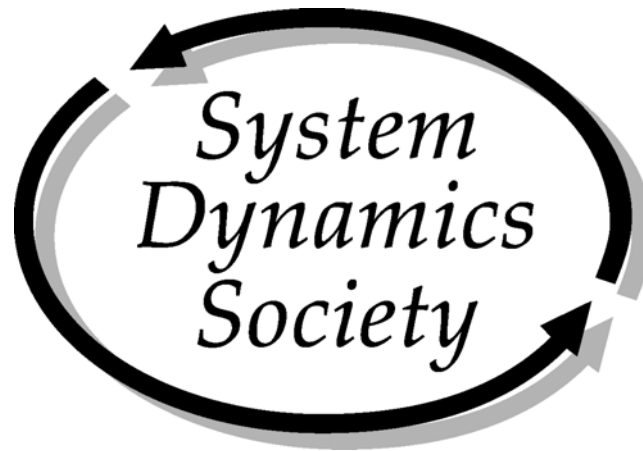


**Annual Report on**  
**Home Office Operations**  
**for Fiscal Year 2006**



Prepared and Presented

**July 2007**

Milne 300 - Rockefeller College  
University at Albany, SUNY  
135 Western Avenue  
Albany, NY 12222  
Phone: +1 518 442 3865  
Fax: +1 518 442 3398  
system.dynamics@albany.edu  
<http://www.systemdynamics.org>

Annual Report on Home Office Operations  
Fiscal Year 2006  
**System Dynamics Society**  
2007 Summer Policy Council Meeting

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## Introduction

The home office of the System Dynamics Society is housed at the Center for Policy Research at the University at Albany, State University of New York. Two full time staff, Roberta Spencer and Jennifer Rowe, support the home office. Ms. Spencer is the Executive Director of the Society. Additional support comes from Navid Ghaffarzadegan, graduate student at the University at Albany, volunteers, and from outside contractors especially Robin Langer, Joan Yanni, and 25<sup>th</sup> Hour Accounting Solutions.

## New Initiatives

### Digitizing Project with Wiley

Discussions with Wiley in 2005 resulted in a plan to digitize the older issues of the *System Dynamics Review* and place them on Wiley's InterScience website. This project is now complete.

### Digitizing Project with MIT, University of Bradford

Graham Winch secured permission from the University of Bradford to digitize the very early publication *Dynamica*. Laura Taranto at the System Dynamics Group at MIT scanned the publications. Navid Ghaffarzadegan created the index on the Society website. The link is now active, this project is now complete.

### Open Source for All Past Conference Proceedings

All past conference proceedings that are already in electronic format are now available on the Society website. There is a project currently underway to add to the website all earlier print-only conference proceedings. Since this project will be done by occasional work-study students, it will be some time until it is complete. Conference proceedings back to 1995 Tokyo, Japan are now accessible on the Society website.

### Conference Management

**Web-based Initiatives** The web-based submission system continues to be improved by Bob Eberlein and incorporated into conference management.

**MS Project Conference Management** Don Greer has volunteered to work with the Society office to organize the extensive Excel spreadsheets used in conference planning into MS Project. This project is approximately 40% complete.

**New “First-timer” Events** In an effort to make the conference more welcoming, suggestions and ideas from a number of sources have been incorporated into the past two conferences. These new events are present and growing in participation for the 2007 Boston conference.

## **New Products**

**The Fireside Chat** A plenary session at the Atlanta conference featuring Jay Forrester and George Richardson was recorded on videotape. This project is now complete and DVDs will be for sale at the 2007 Boston conference.

**The Electronic Oracle by Dana Meadows** Dennis Meadows assisted the Society in making this book available for sale through the Society. This project is now complete and the reprint will be available for sale at the 2007 Boston conference.

**Other New Products** An idea has been raised to solicit new products from members for the Society to sell. Although this is a great idea and would help our sustainability, launching new products is difficult for our office. In addition to investing funds, most time is spent on current activities. Unfortunately, this leaves little time for development. Volunteer assistance to augment our labor is one way to resolve this issue.

# **Routine Operations**

## **Membership**

Membership continues to grow. For full details over time see Attachment III – Membership Statistics, beginning on page 13.

**Services and Recruitment** We currently have about 7,100 records of members, non-members and conference registrants who have contacted this office for products or information.

All membership is processed through this office. In addition to the usual new and renewal membership applications, we continue to increase membership through the sponsorship incentive program, a membership fee being paid along with purchase of a product, and a membership fee being paid with conference registration. The Society office goal is to provide accurate, prompt and personal service.

We routinely include a membership option on the conference registration form and it has been quite successful. To date for the Boston conference, we have processed a total of 106 memberships; of those 75 are **new** members. Please see table “Conference Registration Fee Structure” on page 21, showing the differences between member and non-member conference fees.

After our annual conferences, a personal invitation to become a member of the Society is sent to conference attendees who are not members. In addition, our renewal campaign includes eight or more email messages or letters to members who did not renew.

	<b>January – June</b>	<b>July – December</b>	<b>Yearly Totals</b>
<b>2007</b>	<b>570</b>		
<b>2006</b>	504	<b>569</b>	<b>1073</b>
<b>2005</b>	510	530	1040
<b>2004</b>	151	477	628
<b>2003</b>	177	162	339
<b>2002</b>	141	113	254
<b>2001</b>	105	98	203
<b>2000</b>	28	71	99
<b>1999</b>	7	99	106
<b>1998</b>	15	26	41

source:\rls folders\statistical information\growth indicators\membership stats.xls\memovvertime

**Total Memberships Processed by Home Office (Annual Basis),  
January 1998 – June 2007**

**Sponsorship Incentive** As of July 2007, we have 78 new or renewal members that have joined the Society for the calendar year 2007 as a result of the Society Sponsorship incentive. See table “Membership Resulting From Society Sponsorship Incentive, 1999 – 2007” on page 17 for history. A sponsor receives up to three personal memberships with a sponsorship.

**Membership Directory** The 2007 membership directory is on-line. The cost of outsourcing and maintaining the on-line directory with Memberclicks is \$150 per month for a membership of 1,000 or more. Costs to date are as follows:

- 2006: \$1,800 Maintenance fees paid.
- 2005: \$1,526 Maintenance fees paid.
- 2004: \$ 907 Maintenance fees paid.
- 2003: \$1,209 Maintenance fees paid.
- 2002: \$1,231 First year setup (\$650) and maintenance fees for partial year.
- 2001: \$7,000 Printing and mailing costs of the hardcopy directory.

59 current members chose not to be included in the on-line directory, and 65 have not taken advantage of uploading their profiles. The on-line directory has 88% member profiles to date. Profiles of non-renewed 2006 members are included until the end of the conference. Benefits of the on-line directory include instantaneous updates for current contact information, ease of use and less hard costs.

Memberclicks has stabilized, automated and expanded their website, at the same time moving away from providing personal customer service. Thankfully, many of the troubles we experienced in the past are now minimal. To make the on-line directory more useful and to give a descriptive picture of our membership, fields in the directory such as chapter affiliation, work categories, and keywords including interests and/or capabilities have been added and are being used by members.

We continue to maintain an Access database in addition to the on-line directory. Labor to maintain the on-line directory has decreased over the last few years. Many web submission system users are changing their contact information through the web submission system facility rather than the on-line directory.

**The Fourth Year of Owning the Membership Process** At the February 2004 Policy Council Meeting, the motion that the Society home office should take over management of the membership was unanimously approved.

Our membership processing coincided with our newsletter schedule. The original plan was to send out six renewal and new messages starting in the fall of 2004 for 2005 renewals. We have expanded the campaign to monthly contacts, the last being a message directly from the President of the Society. 74% of our 2006 members renewed for 2007 as of July 2007. This is about equal to the 2005/2006 73% renewal rate for the same time period, but a bit lower than the past five years when we have retained 80% - 85% of prior year members. It is anticipated that more members will renew before the end of the year. 78% of 2005 members renewed for 2006 by the end of that year. When members tell us why they have not renewed, one common reason is that they are not using system dynamics in their profession anymore.

As of June 30, our 2007 membership is at 1,056 members, slightly higher than last year at the same time. In addition to the 787 renewing members, we now have 269 new members for 2007. New members currently account for 25% of our membership. For history, please see Attachment III, table "Membership Over Time - Full Calendar Year, 1984 – 2006, page 14.

Again with the help of Bob Eberlein, the web system is also facilitating on-line membership renewals. On-line payments through PayPal now account for 45% of all membership payments (41% in 2006, 10% in 2005).

## **Bibliography**

The System Dynamics Bibliography is maintained by a bibliographer with scheduled published updates performed two times per year.

## **Sales**

**Beer Distribution Game, Proceedings, Journal, Bibliography, PhD Seminar Series and MIT Literature Collection** There is still great interest in the Beer Distribution Game; the Society sold 878 boards in 2006. Reviewing the first six months of 2007, Beer Game sales are up 6% over 2006. Please see Attachment VIIIa – Sales, "Beer Game Sales at Half Year, 1998 – 2007" graph on page 22.

Due to the moving "sale" there was a one time increase in sales for past conference proceedings and back issues of the *System Dynamics Review* in 2006. Open source access to past conference proceedings have contributed to a decline in sales in this category. Access to past journals through Wiley using the InterScience website has influenced the sales of the past issues of the *Review*. In accordance with the 2004 contract with Wiley, past issues of the *Review* are available for sale now only to members of the Society. The sales of the Forrester PhD Seminar Series and the MIT Literature Collection have both declined.

Back issues of the *System Dynamics Review*: A full set of 60 back issues from 1985 to 2006 (Volume 1 – Volume 22) is offered for sale for \$750.00. The full time student member price for the Volume 1 – Volume 22 set is \$325.00.

The System Dynamics Society Bibliography is downloadable from our website. The disk is no longer available. The bibliography has been updated to include the Nijmegen Proceedings and the *System Dynamics Review* Volume 22, Number 1 – 4. New entries are continuously being made, as the bibliography is always a work in progress; currently there are 8,462 entries.

In 2006, the \$55,688 profit from the sales "cost center" helped support the core operations offered by the Society office. This amount is down from \$66,940 in 2005.

<b>Items Sold</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>	<b>2003</b>	<b>2002</b>	<b>2001</b>	<b>2000</b>	<b>1999</b>	<b>1998</b>
Beer Game Boards including loaner boards	<b>878</b>	894	1,109	710	876	1,043	837	623	828
Proceedings	<b>190</b>	57	98	87	45	56	36	101	52
<i>System Dynamics Reviews</i>	<b>900 single 0 sets due to sale</b>	5 single 0 sets	17 single 3 sets	13 single 5 sets	8 single 1 set	13 single 4 sets	29 single 8 sets	25 single 6 sets	54 single 4 sets
Bibliographies	<b>5</b>	1	3	1	2	8	4	14	24
Forrester PhD Seminar	<b>5 singles 6 sets</b>	14 single 7 sets	15 single 14 sets	30 single 10 sets	13 single 14 sets	N/A	N/A	N/A	N/A
MIT Literature Collection	<b>42</b>	80	81	N/A	N/A	N/A	N/A	N/A	N/A

source: \rls folders\statistical information\product sales history\ sales history.xls\all prod - yearly

### **Sales – Full Year, 1998 – 2006**

## **Investment Policy for the Society**

An overall investment policy for the Society has been implemented in 2005 and is being maintained.

