee and plans underway for the next conference in Australia. Laksa expressed thanks to the Society and all those who helped for the support for the conference. They expect to have a 3rd AP Conference, sometime between late 2019 and early 2020. Additional details are found in the meeting power point slides in the appendix.

Ignacio and Laksa proposed that the Society recognize an Asia Pacific Coordinating Committee (APCC) as a Standing Committee, that the Society accept the application of the ASEAN Chapter for chapter status, and that the Policy Council welcome the representatives of the APCC to the PC meetings. These proposals will be offered as motions in the electronic voting period to follow.

II.   **Vice Presidential Reports and other reports – (Reports available online)**
A.   Chapter Activities including Capacity Development Fund: VP **Stefano Armenia**

Stefano reports that membership in Chapters seems to be increasing. He is considering making some suggestions as follows:

- ask members to declare their belonging to JUST ONE chapter
- support the transition of the Economics Chapter to a SIG
- maintain the Student Chapter as the only Chapter where members can declare a double association
- possibly support the constitution of a US Chapter
- better integrate the information on chapter affiliation and SDS memberships with data provided by chapters themselves.

Stefano noted the success of the Asia-Pacific conference and the activity potentially leading to recognition of 2 new chapters (ASEAN and Thailand).

Stefano reminded everyone about the opportunity to apply for support from the Field Development Fund and how these funds can be especially helpful to new chapters.

B.   E-Presence: **Robert Eberlein** and AVP Onur Özgün

Bob reviewed the main events and achievements of 2016:
- Continued social media activity
- Small incremental changes to the membership management system
- Movement of our web host to a new ISP

The main aims for 2017 are 1) to transition our web/social media presence and back-office to new platform, including switching to a new conference submission and review process and 2) to get Jay Forrester's *Social Dynamics* e-book published

C.   Finance: **David Andersen** and AVP Eliot Rich

David reports that the Society performed poorly in financial terms during 2016. The Delft Conference was smaller. The journal is underperforming, and the exchange rate between UK and US works against us. We also had expensive unplanned turnover in Home Office staff during the fall. Fortunately, our assets have performed well. Overall we will post a loss, but we still have a strong asset base to support the transition of the Home Office. We have over $1mn in bank. Financials would be bleak if we didn't have assets performing for us.

David reports that plans for the transition are going well.

David reminded all that he plans to step down as VP Finance in January 1, 2018. He hopes to have an orderly transition and strongly recommends Eliot Rich as VP Finance.

D.   Marketing and Communication: **Warren Farr**

Warren Farr is serving a partial term for 2017-2018. He plans to reach out to support the VPs and Society activities. He will be following up on prior membership survey work, communicating about the SDS office move, and coordinating with Capital Hill Management Services. He plans to revisit the SDS marketing plan and goals, paying attention to branding & guidelines as well as both our primary messaging and our methods.

E.   Meetings – Overview: **Erik Pruyt** and AVP Özge Karanfil
       1.   2016 Conference Report: **Erik Pruyt**, C. Els van Daalen, Monique van der Toom and Roberta Spencer

George asked if the conference helped to "build the field." Etienne reported that survey data showed people were quite enthusiastic.

2.   2016 Conference Survey Report: **Etiënne A.J.A. Rouwette**
3.   2017 Conference Report: **John Sterman**, Nelson Repenning and Roberta Spencer

Main events and achievements
Dates: July 16 - 20, 2017
60th Anniversary Celebration
Main aims for 2017
- Feature the highest quality plenary talks and boost the quality of the presentations throughout the conference generally.
- Summer School July 11 – 14, 2017. Len and David Ford will design and teach intro track. Nelson Repenning Rogelio Oliva, and John Sterman will do the advanced track. Some funding is in the works, to be used for scholarships
- Something to honor Jay, interested in hearing ideas

In the category of support, cooperation, resources needed & potential obstacles/issues., the main concern is that there may be visa issues. The chairs are trying to respond quickly to requests for early decisions

Diana asked about doing summer school as hybrid so people can participate online.

Rebecca asked about how the chairs will be working to improve quality.
John Sterman responded that the average quality of papers at the conference is too low, and the variance is too high. Because of this, the conference is less attractive to many potential participants, and he explained that this creates a reinforcing loop that will drive us out of business. He suggested that we will need to endure some worse before better to get out of it. One concrete suggestion is to have discussants for plenaries.

F.   Publications – Overview: **Pål Davidsen**

- VP Publications:
    - Krystyna Stave has been nominated as VP Publications for 2018 – 2020.
- Members of the Publications Committee:
    - David N. Ford 2015 – 2017
    - Susan Howick 2016 – 2018
    - Sarah Metcalf 2017 – 2019
- Main achievements in 2016.
    - 1. Publication Strategy read the report
    - 2. SDR Yaman's report follows below.
- Tasks ahead for 2017.
    - 1. Publication Strategy
    - 2. Publication contract negotiations. Yaman has a task force to prepare for the negotiations. The Wiley report is usually not presented at Winter meeting, but it will be at summer meeting

- 2016 SDR Executive editor´s report by Yaman Barlas (to be attached).