## **Dana Meadows Endowment Fund**

The investment plan for the student prize restricted accounts of \$60,000 is being maintained.

## **Society Sponsorship**

See Attachment V – Sponsor Statistics, beginning page 17, for sponsorship campaign statistics including a list of all Society and conference sponsors for calendar years 2003 through 2007. To date, 39 have made either a pledge, sent in a gift, or traded services for 2007. We have five new sponsors in 2007. Our sponsors are very committed; 29 of our 2007 Society sponsors have been sponsors for three consecutive years or more.

The Society office performs a systematic Society sponsorship program contacting all past Society sponsors and conference sponsors, inviting them to continue their support. In addition, we identify and mail letters to repeat customers, to organizations with numerous members and to other consulting firms owned by members. This mailing is not only to solicit, but to also cultivate a relationship, to involve our members and others in the field. Letters mailed for the 2007 Society Sponsorship Campaign totaled 1,286. See chart “Society Sponsorship Mail-out Campaign, 2002 – 2007” page 17, for breakdown of letters mailed. We will continue this Society sponsor program for calendar year 2008 in September and October 2007.

<b>Year</b>	<b>Amount Received</b>	<b>Budgeted</b>
<b>2008</b>		<b>\$25,000</b>
<b>2007</b>	<b>\$32,500 to date</b>	<b>\$27,962</b>
<b>2006</b>	\$32,990	\$25,000
<b>2005</b>	\$36,490	\$23,966
<b>2004</b>	\$38,102	\$21,000
<b>2003</b>	\$38,445	\$21,000
<b>2002</b>	\$19,494	\$21,000
<b>2001</b>	\$28,922*	\$16,000
<b>2000</b>	\$17,909	\$13,000
<b>1999</b>	\$12,738	\$15,000
<b>1998</b>	\$11,000	\$ 9,000
<b>1997</b>	\$ 4,000	\$ 4,000

\*This includes a one-time special \$5000 contribution for the JWF Award and a two-year payment in advance. True amount for 2001 is \$22,922.  
source: \rls folders\society sponsors\2007 campaign\status 2007.xls  
\income-budgets since 1997

### **Sponsor Income, 1997 – 2007**

## **Routine Conference Management**

Management of our conferences is a major activity at the Society office. For conference attendance numbers please see Attachment VII – Conference Attendance Statistics, page 20.

**Conference Tasks** Responsibilities for conference activities have included, but are not limited to:

- Design/produce/mail the Call for Papers brochures, conference information and registration brochures, including electronic formats
- Advertise in related journals
- Contact conference sponsors including generating new contacts
- Maintain finances in QuickBooks
- Manage registrations, letters of invitation for visas, assist with roommate contacts, manage other unique site-specific details
- Organize and schedule meetings (chapter, special interest group, exhibitor demonstrations, business, editors, etc.), including assignment of chairs
- Use of web submission system to manage all aspects of submissions and review
- Produce the printed abstract proceedings and web proceedings
- Manage Dana Meadows Student Prize Award papers
- Event Insurance Coverage
- Design layout of conference sponsor information
- Organize outsourcing for specialty work
- Use of web submission system to manage the tentative and final program
- Schedule session chairs, room assignments and AV equipment arrangements
- Assist with all social program items including transportation
- Maintain the conference website
- Negotiate and work directly with the conference venue



- Organize all pre-conference and during-conference outside contractor and volunteer labor

**Allocation of Effort** Conference management consumes a major portion of personnel time, especially in the first seven months of the year. Time spent on conference management is always a substantial percentage of full year time allocation. Outsourcing is necessary and is a successful way to keep abreast of all the duties. Efforts to improve conference operations utilizing more of the web technology continue.

**Current Conference Activities** At any given moment the Society office is working on at least three conferences. The Society office is working closely with Bob Eberlein, John Sterman, Rogelio Oliva and Jack Homer, and many more volunteers for the 2007 conference. We are providing support to the Greece 2008 conference team. We are also supporting efforts as needed for 2009 Albuquerque and beyond.

**Future Planning** is ongoing for the Greece 2008 Conference. The dates are July 20 – 24, 2008. See the Preliminary Call for Papers in your conference packet. The conference dates for the 2009 Albuquerque Conference are July 26 – 30, 2009

**The Guide** Work continues at the Society office to update and refine all conference planning and organizing tools.

## Society Finances

The Society is managed around five cost centers: conference, cores operations, sales, publication, and web presence. All bookkeeping files are maintained in QuickBooks. See Attachments VIIIa through VIIIh, pages 22 - 29, for all financial information for 2006 and other related charts and graphs.

## Allocation of Effort

Daily time sheets are recorded using five cost centers. During 2006, Roberta Spencer and Jennifer Rowe worked full time, and Navid Ghaffarzadegan, graduate assistant, worked part time. The office will continue with two full time people and the graduate assistant into 2008. The following table, “Allocation of Staff Effort by Cost Center” shows how each of the two full time people split their time between the various cost centers used by the Society to track staff time usage.

<b>Roberta Spencer</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>	<b>2003</b>	<b>2002</b>	<b>2001</b>	<b>2000</b>	<b>1999</b>	<b>1998</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Full time	100	100	100	100	100	100	90	75	75

Current Conference	50	45	62	36	42	34	38	31	27
Past/Future Conference	4	5	1	6	7	5	3		
Next Conference	3	6	5	13	12	7	5	2	4
Core Operations	26	27	21	25	25	39	41	50	41
Web	8	9	4	9	3	1	1		
Publications	5	4	1	4	4	5	3		
Sales	4	4	6	7	7	9	9	17	28

<b>Jennifer Rowe</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>	<b>2003</b>	<b>2002</b>	<b>2001</b>	<b>2000</b>	<b>1999</b>	<b>1998</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Full time	100	100	100	100	100	60-75	60	50	50

Current Conference	25	26	47	33	34	33	33	23	22
Past/Future Conference	0								
Next Conference	2	2		1	2	2	1	2	2
Core Operations	58	57	33	45	42	40	42	54	41
Web	1	2	2	3	7	1			
Publications	1	2	2	4	5	11	4		
Sales	13	11	16	14	10	13	20	21	35

source: \rls folders\statistical information\growth indicators\allocation of effort.xls

### **Allocation of Staff Effort by Cost Center, 1998 – 2006**

## **Web Presence**

Our website is a great resource. The Society office website is being maintained at theplanet.com since January 2007 at the cost of \$100 per month for web hosting. Our website is no longer at the University at Albany. Jack Pugh, Webmaster, is managing the site with student support. The website continues to be upgraded. To keep abreast of technological advancements, development funding must continue to be placed in the budget for web presence.

Listserves: The system dynamics listserve is housed at theplanet.com ; the policy council listserve and the membership committee listserve remain at the University at Albany.

## Attachment I – Other Than Routine Processes

<b>Other Than Routine Processes</b>	<b>Developments</b>	<b>Next Steps</b>
A. Discuss long term financial outlook and sustainability of the home office	<i>Met in April 2002 with David Peterson and Kevin O’Neill</i>	<b>Arrange follow up meetings. Report to Policy Council.</b>
B. Make contacts and increase support to Special Interest Groups, Sponsors and Chapters, K–12, Universities, Consultants, Systems Thinking, etc.	<i>Contacts made for sponsorship, conference – more time needs to be invested here to inform these organizations of how we can help them network, and to cultivate relationships.  Chapters may need more support at start up or with membership drives.</i>	<b>Expand and perform routinely. Needs more attention.</b>
C. Develop electronic presence - includes questions about open source materials.	<i>Webmaster Jack Pugh has advanced the web presence. Continued funding will progress this effort.  Add “newbie” and resources pages.</i>	<b>Expand and perform routinely. Needs more attention. Work with Jack Pugh and Bob Eberlein.</b>
E. Develop new products to diversify and broaden sales possibilities beyond “Beer Game”	<i>Solicit donations of products we could sell.</i>	<b>Work in progress.</b>
F. Brainstorm for events that facilitate communication between members.	<i>For example – web cast</i>	<b>Dependent on funding and generation of ideas.</b>

**System Dynamics Society**  
2007 Summer Policy Council Meeting

## **Attachment II – Routine Operations – Other Processes**

- Manage and update Society information vehicles, including brochure and website
- Find the best suppliers, improve when possible, maintain inventory, and fill orders for all current products
  - Beer Game
  - Back issues of Proceedings
  - Back issues of *System Dynamics Review*
  - PhD seminar Series
  - MIT Literature Collection on DVD
  - Bibliography and updates
  - Electronic Oracle
  - Fireside Chat DVD
- Respond to all inquiries including general member inquiries / member services / non-member questions
- Receive and record all new and renewal memberships and send information to Wiley to distribute the journal
  - Membership maintenance and recruitment and yearly retention analysis
- Assist PC officers as needed
- Archive systems: records retention and preservation
- Maintain checking account and accounting for funds with University
- Manage campaigns for growth
  - Membership, new and renewal
  - Society sponsorship solicitation
  - Library campaign for institutional subscriptions
  - Conference sponsorship
  - Volunteer campaign
  - Other as needed, for example the Dana Meadows Endowment
- Maintain on-line membership directory
- Produce and distribute System Dynamics Newsletter four times per year (electronic and hard copy)
- Manage Administrative Calendar and Processes
- Assist with all aspects of conference management
- Continuously strive for less use of paper and postal services
- Maintain SD Career Link on the website and as a job message board at each conference
- Update the Conference Guide after each conference
- Plan the presidential meeting each year for smooth transition and continuity

### Attachment III – Membership Statistics

Country	2006	05	04	03	02	01	00	99	98	97	Country	06	05	04	03	02	01	00	99	98	97
Argentina	3	1	1	2	3	7	8	8	6	4	Lebanon	1	1	1	1	1	1	1	1	0	0
Australia	34	33	33	32	28	36	30	31	21	15	Lesotho	0	0	0	0	1	0	0	0	0	0
Austria	4	3	3	3	2	3	5	2	1	1	Malaysia	5	2	11	3	2	2	2	8	7	6
Bahrain	0	0	0	1	1	1	0	0	0	0	Mexico	13	12	10	8	9	9	5	6	4	2
Bangladesh	1	1	1	0	1	1	1	1	1	1	Mongolia	0	0	0	0	1	0	0	0	0	0
Belgium	14	9	8	8	9	6	5	4	2	1	Neth Antilles	0	0	0	0	0	1	0	0	0	0
Bermuda	0	0	0	1	1	0	0	0	0	0	Netherlands	38	33	32	29	25	29	30	24	21	18
Brazil	21	21	15	15	11	10	10	8	7	5	New Zealand	12	11	9	8	7	10	8	10	5	5
Cambodia	1	1	0	0	0	0	0	0	0	0	Nicaragua	0	0	0	1	1	0	0	0	0	0
Canada	25	26	29	28	25	29	28	33	24	23	Nigeria	1	1	1	1	1	1	1	1	1	1
Chile	4	3	3	3	1	1	1	2	2	2	Norway	28	24	24	23	23	31	36	32	22	16
China	17	6	5	4	3	6	5	5	4	3	Pakistan	9	10	1	0	0	0	0	0	0	0
Colombia	6	5	5	7	5	6	5	5	5	4	Peru	1	1	2	2	1	0	0	0	0	1
Costa Rica	2	2	2	1	1	2	0	0	0	0	Philippines	1	0	1	1	2	2	3	3	3	1
Cote d'Ivoire	0	0	0	0	0	1	1	1	1	0	Poland	7	6	3	2	3	4	4	3	3	4
Croatia	13	8	4	2	2	2	2	2	2	1	Portugal	6	9	7	6	7	6	6	5	4	2
Cyprus	3	1	0	1	2	1	0	0	0	0	Puerto Rico	2	2	1	1	1	0	0	0	0	0
Czech Rep	4	5	4	2	2	2	2	1	0	0	Russia	6	8	2	2	2	2	2	2	2	1
Denmark	5	4	4	3	5	5	4	3	3	4	Saudi Arabia	2	2	1	1	2	1	1	1	1	1
Dom. Rep.	0	0	0	0	0	1	1	0	0	0	Senegal	1	0	0	0	0	0	0	0	0	0
Egypt	8	9	7	11	16	1	0	0	0	0	Singapore	5	4	5	5	5	3	3	3	1	1
Ethiopia	0	0	0	0	0	1	0	0	0	0	Slovakia	1	0	0	0	0	0	0	0	0	0
Finland	6	5	6	6	5	7	7	3	2	2	Slovenia	4	2	3	2	2	3	3	1	0	0
France	8	11	11	12	12	10	10	8	6	5	South Africa	6	6	5	6	4	2	1	1	1	1
Germany	57	54	50	47	40	39	37	34	23	21	South Korea	12	9	11	8	12	11	13	12	7	8
Ghana	1	1	0	0	0	0	0	0	0	0	Spain	21	17	21	18	24	25	25	26	22	24
Greece	7	8	13	13	9	5	4	5	4	3	Sweden	10	12	15	15	14	13	10	10	9	8
Hong Kong	2	2	2	2	1	2	2	2	0	0	Switzerland	34	33	39	30	29	24	22	18	17	16
Hungary	1	0	0	0	0	0	0	0	0	0	Taiwan	11	11	6	7	7	8	5	6	7	6
Iceland	0	0	0	0	0	1	1	1	1	0	Thailand	0	0	0	1	1	1	2	2	2	1
India	11	6	5	5	3	4	4	2	1	2	Tunisia	0	0	0	1	1	0	0	0	0	0
Indonesia	9	8	8	8	4	8	13	15	7	6	Turkey	8	11	10	6	4	9	15	17	6	7
Iran	3	3	2	2	2	2	2	1	1	1	Ukraine	1	1	1	1	0	0	0	0	0	0
Ireland	1	2	1	1	2	5	3	1	1	0	United Arab Emirates	1	0	0	0	0	0	0	0	0	0
Israel	1	1	1	1	3	2	2	2	1	1	United Kingdom	79	85	100	91	90	100	101	104	89	65
Italy	22	22	23	25	27	24	24	28	28	23	United States	420	445	374	384	338	425	388	451	386	323
Jamaica	0	0	0	1	0	0	0	0	0	0	Uruguay	0	0	0	1	0	0	0	0	0	0
Japan	26	29	32	33	31	41	39	36	32	33	Venezuela	2	2	0	4	4	3	0	1	1	1
Jordan	1	1	2	1	0	0	0	0	0	0	Vietnam	0	0	0	0	0	1	1	1	1	0
Kenya	0	0	0	1	1	2	1	0	0	0	Virgin Islands	0	0	0	1	0	0	0	0	0	0
Kuwait	0	1	1	1	1	1	1	2	0	0	<b>Totals</b>	<b>1070</b>	<b>1052</b>	<b>977</b>	<b>953</b>	<b>883</b>	<b>1002</b>	<b>946</b>	<b>995</b>	<b>808</b>	<b>680</b>
Latvia	1	0	0	0	0	0	0	0	0	0	<b>Geographic Distribution, 1997 – 2006 (64 Active Countries of 82 Total Countries)</b>										

source: \r\ folders\statistical information\growth indicators\membership stats.xls\membycountry

Attachment III – Membership Statistics, continued

*Attachment III – Membership Statistics, continued*

Year	Society Database	Wiley	At June 30th	Regular Student	Institutional	EAL
<b>2007</b>			<b>1056</b>			
<b>2006</b>	<b>1070</b>		<b>977</b>	<b>839/229</b>	<b>1648</b>	
<b>2005</b>	1052		994	852/200	1406	
<b>2004</b>	976	972	875	770/206	1342	76
<b>2003</b>	953	952	844	750/202	140	47
<b>2002</b>	883	885	761	676/209	129	28
<b>2001</b>	1003	835	737	657/178	196	
<b>2000</b>	946	814	720	643/171	200	
<b>1999</b>	995	760	655	592/168	205	
<b>1998</b>	808	683	600	547/136	212	
<b>1997</b>	680	579		457/122	224	
<b>1996</b>	572	552		443/109	225	
<b>1995</b>		504		461/43	212	
<b>1994</b>		484		400/84	197	
<b>1993</b>		487		400/87	181	
<b>1992</b>		406		320/89	158	
<b>1991</b>		418		332/70	112	
<b>1990</b>		413		328/85	125	
<b>1989</b>		396		328/67	113	
<b>1988</b>		354		307/47	101	
<b>1987</b>		258		n/a		
<b>1986</b>		323		277/46		
<b>1985</b>		167		143/24		
<b>1984</b>		104		86/18		

Notes: Wiley ceased keeping membership records after 2004. Institutional memberships include electronic subscriptions after 2003. Calculation source changed from Society directory to database in 2002.

source: \rfs folders\statistical information\growth indicators\membership stats.xls\memovvertime

**Membership Over Time - Full Calendar Year, 1984 – 2006**

Year	Unknown	Academic	Military	Private	Public	Other
	%	%	%	%	%	%
<b>2006</b>	<b>0</b>	<b>43</b>	<b>3</b>	<b>38</b>	<b>14</b>	<b>2</b>
<b>2005</b>	0	42	3	39	14	2
<b>2004</b>	9	45	1.5	41	3	.5
<b>2003</b>	8	44	2	41	4	1
<b>2002</b>	6	53	1	35	4	1
<b>2001</b>	12	38	1	46	3	0
<b>2000</b>	13	39	1	43	4	1
<b>1999</b>	16	36	2	43	3	1
<b>1998</b>	22	35	1	39	3	1
<b>1997</b>	22	37	1	38	2	0
<b>1996</b>	22	39	1	37	1	0
<b>1995</b>	23	38	1	34	4	0

(Before 2003, based on the institution name listed in the membership directory. 2003 on, self-reported by members. 65% self-reported in 2005.)

source: \rfs folders\statistical information\growth indicators\membership stats.xls\membysector

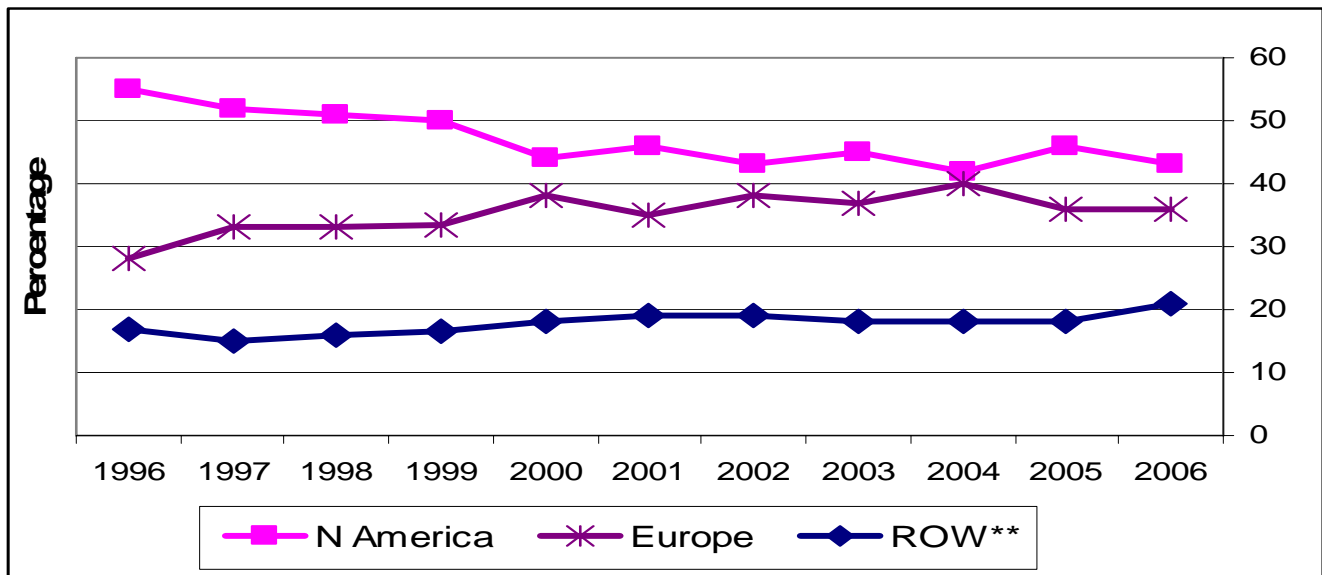
**Membership Distribution by Sector, 1995 – 2006**

Attachment III – Membership Statistics, continued

	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996
<b>Africa</b>	<b>2</b>	2	1	2	3	1	0.5	0.5	0.5	0	0.5
<b>N America</b>	<b>43</b>	46	42	45	43	46	44	50	51	52	55
<b>S &amp; C</b>	<b>4</b>	3	3	3	3	3	3	2	3	2	2
<b>Asia</b>	<b>11</b>	10	10	9	9	10	10.5	10	9.5	10	10.5
<b>Europe</b>	<b>36</b>	36	40	37	38	35	38	33.5	33	33	28
<b>Pacific</b>	<b>4</b>	4	4	4	4	5	4	4	3	3	4
<b># of countries</b>	<b>21</b>	18	56	65	63	62	55	54	49	46	42

source: \rsl folders\statistical information\growth indicators\membership stats.xls\membycountry