For the 2016 Volume (32), we are working through a major problem that issues have been delayed for last few years, due mostly to a low submission rate of good-enough papers. Wiley didn't like the delay,

but Yaman refused to publish faster with a smaller number of papers. We have had double issue, and by end of March, we will finish 2016. Three months late is about historical average in recent times.

Yaman reported that the current backlog is not so bad. The submission rate is going up gradually. We received 66 fresh articles in 2016, a slight improvement over previous years. We hope to be back on track by the end of 2017. The Acceptance Rate in 2016 was 18%, resulting in 16 published papers.

Yaman also noted that associate editors are critical. One of the biggest problems is that too many people simply do not respond to requests to review. People, especially our experts, need to take this more seriously.

Conference Proceedings: John Sterman proposed that we eliminate Conference Proceedings. Instead, we would publish a program and abstract book. George led a committee a few years ago and recommended the same thing. The idea was not adopted. The purpose is to improve the quality of the field by encouraging people to submit their good work to the SDR, and to make sure Society is not by providing proceedings putting its imprimatur, that will last forever, on work that does not meet our quality standards. There is concern that people need to provide documentation that their paper was accepted to receive travel support, but they would still get documentation of an accepted paper. Authors could place their papers on personal websites.

George reported that the committee that previously examined this topic (George, Bob, and Len) began with the thought that we should eliminate the proceedings but ended, after about 5 months of conversation, with a proposal to eliminate paper proceedings but keep web proceedings. The reason was that some scholars said they looked over proceedings to find papers they could not find elsewhere. The Committee noted that conference papers and presentations are a networking tool, that the strength of field requires publishing good work, and that abbreviating a paper for web proceedings is a good idea if you intend to submit to a journal.

George said that his committee found that what people needed was evidence that they PRESENTED, not just that it was published.

David suggested that because we considered this matter in depth just a few years ago, if we are to revisit this question, there should be another comparable review. Len suggested seeking volunteers to form a committee to revisit this issue, and will "get something going before next week."

G.   PhD Colloquium: **Larry Gottschamer and Laura Black**

Main events and achievements of 2016
- Continued PhD Colloquium focus on acknowledging and supporting doctoral students doing SD with varying degrees of local institutional support
- Surveyed Colloquium participants; 40+% identified as self-taught in SD
- Repeated pilot of Angel Advisors, experienced SD-ists interacting with specific Colloquium participants during the PhD Colloquium Poster Session
- *Note related report from Student Chapter*: Established several peer-mentoring groups to increase interaction and support among graduate students during non-conference months

Main aims for 2017
- Alter format Colloquium, including World Café and Open Space style events, to increase substantive interactions between senior system dynamicists and graduate students
- Explore enhanced coordination among Summer School, PhD Colloquium, conference

Support, cooperation, resources needed &potential obstacles/issues.

- Support from experienced SD-ists in serving as Angel Advisors and in participating in forums with graduate students such as World Café and Open Space conversations

H.   Membership: **Özge Pala** and Burak Guneralp

1) Iranian members' questions regarding the implications of Travel Ban to the USA:

We had some discussion of ways to potentially use teleconferencing as a means to include Iranians using local volunteers to help with presentations. Pal notes there may be issues about refunding those who have paid to register. It would be better to have some kind of an exception policy due to travel ban. If they can't come, will the paper appear in proceedings? Will their registration fee be refunded? Could we have a special poster session for the papers from those who could not attend? Longer term, if the travel ban continues, should we still hold future SD conferences in the USA?

2) SIGs

We have two new SIGs (Asset Dynamics, Transportation). Most SIGs have been active with activities such as webinars, mentoring, and creating mailing lists/google groups. Other activities planned include webinars, workshops, creating publication databases, conference special sessions, and establishing links between members, other SIGs, or other institutions.

The SIGs ask for help with or funds for: 1) public relations for activities; 2) organizing events; 3) Apps or programs such as: Google apps for nonprofits, go-to-meeting, webinar platform/license, iframes for on society page (for resources library); 4) making connections; and 5) making changes in their vision/strategy to be more active.

Main aims for 2017
- Work with the SIGs, and any advice would be appreciated
- Establish Emeritus Membership status?