**Percentage of Membership by Continent, 1996 – 2006**



\*\*ROW - other than N Amer. & Europe

source: \rsl folders\statistical information\growth indicators\membership stats.xls\membycountry

**Membership by Continent, 1996 – 2006**

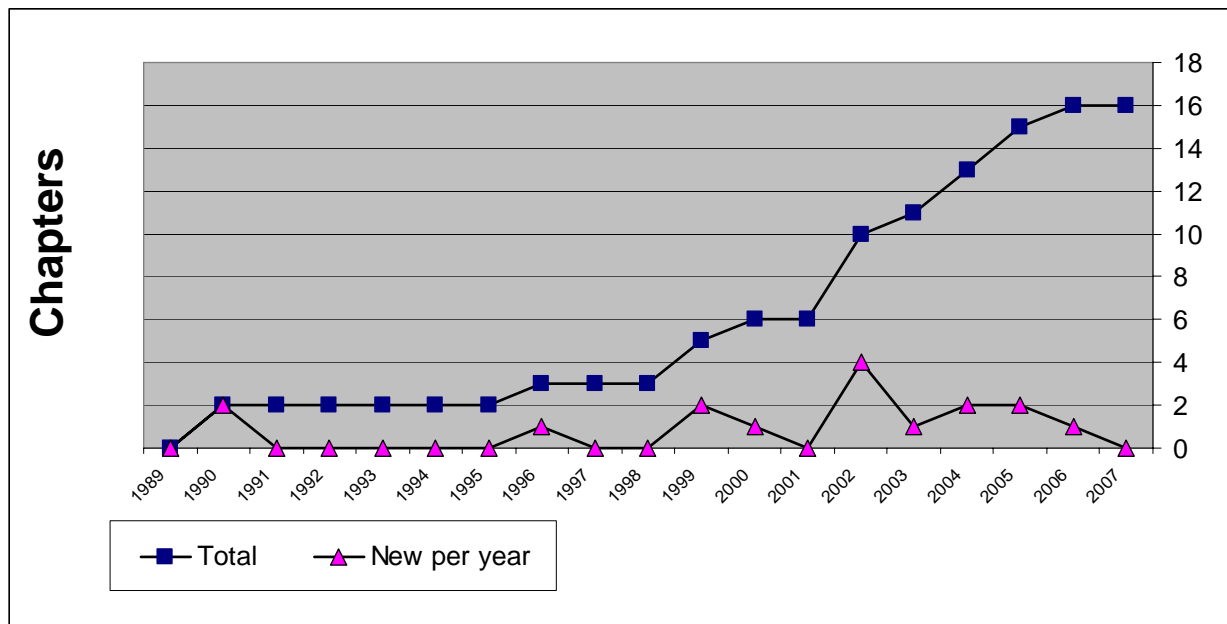
**System Dynamics Society**  
2007 Summer Policy Council Meeting

## Attachment IV – Chapter and Special Interest Group Statistics

Year	New Chapter Name
2007	Proposed July 2007: Germany
2006	Psychology
2005	Russian, Pakistan
2004	Swiss, Economics
2003	Brazil
2002	Student, Latin America, Hellenic, Egypt
2000	South Korea
1999	UK, Australasia
1996	Italian
1990	China, Japan

source: \rls folders\statistical information\growthindicators\  
chapter-sig growth.xls\chapters

### New Chapters, 1989 – June 2007



source: \rls folders\statistical information\growth indicators\chapter-sig growth.xls\chapters

### Chapter Growth, 1989 – June 2007

#### Special Interest Groups to date (year approved):

- Business (2005)
- Education (2002)
- Energy (2006)
- Environmental (2003)
- Health Policy (2003)
- Information Science and Information Systems (2006)
- Security (2003)



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## Attachment V – Sponsor Statistics

	2007	2006	2005	2004	2003	2002
Past Sponsors – not current	30	24	13	2	4	4
Conference Sponsors/Not Society	307	8	11	9	6	5
Last year paying	738	36	45	19	23	23
Cold Call Universities	327	368	270	240	93	103
Cold Call Non Mem Non Univ	483	255	253	315	86	90
Cold Call Members	401	228	235	203	89	51
Over \$500 Beer Game Sales	0	0	0	0	0	35
<b>Total letters mailed</b>	<b>1286</b>	<b>919</b>	<b>827</b>	<b>788</b>	<b>301</b>	<b>311</b>

source: \rls folders\statistical information\sponsor info\all sponsors.xls\ss mailout since 2002

### Society Sponsorship Mail-out Campaign, 2002 – 2007

Year	# of Members from Sponsorship Incentive (new or renewal)
2007	78
2006	92
2005	95
2004	103
2003	55
2002	59
2001	54
2000	45
1999	34

\*As of June 30th

source: \rls folders\statistical information\sponsor info\all sponsors.xls\ss memb-incentives

### Membership Resulting From Society Sponsorship Incentive, 1999 - 2007

**System Dynamics Society**

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**Corporations:**

AIMS and ConfuentC, llc. <sup>2</sup>  
 Amber Blocks, Ltd. <sup>1,2</sup>  
 Amtrak <sup>3</sup>  
 AssetEconomics, Inc  
 Asthma 2000 Group  
 Atkins Nutritionals, Inc. <sup>2,3</sup>  
 Atrivé <sup>1</sup>  
 Attune Group, Inc. <sup>3</sup>  
 Avra Estiatorio <sup>3</sup>  
 BearingPoint (formerly KPMG)  
 Bolide Pty Ltd <sup>1</sup>  
 Booz Allen Hamilton <sup>1</sup>  
 Bosan Nissan <sup>3</sup>  
 BP <sup>1,2</sup>  
 Brand Management  
 CALIBRE  
 Capital One  
 City of Nijmegen <sup>3</sup>  
 Clif Bar Inc. <sup>2,3</sup>  
 CRA International, Inc. <sup>2</sup>  
 Decisio Consilying Inc. <sup>2</sup>  
 Decision Dynamics, Inc. <sup>1</sup>  
 De Vierjaargetijden <sup>3</sup>  
 Delsys Research Group  
 Deutsche Lufthansa AG <sup>3</sup>  
 Evans & Peck Pty Ltd. <sup>1,2</sup>  
 Forio Business Simulations <sup>2</sup>  
 e-integrate <sup>1,2</sup>  
 GE Insurance Solutions <sup>3</sup>  
 General Motors <sup>1</sup>  
 Georgia-Pacific Corporation <sup>1</sup>  
 Global Strategy Dynamics Ltd. <sup>2</sup>  
 Goldsim Technology Group <sup>1,2</sup>  
 Hall, Vasil & Dowd, CPA's <sup>3</sup>  
 Health Market Science <sup>2</sup>  
 Homer Consulting <sup>1</sup>  
 HVR Consulting Services Ltd.  
 isee systems <sup>1,2</sup>  
 ISSS, International Society for the  
 Systems Sciences <sup>2,3</sup>  
 ITP Consultores  
 Jantz Mrgan LLC <sup>2</sup>  
 John Wiley & Sons Ltd. <sup>2,3</sup>  
 Kamer van Koophandel Centraal  
 Gelderland  
 Kolbenschmidt Pierburg <sup>2</sup>  
 Lane Press of Albany <sup>2,3</sup>  
 Ledet Enterprises <sup>1</sup>

**Corporations:**

LISTO bvba <sup>1</sup>  
 Master Systems Inc.  
 Minase Consulting <sup>1</sup>  
 Mohaseboon Financial and Business  
 Consultants <sup>1,2</sup>  
 Murphy-Hall & Company, CPA's <sup>1,3</sup>  
 National Business Promotions, Inc. <sup>2,3</sup>  
 Northwater Capital <sup>1</sup>  
 Nonni's Food Company Incorporated <sup>2,3</sup>  
 OLM Consulting  
 PA Consulting Group <sup>1,2</sup>  
 PA Consulting Group, Euro-based  
 System Dynamics Group <sup>2</sup>  
 Patni Computer Systems  
 Pearson Education New Zealand (in  
 association with Kambiz Maani & Bob  
 Cavana) <sup>2</sup>  
 Pegasus Communications, Inc. <sup>1,2,3</sup>  
 Plug Power <sup>1</sup>  
 Powersim Software AS <sup>2</sup>  
 Powersim Solutions <sup>1,2</sup>  
 Project Performance International  
 Proverbs <sup>1</sup>  
 Proyectos Comerciales de México, SA de  
 CV, una empresa de Grupo Proyectos <sup>1</sup>  
 Raytheon Integrated Defense  
 Systems <sup>2</sup>  
 Roosevelt Hotel <sup>3</sup>  
 Sandia National Laboratories <sup>2</sup>  
 SAIC, Science Applications International  
 Corporation  
 Seaport Hotel <sup>2,3</sup>  
 Sears Labs <sup>3</sup>  
 Significant BV  
 Sioo  
 SoL (Society for Organizational  
 Learning) <sup>2</sup>  
 Swiss Reinsurance Company <sup>2,3</sup>  
 United Airlines <sup>3</sup>  
 Vanguard <sup>2</sup>  
 Ventana Systems, Inc. <sup>1,2</sup>  
 Ventana Systems UK <sup>1</sup>  
 Vivaldi's Café <sup>3</sup>  
 Waters Foundation  
 Whole Systems Partnership <sup>1</sup>  
 WB Incorporated <sup>3</sup>  
 XJ Technologies <sup>2</sup>

**Universities & University Centers:**

ABK, Radboud University Nijmegen  
 Agder University College  
 Delft University of Technology <sup>1</sup>  
 London Business School  
 London South Bank University  
 Methodology Department  
 Nijmegen School of Management,  
 Radboud University Nijmegen <sup>3</sup>  
 MIT System Dynamics Group <sup>1,2</sup>  
 PAR Group, Nijmegen School of  
 Management, Radboud University  
 Nijmegen <sup>1</sup>  
 Rockefeller College of Public Affairs and  
 Policy, University at Albany <sup>1,3</sup>  
 System Dynamics Society's Hellenic  
 Chapter  
 Tecnológico de Monterrey <sup>1</sup>  
 University at Albany, Office of the  
 Provost and Vice-President for  
 Academic Affairs  
 University at Albany, System Dynamics  
 Group  
 University of Salford, Centre for  
 Operational Research & Applied  
 Statistics (CORAS) <sup>1</sup>  
 Worcester Polytechnic Institute,  
 Advanced Distance Learning  
 Network <sup>1,2</sup>

**Individual Sponsors:**

Jay W. Forrester <sup>1</sup>  
 Nancy and Edward Roberts <sup>2</sup>  
 Toshiro Shimada <sup>1</sup>  
 Cindy and John Sterman <sup>2</sup>

**Individual Donors:**

Jane and Allen Boorstein  
 Bill Braun  
 Ken Carpenter  
 Dennis Meadows

<sup>1</sup> 2007 Society Sponsor

<sup>2</sup> 2007 Conf. Sponsor

<sup>3</sup> In-kind Sponsor (in one or more years)

**System Dynamics Society**  
2007 Summer Policy Council Meeting

## Attachment VI – Administrative Processes

### Business Processes Tightly Linked to Administrative Calendar:

- Tax filings, work with CPA (Massachusetts and New York)
- Manage agenda and follow-up for Winter Meeting of Policy Council (Jan, Feb)
- Manage agenda and follow-up for Summer Meeting of Policy Council at research conference
- Manage agenda and follow-up for continuity meeting of the presidents
- System Dynamics Newsletter (four times per year)
- Manage nominations and elections procedures (October/November)
- **Awards:**
  - Jay W. Forrester Award selection procedure
  - Dana Meadows Award at research conference
  - System Dynamics Applications Award
  - Other awards
- Manage sponsors
- Annual membership billing
- Annual membership directory
- Manage conference site selection (3-4 years in advance)
- Update bibliography
- Annual Report
- VP Publications Report including Editor's Report, Website Report, System Dynamics Newsletter, Publisher's Report, etc.
- VP Finance Report
- Notices in journals
- Update Society pages printed in the *System Dynamics Review*
  
- May 15 Federal (no fee) and State (\$100 fee) review to be filed
- November 15 – Annual filing with the Massachusetts Secretary of State; a one-page form that lists officers, policy council members and date of annual meeting for the past year. Clerk must be a resident of Massachusetts.
  
- Work with Administration Committee to refine processes.

## Attachment VII – Conference Attendance Statistics

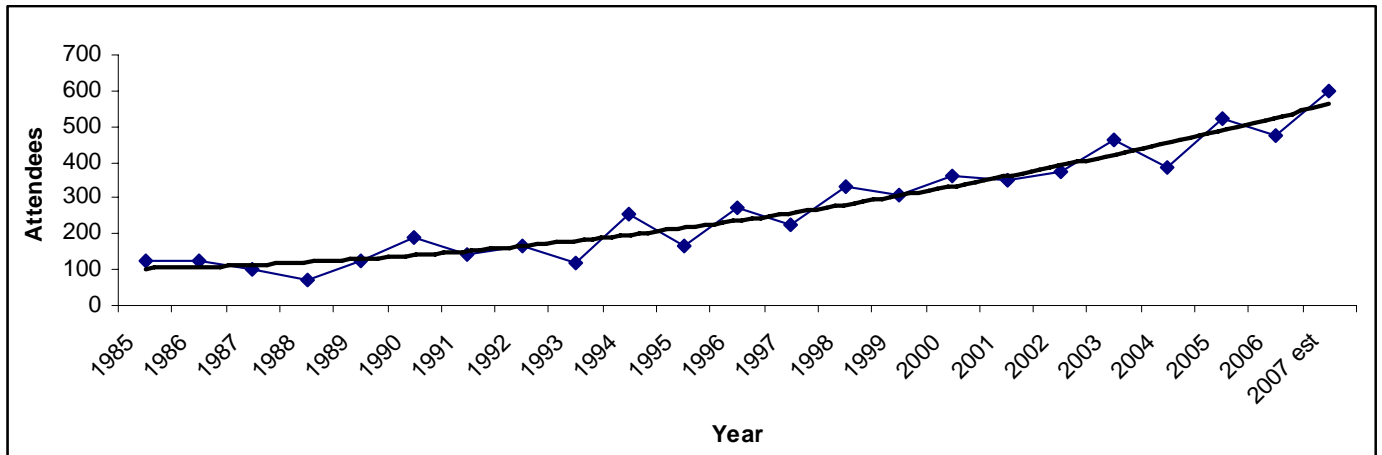
Year	Location	Attendees	Guests
2006	Nijmegen, Netherlands	475	29
2005	Boston, MA USA	521	39
2004	Oxford, England	388	45
2003	NYC, USA	460	58
2002	Palermo, Italy	372	83
2001	Atlanta, GA USA	352	22
2000	Bergen, Norway	359	55
1999	Wellington, New Zealand	307	27

Year	Location	Attendees	Guests
1998	Québec City, Canada	331	51
1997	Istanbul, Turkey	228	
1996	Cambridge, MA USA	275	
1995	Tokyo, Japan	165	
1994	Stirling, Scotland	257	
1993	Cancún, Mexico	121	
1992	Utrecht, Netherlands	146	
1991	Bangkok, Thailand	159	

Year	Location	Attendees	Guests
1990	Chestnut Hill, MA USA	191	
1989	Stuttgart, Germany	122	
1988	LaJolla, CA USA	71	
1987	Shanghai, China	99	
1986	Seville, Spain	122	
1985	Keystone, CO USA	125	
1984	Oslo, Norway	55	
1983	Chestnut Hill, MA USA	120	

source: \rls folders\statistical information\conference related\attendees.xls\all attendees

**Conference Attendance by Year, 1983 – 2006**



source: \rls folders\statistical information\conference related\attendees.xls\all attendees

**Conference Attendance by Year, 1983 – 2007 estimate**

*Attachment VII – Conference Attendance Statistics, continued*

	<b>2006 Nijmegen</b>	<b>2005 Boston</b>	<b>2004 Oxford</b>	<b>2003 NYC</b>	<b>2002 Italy</b>	<b>2001 Atlanta</b>	<b>2000 Norway</b>
Paying Members	<b>216</b>	274	236	258	160	154	155
Paying Non-Members	<b>48</b>	57	41	74	82	63	77
Paying Day Passes	<b>51</b>	19	16	6	0	10	7
Paying Students	<b>96</b>	99	85	84	73	77	61
Organizers/Volunteers/Awards	<b>22</b>	19	6	15	25	13	20
Financial Assistance	<b>0</b>	4	0	1	6	13	11
Program Invite	<b>1</b>	6					
Conference Scholarship	<b>9</b>	10					
Sponsor Complimentary	<b>32</b>	33	4	22	26	25	28
<b>TOTAL</b>	<b>475</b>	<b>521</b>	<b>388</b>	<b>460</b>	<b>372</b>	<b>352</b>	<b>359</b>

source: \rfs folders\statistical information\conference related\attendees.xls\bypayment

**Conference Attendees by Type of Payment/Support, 2000 – 2006**

	<b>2007 Boston</b>	<b>2006 Nijmegen</b>	<b>2005 Boston</b>	<b>2004 Oxford</b>	<b>2003 NYC</b>	<b>2002 Italy</b>	<b>2001 Atlanta</b>	<b>2000 Norway</b>
Member Registration - Early	<b>\$425</b>	\$425	\$425	\$1450	\$375	\$435	\$325	\$325
Non-Member Registration - Early	<b>\$500</b>	\$500	\$500	\$1525	\$450	\$485	\$350	\$375
Additional Cost for Membership	<b>\$15</b>	\$15	\$15	\$15	\$15	\$40	\$65	\$40
Half year membership	<b>977</b>	977	994	875	844	761	737	720
Memberships through registration	<b>106</b>	59	89	71			1st time available	Option not available
New members through registration	<b>75</b>	29	65	45			No data	

source: \rfs folders\statistical information\conference related\attendees.xls\fee structure

**Conference Registration Fee Structure, 2000 – 2007**

	<b>2007 Boston</b>	<b>2006 Nijmegen</b>	<b>2005 Boston</b>	<b>2004 Oxford</b>	<b>2003 NYC</b>	<b>2002 Italy</b>	<b>2001 Atlanta</b>	<b>2000 Norway</b>	<b>1999 NZ</b>
<b>Africa</b>	2%	2	1	1	1	4	0	1	1
<b>N America</b>	53%	2	<b>60</b>	31	<b>57</b>	22	<b>63</b>	30	12
<b>C/S America</b>	4%	3	2	2	2	5	3	4	1
<b>Asia</b>	8%	9	8	7	8	11	7	12	13
<b>Pacific</b>	4%	3	3	7	4	6	3	3	<b>53</b>
<b>Europe</b>	29%	<b>55</b>	26	<b>52</b>	28	<b>52</b>	24	<b>50</b>	20
Total %	100%	100	100	100	100	100	100	100	100

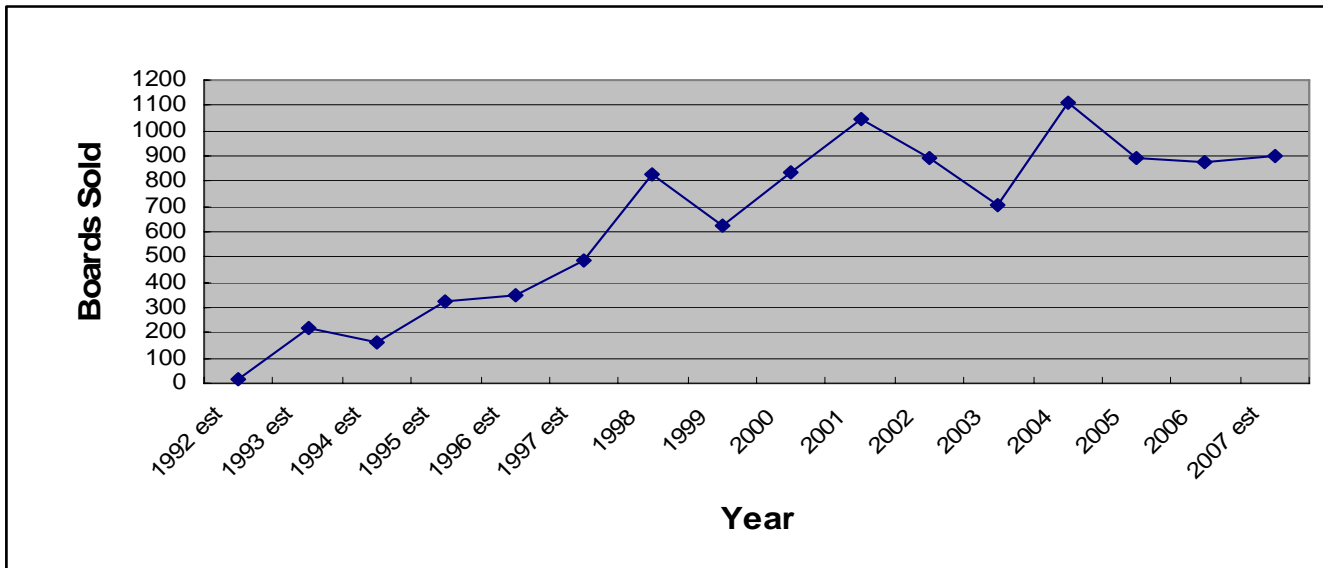
Note: immediate pre-conference figures

source: \rfs folders\statistical information\conference related\attendees.xls\by continent