Support, cooperation, resources needed &potential obstacles/issues.
- Resources to help the SIGs if necessary
- Ideas about what is (not) possible

I.   Professional Practice: **Ken Cooper**

Main Goal: Expansion and improvement of professional practice of System Dynamics
- Promote mentoring of new practitioners in existing team settings
- Increase company participation in Forrester Internship Initiative
Ken asks practitioners to take this request back to office to seek possible internship hosts
- Repeat 2011 survey of commercial practice to obtain a more current comprehensive picture of professional SD practice
- Seek the designation of a Director or Associate VP of Professional Practice

J.   Executive Director: Roberta Spencer

Roberta noted that the Executive Director report at the winter meeting is just a short one. There will be a full report at the July meeting, which generally includes information about net revenue, attendance at conference and trends in membership over time.

We have a new web page for "[Commercial Applications of System Dynamics as Oral Histories](#)."
Any company that wants to do an oral history should contact Roberta.

Roberta invited anyone with questions to contact home the office.

III.   Standing Committee Reports – Presentation, Discussion and Announcements
A.   Administrative Committee (Transition is a Discussion Item): **John Morecroft**

- John thanked Roberta, David, Michael and Eliot.
- The main business of the Administrative Committee pertains to the transition of the Home Office to CHMS. This is fully reported on as a discussion item.
- Other business conducted by the Administrative Committee included:
    - Selection of new members to replace those who are retiring from the committee
    - Review of what is needed to retain smooth home office operations between now and when the transition is complete

B.   Awards Committee : **Erling Moxnes**
- The Awards Committee decided to propose a K12 Teaching Award. It will be proposed at the summer PC meeting 2017.
- The Awards Committee discussed and will change the wording of the criterion for the Application Award such that it becomes clear that a full paper is not an absolute requirement.
- We are thankful to Brad for his contributions to the Awards Committee, and we wish Elke Husemann welcome.

C.   Nominating Committee: Jürgen Strohhecker / Etiënne A.J.A. Rouwette

The Nominating Committee noted that Warren Farr has replaced Peter Hovmand as VP Marketing and Communications (2017-2018, partial term), as per Motion 164.

Nominees for replacement or new offices to take office in 2017 are:
- VP Pre-College Education (2017-2019, new position)–Diana Fisher
- 1 Policy Council Member (2017-2018, partial term, replacement of Diana Fisher)–Lees Stuntz

They announce the proposed slate of candidates to take office January 1, 2018:
- President-Elect, 2018–Martin Schaffernicht
- VP Electronic Presence (2018-2020)–Bob Eberlein
- VP Membership (2018-2020)–Özge Pala
- VP Publications (2018-2020)–Krystyna Stave
- Policy Council Members (2018-2020) –Shayne Gary, Hilde Martinussen, Josephine Musango, Rafaat Zaini

D.   Organization and Bylaws: Brad Morrison
No report.

E.   Society Program Oversight Committee: Andreas Größler

Members of the SPOC are Stefano Armenia, Allyson Beall, Robert Eberlein, Ignacio Martinez-Moyano, Karim Chichakly, and Andreas Größler (Chair)

Allyson Beall has accepted as Program Chair for 2018.

Eric notes that Iceland group wants to have a local program chair. John Sterman says that we intentionally separated the Program Chair from the Conference Chair. The local team can work with Program Chairs.

Pal suggests that SPOC is not doing what they should be doing to be finding a pipeline of conference sites and program chairs.

F.   Strategy Committee: Kim Warren

The Committee agreed with last two presidents that the Society strategy is unchanged, pending action on activities already in progress. Members may request new investigations.

The recent investigation of the possibility if accreditation (for institutions) and certification (for professionals) suggests these are currently beyond the reach of the Society at present. The SD Competence Framework may form the basis for a Body of Knowledge – a foundation required for both initiatives.

The main aims for 2017 are as above – no new Strategy development is required, pending progress on previously agreed action-plans.

IV.   Discussion Items

The Policy Council moved into a session for open discussion on several important issues. Some highlights of this discussion are noted here.

A.   Society / Home Office Transition
A Transition Planning Committee comprising 10 members was formed in February 2016.
They have spent a year of thoughtfully and carefully planning and examining options. They considered five options in detail, as shown in the following table.

Options for Managing Home Office Operations of the System Dynamics Society
As presented to the Policy Council in July 2016