**Conference Attendance by Continent Representation, 1999 – 2007**

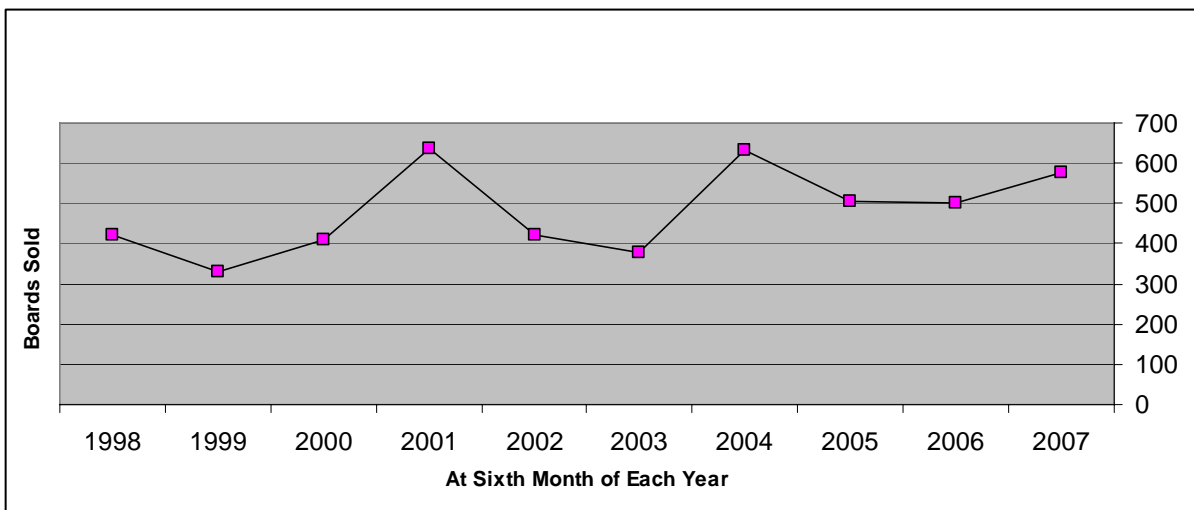
## Attachments VIII – Financial Information

### Attachment VIIIa – Sales



source: \rfs folders\statistical information\product sales history\sales history.xls\bg-yearly

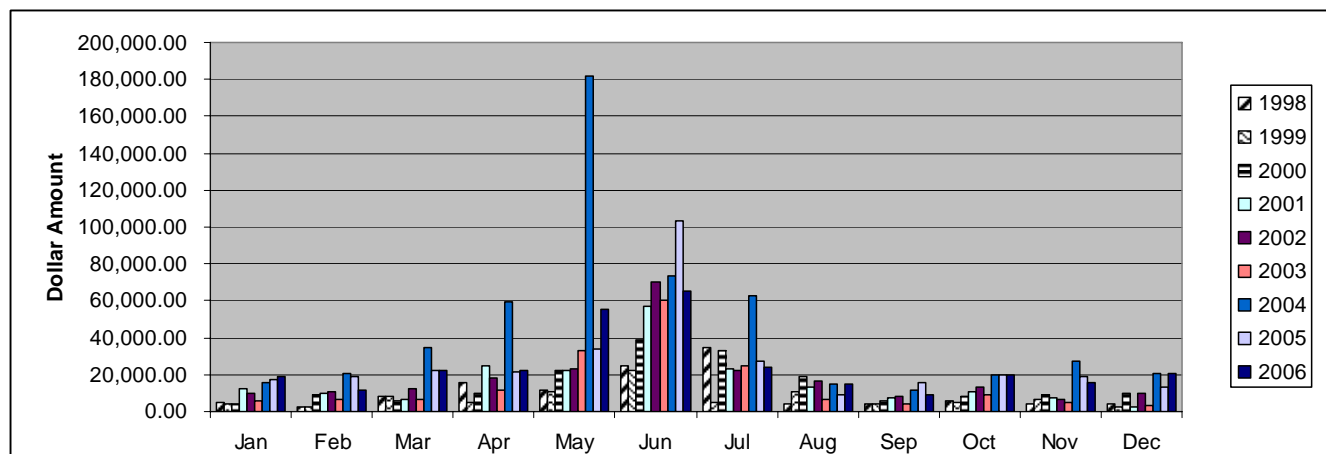
**Beer Game Boards Sold, 1992 – 2007 est**



source: \rfs folders\statistical information\product sales history\sales history.xls\half-year since 1999

**Beer Game Sales at Half Year, 1998 – 2007**

**Attachment VIII – Financial Information, continued**



source: \rls folders\statistical information\financial\electronic payments.xls

**All Electronic Payments, 1998 – 2006, Monthly Comparison**

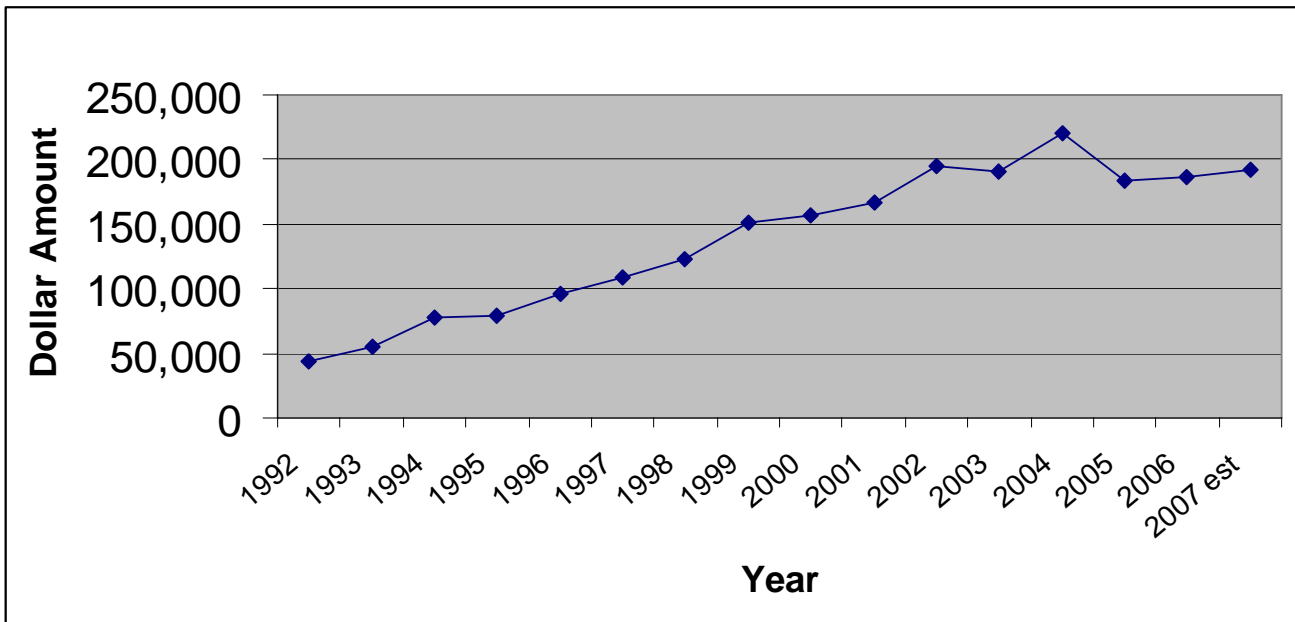
**Attachment VIIIb – Wiley Financial Information**

	Royalties Income	Membership Income	% Increase Membership Income	Wiley Income from SDR	% Increase Wiley Income from SDR	Regular Membership Price	Student Membership Price
<b>2006</b>	\$44,314	0	0	\$186,626	1.014	\$90	\$45
<b>2005</b>	\$39,900	0	0	\$184,082	0.833	\$90	\$45
<b>2004</b>	\$28,643	\$32,419	3.805	\$220,958	1.156	\$90	\$45
<b>2003</b>	\$19,117	\$8,520	1.108	\$191,170	0.979	\$90	\$45
<b>2002</b>	\$19,530	\$7,690	1.029	\$195,295	1.173	\$90	\$45
<b>2001</b>	\$16,655	\$7,475	1.072	\$166,548	1.064	\$90	\$45
<b>2000</b>	\$15,651	\$6,975	1.055	\$156,509	1.039	\$80/\$90	\$40/\$45
<b>1999</b>	\$15,070	\$6,610	1.075	\$150,696	1.225	\$80	\$40
<b>1998</b>	\$12,302	\$6,150	1.187	\$123,021	1.134	\$80	\$40
<b>1997</b>	\$10,848	\$5,180	1.041	\$108,476	1.137	\$80	\$40
<b>1996</b>	\$9,540	\$4,975	1.031	\$95,404	1.203	\$80	\$40
<b>1995</b>	\$7,993	\$4,825	1.113	\$79,334	1.013	\$70	\$35
<b>1994</b>	\$7,835	\$4,335	0.977	\$78,349	1.409	\$70	\$35
<b>1993</b>	\$6,000	\$4,435	1.217	\$55,620	1.262	\$70	\$35
<b>1992</b>	\$6,000	\$3,645		\$44,083	2.004	\$70	\$35
<b>1991*</b>				\$22,000			

\*estimate

source: \rls folders\statistical information\journal-wiley stats\wiley.xls\summary

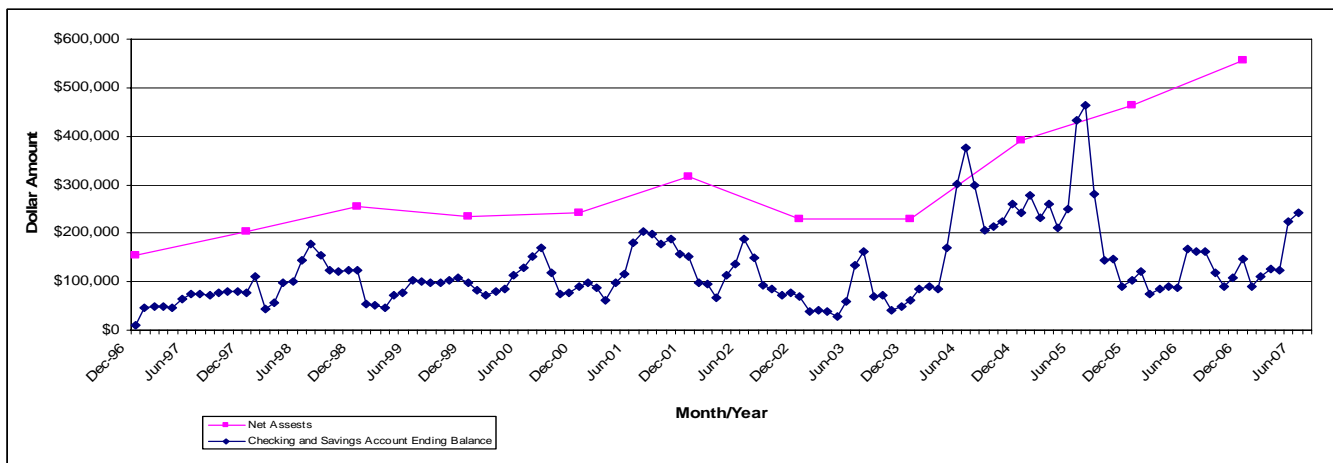
**Summary of Financial Information Provided by Wiley, 1991 – 2006**



source: \rls folders\statistical information\journal-wiley stats\wiley.xls\income graph

**Wiley Income from System Dynamics Review, 1991 – 2006**

## Attachment VIIIc – Non-Investment and Unrestricted Net Assets Balances



source: \rls folders\statistical information\financial \FinancesOverTime\ending bal.xls

**Ending Balances for Non-Investment Accounts & Unrestricted Net Assets  
December 1996 – June 2007**



## Attachment VIIIId – Balance Sheet 2006

including year-end adjusting entries	<u>Dec 31, 06</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
Bank of America (Fleet)	147,109
Bank Paypal	2,813
UBS Financial (was PaineWebber)	21,318
Vanguard Society (88008478957)	453,508
Travel Cash	<u>650</u>
<b>Total Checking/Savings</b>	<u>625,398</u>
<b>Total Current Assets</b>	625,398
<b>Fixed Assets</b>	
Accumulated Depreciation	-10,963
Equipment	<u>11,046</u>
<b>Total Fixed Assets</b>	83
<b>Other Assets - restricted</b>	
UBS DM CD	29,143
Vanguard DMA (88006930361)	<u>41,198</u>
<b>Total Other Assets</b>	<u>70,341</u>
<b>TOTAL ASSETS</b>	<u><u>695,822</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
Due from(to) ED	3
Foreign Currency Checking	32,674
Sales Tax Payable	49
Advance on Journal Royalty	5,000
Restricted Conf.Scholar/Awards	-140
Membership Sub Payable 2005+	<u>32,068</u>
<b>Total Other Current Liabilities</b>	<u>69,654</u>
<b>Total Current Liabilities</b>	<u>69,654</u>
<b>Total Liabilities</b>	69,654
<b>Equity</b>	
Net Assets - Restricted (DMA)	70,341
Net Assets - Unrestricted	458,337
Net Income	<u>97,490</u>
<b>Total Equity</b>	<u>626,168</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>695,822</u></u>

source: \qb\reports\memorized reports\company\balance sheet – previous year

## Attachment VIIIe – Profit & Loss 2006

including year-end adjusting entries		<u>Jan - Dec 06</u>
<b>Income</b>	DMA Endow. Fund Camp.	100
	Products	106,748
	INC Conferences	214,907
	DM Investment Inc	2,818
	Investment Income	48,417
	Journal Income	9,363
	Membership Dues	78,579
	Other Income	164
	Publications Sales	7,546
	Shipping and Handling Income	20,191
	Sponsor Dues and Donations	40,284
	Vendor Collection Credit	2
	Conversion from Accrual to Cash	<u>3,185</u>
	<b>Total Income</b>	532,304
	<b>Cost of Goods Sold</b>	
	Forrester Seminar Series	8,288
	Management Game	25,480
	Cost of Goods Sold	<u>0</u>
	<b>Total COGS</b>	<u>33,768</u>
	<b>Gross Profit</b>	498,536
<b>Expense</b>	Awards	5,086
	Bank Adjustments (Expense)	281
	Contract with Univ at Albany	203,355
	Credit card fees	11,378
	Depreciation Expense	273
	Electronic Presence Support	428
	EXP Conferences	81,490
	Foreign Taxes	70
	Journal Expense	12,000
	Membership Directory Exp	1,800
	Membership Services	1,165
	Miscellaneous Expense	416
	Officer Expenses	6,633
	Printing & Duplicating	2,010
	Product Development	528
	Professional Fees	58,573
	Shipping and Postage Expense	14,640
	Supplies	921
	DM Exp reallocated to Core	<u>0</u>
	<b>Total Expense</b>	<u>401,047</u>
	<b>Net Income</b>	<u><u>97,489</u></u>

source: \qb\reports\memorized reports\company\profit & loss – previous year

# Attachment VIII – Profit & Loss 2006, by Cost Centers

		2007 Boston	2006 Nijmegen	Misc Conf	Core Ops	Sales	Publication	Web	DMC	IFR	TOTAL
<b>Income</b>	<b>DMA Endow. Fund Camp.</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	100.00
	<b>Products</b>	0.00	0.00	0.00	0.00	106,748.00	0.00	0.00	0.00	0.00	106,748.00
	<b>INC Conferences</b>	16,250.00	198,657.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	214,907.18
	<b>DM Investment Inc</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,818.85	0.00	2818.85
	<b>Investment Income</b>	0.00	0.00	0.00	46,021.18	0.00	0.00	0.00	2,395.89	0.00	48,417.07
	<b>Journal Income</b>	0.00	0.00	0.00	0.00	0.00	9,362.55	0.00	0.00	0.00	9,362.55
	<b>Membership Dues</b>	0.00	0.00	0.00	78,579.37	0.00	0.00	0.00	0.00	0.00	78,579.37
	<b>Other Income</b>	0.00	67.50	0.00	76.00	22.73	0.00	0.00	0.00	0.00	166.23
	<b>Publications Sales</b>	0.00	0.00	0.00	0.00	2,431.00	5,115.00	0.00	0.00	0.00	7,546.00
	<b>Shipping and Handling Income</b>	0.00	0.00	0.00	0.00	18,693.46	1,498.00	0.00	0.00	0.00	20,191.46
	<b>Sponsor Dues and Donations</b>	0.00	0.00	0.00	40,283.50	0.00	0.00	0.00	0.00	0.00	40,283.50
	<b>Conversion from Accrual to Cash</b>	0.00	0.00	0.00	3,184.90	0.00	0.00	0.00	0.00	0.00	3,184.90
<b>Total Income</b>		16,250.00	198,724.68	0.00	168,144.95	127,895.19	15,975.55	0.00	5,314.74	0.00	532,305.11
<b>COGS</b>	<b>Forrester Seminar Series</b>	0.00	0.00	0.00	0.00	8,288.00	0.00	0.00	0.00	0.00	8,288.00
	<b>Management Game</b>	0.00	0.00	0.00	0.00	25,480.34	0.00	0.00	0.00	0.00	25,480.34
<b>Total Cost of Goods Sold</b>		0.00	0.00	0.00	0.00	33,768.34	0.00	0.00	0.00	0.00	33,768.34
<b>Gross Profit</b>		16,250.00	198,724.68	0.00	168,144.95	94,126.85	15,975.55	0.00	5,314.74	0.00	498,536.77
<b>Expense</b>	<b>Awards</b>	0.00	0.00	0.00	5,085.70	0.00	0.00	0.00	0.00	0.00	5,085.70
	<b>Bank Adjustments (Expense)</b>	0.00	4.28	0.00	316.72	-40.01	0.00	0.00	0.00	0.00	280.99
	<b>Contract with Univ at Albany</b>	4,069.51	62,352.51	3,538.73	99,504.48	16,517.08	5,114.08	11,600.02	0.00	658.59	203,355.00
	<b>Credit card fees</b>	117.11	4,165.37	27.07	4,573.79	2,469.54	21.87	0.00	3.20	0.00	11,377.95
	<b>Depreciation Expense</b>	0.00	0.00	0.00	273.00	0.00	0.00	0.00	0.00	0.00	273.00
	<b>Electronic Presence Support</b>	0.00	0.00	0.00	0.00	0.00	0.00	428.20	0.00	0.00	428.20
	<b>EXP Conferences</b>	2,478.29	78,135.84	875.80	0.00	0.00	0.00	0.00	0.00	0.00	81,489.93
	<b>Foreign Taxes</b>	0.00	0.00	0.00	70.44	0.00	0.00	0.00	0.00	0.00	70.44
	<b>Journal Expense</b>	0.00	0.00	0.00	0.00	0.00	12,000.00	0.00	0.00	0.00	12,000.00
	<b>Membership Directory Exp</b>	0.00	0.00	0.00	0.00	0.00	1,800.00	0.00	0.00	0.00	1,800.00
	<b>Membership Services</b>	0.00	0.00	0.00	1,165.00	0.00	0.00	0.00	0.00	0.00	1,165.00
	<b>Officer Expenses</b>	0.00	0.00	0.00	4,457.79	0.00	1,729.30	0.00	0.00	445.47	6,632.56
	<b>Printing &amp; Duplicating</b>	0.00	0.00	0.00	2,010.00	0.00	0.00	0.00	0.00	0.00	2,010.00
	<b>Product Development</b>	0.00	0.00	0.00	0.00	527.79	0.00	0.00	0.00	0.00	527.79
	<b>Professional Fees</b>	1,158.04	9,755.08	146.70	37,521.50	4,902.37	1,833.67	1,789.41	0.00	1,465.97	58,572.74
	<b>Shipping and Postage Expense</b>	81.00	0.00	0.00	496.23	14,062.30	0.00	0.00	-3.20	0.00	14,636.33
	<b>Supplies &amp; Misc Exp</b>	0.00	0.00	0.00	1,340.14	0.00	0.00	0.00	0.00	0.00	1,340.14
<b>Total Expense</b>		7,903.95	154,413.08	4,588.30	156,814.79	38,439.07	22,498.92	13,817.63	0.00	2,570.03	401,045.77
<b>Net Ordinary Income</b>		8,346.05	44,311.60	-4,588.30	11,330.16	55,687.78	-6,523.37	-13,817.63	4,569.74	-2,570.03	97,491.00
<b>Net Income</b>		<b>8,346.05</b>	<b>44,311.60</b>	<b>-4,588.30</b>	<b>11,330.16</b>	<b>55,687.78</b>	<b>-6,523.37</b>	<b>-13,817.63</b>	<b>4,569.74</b>	<b>-2,570.03</b>	<b>97,491.00</b>

source: \qb\reports\memorized reports\company\profit & loss – previous year by cost centers