Option (with lead contact)	Key Features	"Pros"	"Cons"
University-Embedded Options			
(1) UAlbany (status quo) (Eliot Rich)	-Option that we have used since 1997 -Provides benchmark for costs, requirements, and risks -Established organizational relationships	-Lowest risk -Solid team is willing to support this option.	-This option is second to the option recommended by the new Albany team (see below)
(2) Washington University (Peter Hovmand)	-Offices on-campus as part of the Brown School of Social Work with shared services -International presence -Commitment to K-12	-Low risk -Strong supporting team is in place -Will provide a solid future for SDS home office	-Will need to figure out transition issues from Albany (possible with associated costs)
(3) California State University, Chico (Jeff Trailer)	- Office on campus as part of the CSU Chico. - Strong undergraduate presence - West coast opportunities with affordable cost of living	-Low risk -Strong supporting team is in place -In-house IT support is possible -Will provide a solid future for SDS home office	-Will need to figure out transition issues from Albany (possible with associated costs)
More Autonomous and Professionalized (outsourced) Options			
(4) UAlbany (more autonomous SDS) (Eliot Rich) which eventually became the CHMS Option.	-Move offices off-campus to UAlbany Center for Technology in Government research center -Transition to non-University professional staff -Some shared services and flexible space -Can be combined with other outsourced service providers (e.g., conference support)	-Could lower personnel overhead costs -In Albany, so lower transition issues and costs than out of town. -Would avoid repeating transition planning -Can plan for new portfolio of support services - Space flexibility and intellectual synergy with CTG	-Higher risk, bundled with CTG's strategic position -SD Friendly, but not committed
(5) MCI-USA	-Fully professional management services located in Washington DC - http://www.mci-group.com/en-US - Dedicated staff tailored to SDS needs	-Offers highest potential for supporting growth and diversification in new areas	-Highest future possible financial risks. -Higher risks associated with building and maintaining new

Details on the process and recommendations are available in the report of the Transition Committee and in Eliot Rich's slide presentation 'Development of Site Options for the SDS Home Office' The Committee believes the Society has a bright and well thought-out future, and the recommendation provides a sound basis for moving forward with this important decision

The Committee's recommendation is to contract with Capitol Hill Management Services CHMS (an Association Management Company based in Albany) for association management services.
- The Administrative Committee has made a motion to approve this recommendation
- The full report has been circulated to the Policy Council; The Committee held an open conference call; conducted a site visit to CHMS; and met with the Administrative Committee for a briefing on the day before PC Meeting.

   B. Journal Status: Erin Osborne, Martin, and Tracy Glass

The VP Publications might form a Task Force to discuss future directions for the System Dynamics Review. Possible members are Pal, Krys (lead), David, Eliot, and Yaman.

   C. Site of 2018 Conference: Erik Pruyt

Iceland is a possible site for the 2018 conference. The organizing group has submitted a preliminary verbal proposal in July 2016, a supplemental verbal proposal on March 9, 2017, and a partially complete proposal as of March 13, 2017. A spreadsheet with a preliminary analysis of the costs is available. There are now on-going discussions between home office and site partners. The conference "bottom line" is under discussion, and a number of logistical issues remain to be resolved.

The costs quoted are for 7500 euros per day as opposed to 7500 for the whole period as we previously believe, so further examination is needed.
Bottom line: Because Delft sponsors the venue cost, and that is not the case for Iceland, then Delft will win on costs. If there were sponsorship for Iceland, might be more balanced. Iceland is also more costly for most people to attend (airfares, hotels, food), except perhaps for people from US.

Eric says there are three important criteria: 1) Local team: Iceland does have a team. 2) Facilities need to be good enough – Fine in Iceland 3) Attract enough people: Iceland expected to do better.

So, Eric recommends Iceland with a $50 increase in registration fees.

David suggests that President convene a group to work with Eric to make this decision. Also ask them to contact some local personnel at other possible European sites to see if there is any other viable option in our timeline.
Eric is not in favor of requests to other sites. Iceland has a team. Delft is a fallback.

Len, Roberta, Etienne, Bob
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   D. Site of 2019 (and beyond) Conference: Portland, Oregon; Portland Maine; Wyoming; Albuquerque, New Mexico; St. Louis, Missouri; or two possibilities in Orlando

Two or three of these options are still viable. Although there has been no material formally submitted as of March 13, 2017, a number of sites have been informally reviewed. As of now, we do not have solid written proposals in hand.

E.   Certification / Accreditation: Common Body of Knowledge: Len Malczynski, Kim Warren, Etiënne A.J.A. Rouwette

The focus has turned to SD courses and a common Body of Knowledge. More than 100 faculty have been contacted to gather information about syllabi and curriculum as a way of describing our current body of knowledge. The database of these results is under development. The group is also examining two examples of common bodies of knowledge coming from INCOSE and Project Management. They report that progress is slow going, due to challenges such as language, formats, and dead web links. Once the examination is complete, they will try to compare to competencies in SD.

F.   Cuban Overture: Len Malczynski

The United States recently began diplomatic relations with Cuba. There are 12 categories of travel that allow US citizens to travel to Cuba. SDS interaction probably fits under categories for professional research and professional meetings as well as educational activities including attendance at a scientific conference. There are now commercial passenger flights from the USA to Cuba. The SDS Latin America Chapter and the Home Office are helping to find members or possible members in Cuba.

V.   Motions will be posted and voted on electronically during the online session commencing after the face-to-face meeting.

Face-to- face meeting adjourned, to be converted to an online session.