*Attachment VIII – Financial Information, continued*

## Attachment VIIIg – Balance Sheet Comparison, 15 years through 2006

Including year-end adjusting entries	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992
<b>ASSETS</b>															
<b>Current Assets</b>															
Total Cash (checking/savings/PayPal)	\$ 150,573	132,148	243,394	62,955	69,738	151,704	91,337	98,359	122,303	76,200	11,379	12,576	5,634	43,755	10,279
MM mutual funds	\$ 16,829	16,064	131,931	131,600	130,636	128,598	117,455	110,450	52,927	48,805	131,674	118,038	103,482	89,819	117,279
Marketable sec.-Mutual Funds	\$ 457,997	342,833	35,481	31,906	26,217	30,519	29,080	24,699	79,162	76,829	270,501	275,390	275,519	246,211	201,754
<b>Total Current Assets</b>	<b>\$ 625,399</b>	<b>491,045</b>	<b>410,806</b>	<b>226,461</b>	<b>226,591</b>	<b>310,821</b>	<b>237,872</b>	<b>233,508</b>	<b>254,392</b>	<b>201,834</b>	<b>413,554</b>	<b>406,004</b>	<b>384,635</b>	<b>379,785</b>	<b>329,312</b>
<b>Fixed Assets</b>															
Equipment	\$ 11,046	11,046	11,046	11,046	10,396	9,783	6,516	2,857	2,411	2,411	-	-	-	-	-
Less: Accumulated Depreciation	\$ 10,963	10,690	9,993	8,982	-7,355	-5,147	-2,959	-1,806	-1,254	-482	-	-	-	-	-
<b>Total Fixed Assets</b>	<b>\$ 83</b>	<b>356</b>	<b>1,053</b>	<b>2,064</b>	<b>3,041</b>	<b>4,636</b>	<b>3,557</b>	<b>1,051</b>	<b>1,157</b>	<b>1,929</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Fixed Assets</b>															
Cash - restricted	\$ 70,341	66,528	29,439												
<b>TOTAL ASSETS</b>	<b>\$ 695,823</b>	<b>557,929</b>	<b>441,297</b>	<b>228,525</b>	<b>229,632</b>	<b>315,457</b>	<b>241,429</b>	<b>234,559</b>	<b>255,549</b>	<b>203,763</b>	<b>413,554</b>	<b>406,004</b>	<b>384,635</b>	<b>379,785</b>	<b>329,312</b>
<b>LIABILITIES &amp; NET ASSETS</b>															
Accrued Expenses (conf related)	\$ 32,536	1,060	1,285	2,525											
Prepaid Editorial / Travel	\$	0	3,054												
Royalty Payment	\$ 5,000	5,000													
Membership Sub. Payable	\$ 32,068	23,190	14,640												
Misc. current liabilities	\$ 49									533	38	149	46	-	-
<b>Total Liabilities</b>	<b>\$ 69,653</b>	<b>29,250</b>	<b>18,979</b>	<b>2,525</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>533</b>	<b>38</b>	<b>149</b>	<b>46</b>	<b>0</b>	<b>0</b>
<b>Net Assets</b>															
Unrestricted - General fund	\$ 555,829	462,151	391,351	226,000	229,632	315,457	241,429	234,559	255,549	203,230	127,866	148,196	125,113	144,506	94,034
Restricted	\$ 70,341	66,528	30,966								285,650	257,659	259,476	215,279	235,278
<b>Total Net Assets</b>	<b>\$ 626,170</b>	<b>528,679</b>	<b>422,317</b>	<b>226,000</b>	<b>229,632</b>	<b>315,457</b>	<b>241,429</b>	<b>234,559</b>	<b>255,549</b>	<b>203,230</b>	<b>413,516</b>	<b>405,855</b>	<b>384,589</b>	<b>359,785</b>	<b>329,312</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 695,823</b>	<b>557,929</b>	<b>441,297</b>	<b>228,525</b>	<b>229,632</b>	<b>315,457</b>	<b>241,429</b>	<b>234,559</b>	<b>255,549</b>	<b>203,763</b>	<b>413,554</b>	<b>406,004</b>	<b>384,635</b>	<b>359,785</b>	<b>329,312</b>

source: \rls folders\executive director & vp reports\2007\exdir july 2007\ multi yr balance sheet comparison thru 2007.xls

# Attachment VIIIh – Profit & Loss Comparison, 15 years through 2006

Including year-end adjusting entries	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992
<b>INCOME AND GAINS</b>															
Conferences	\$ 214,907	219,255	216,501	185,229	163,733	142,580	140,248	49,913	70,509	35,883	0	4,866	2,000	8,150	4,446
Investment Income(int & div)	\$ 48,417	14,935	5,566	6,713	3,665	7,970	12,410	4,470	6,745	8,467	6,902	6,723	4,292	5,063	4,424
Journal Income	\$ 9,363	12,479													
Membership Dues	\$ 78,579	109,272	49,402	27,340	24,130	22,626	21,680	18,452	25,058	17,515	470	365	5,330	3,610	10,470
Publications Sales	\$ 7,546	2,839	6,962	8,200	3,382	5,411	6,896	10,149	14,613	7,912	15,523	6,804	11,380	11,330	5,427
Shipping/Handling - prepaid	\$ 20,191	18,574	20,157	15,358	15,936	17,926	9,074	8,109							
Products (Bibliog, games, etc.)	\$ 109,935	109,175	131,619	87,621	103,599	111,541	90,058	62,902	73,520	41,716	29,511	28,992	14,395	19,255	3,000
Donations (Sponsors)	\$ 40,284	35,952	32,190	38,445	19,519	29,660	22,262	12,910	738	568	5,858	8,000	2,130	10,407	7,324
Misc/Other Income	\$ 164	269	264		28	337	79	481	0	468	13	183	10	46	20
Gain/loss on securities	\$				-4,849	661		131	272	108	0	0	167	-99	
Restricted Assets Income	\$ 2,918	34,871	31,528								2,500	11,584			
<b>Total Gross Income</b>	<b>\$ 532,304</b>	<b>557,621</b>	<b>494,189</b>	<b>368,905</b>	<b>329,143</b>	<b>338,712</b>	<b>302,707</b>	<b>167,517</b>	<b>191,455</b>	<b>112,637</b>	<b>60,777</b>	<b>67,517</b>	<b>39,704</b>	<b>57,762</b>	<b>35,111</b>
<b>Cost of Goods Sold</b>															
Lit Collection/PhD Seminar Series	\$ 8,288	162	1,550	1,757	4,337	7,909									
Bibliography/Management Game	\$ 25,480	21,184	30,004	8,541	16,464	20,841	21,923	13,669	14,413	0	13,033	7,517	10,023	9,853	3,331
Proceedings/outdated SDR	\$	8,716	318	2,225	4,075	1,056	1,650								
<b>Total CGS</b>	<b>\$ 33,768</b>	<b>30,062</b>	<b>31,872</b>	<b>12,522</b>	<b>24,876</b>	<b>29,806</b>	<b>23,573</b>	<b>13,669</b>	<b>14,413</b>	<b>0</b>	<b>13,033</b>	<b>7,517</b>	<b>10,023</b>	<b>9,853</b>	<b>3,331</b>
<b>TOTAL NET INCOME</b>	<b>\$ 498,536</b>	<b>527,559</b>	<b>462,317</b>	<b>356,383</b>	<b>304,267</b>	<b>308,906</b>	<b>279,134</b>	<b>153,848</b>	<b>177,042</b>	<b>112,637</b>	<b>47,744</b>	<b>60,000</b>	<b>29,681</b>	<b>47,909</b>	<b>31,780</b>
<b>EXPENSES AND LOSSES</b>															
Admin/Contract with SUNY	\$ 203,355	207,855	165,788	183,014	182,550	111,359	105,293	90,932	92,542	4,274	30,787				
Awards/Grants	\$ 5,086	5,494	5,560	5,130	5,606	6,020	2,066	0	0	2,057	2,064	2,000	3,000	1,000	0
Bank Adjustments/CrCd Fees	\$ 11,658	12,100	19,571	10,782	12,182	7,734	7,189	3,763	4,911	425	55	532	11	100	9
Depreciation Expense	\$ 273	697	1,011	1,627	2,208	2,188	1,153	552	772	482					
Donations (to SUNY for renovations)	\$	25,000													
EXP Conferences	\$ 81,490	72,291	2,527	98,462	123,476	43,256	103,181	30,361	0	1,941	0	0	5,605	2,085	1,626
Foreign Taxes	\$ 70														
Publications-Journal	\$ 12,000	12,000	12,000	11,000	11,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	0	0
Publications-Other	\$ 528				1,782	2,392	4,261	6,819	2,842	4,877		1,632	5,140	2,410	3,771
Membership Dir/Mailing Exp/Serv	\$ 2,965	1,526	1,718	1,459	7,358	6,777	6,335	14,409	4,824	5,071	1,106	3,384	6,729	306	350
Member Subsidies/Incentives	\$	0	2,430	8,145	4,320	6,120	3,865	3,480							
Officer Expenses/Travel	\$ 6,633	7,748	3,121	3,031	4,346	5,512	5,567	1,683	2,700	3,412	732	2,574	652	650	0
Professional Services Fees	\$ 58,573	56,016	33,758	21,895	24,443	18,897	13,379	7,524	4,132	1,865	1,886	1,253	1,293	950	952
Shipping /Postage Expense	\$ 14,640	14,065	14,794	12,292	9,917	11,341	6,891	6,466	0	0	797	800	1,529	252	514
Misc./Ptrg/Supplies	\$ 3,775	7,127	3,722	3,178	904	1,282	1,084	549	0	870	1,988	1,096	1,084	1,716	1,605
Restricted Asset Exp.	\$		30,966								5,078	11,645			
<b>TOTAL EXPENSES</b>	<b>\$ 401,046</b>	<b>421,919</b>	<b>296,966</b>	<b>360,015</b>	<b>390,092</b>	<b>234,878</b>	<b>272,264</b>	<b>178,538</b>	<b>124,723</b>	<b>37,274</b>	<b>56,493</b>	<b>36,916</b>	<b>37,043</b>	<b>9,469</b>	<b>8,827</b>
<b>TOTAL EXPENSES AND CGS</b>	<b>\$ 434,814</b>	<b>451,981</b>	<b>328,838</b>	<b>372,538</b>	<b>414,968</b>	<b>264,684</b>	<b>295,837</b>	<b>192,207</b>	<b>139,136</b>	<b>37,274</b>	<b>69,526</b>	<b>44,433</b>	<b>47,066</b>	<b>19,322</b>	<b>12,158</b>
<b>INCREASE/DECREASE IN NET ASSETS</b>	<b>\$ 97,490</b>	<b>105,640</b>	<b>165,351</b>	<b>-3,632</b>	<b>-85,825</b>	<b>74,028</b>	<b>6,870</b>	<b>-24,690</b>	<b>52,319</b>	<b>75,363</b>	<b>-8,749</b>	<b>23,084</b>	<b>-7,362</b>	<b>38,440</b>	<b>22,953</b>

source: \rls folders\executive director & vp reports\2007\exdir july 2007\ multi yr profit & loss comparison thru 2007.xls