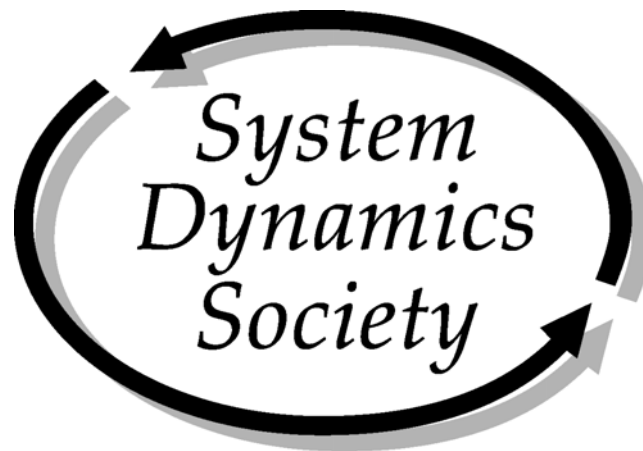


Annual Report on
Home Office Operations
for Fiscal Year 2007



Prepared and Presented

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Annual Report on Home Office Operations
Fiscal Year 2007
System Dynamics Society
2008 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 25th Hour Accounting Solutions.

New Initiatives

Electronic Only Membership Option

We began offering electronic-only memberships in 2006 and the option continued in 2007. 5% of members opted for electronic-only in 2007, as compared to 4% in 2006. In these years, there was no difference in fee between the electronic-only and the print choices for receiving the *System Dynamics Review*. The membership renewal campaign for 2008 started in September 2007 and offered less expensive dues to receive an electronic-only subscription. The percentage of members who opted for the electronic-only membership immediately increased. Coordination with Wiley has worked well and once they join electronic-only members are advised how to access Wiley InterScience to read the journal online. InterScience includes an option to receive an email alert when a new issue is published.

New Dues Structure

A new dues structure was approved during the 2007 Summer Policy Council Meeting in Boston. This new dues structure was adopted with the belief that it provides access to Society membership for a broader and more diverse audience than we have reached before, and extends the reach of the field of system dynamics to new individuals, professions, countries, and application areas. Please see the March 2008 Newsletter for a detailed article about this issue.

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, and occasional outside help, it will be some time until it is complete. Conference proceedings back to 1993 Cancun, Mexico 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 50% complete.

New “First-timer” Events In an effort to make the conference more welcoming, suggestions and ideas from a number of sources continue to be incorporated into the conferences. These new events were 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 was completed in time to 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 was completed in time for the reprint to be 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 At the end of 2007 we had 7,115 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. For the Boston conference, we processed a total of 106 memberships; of those 75 were **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 twelve email messages or letters to members who did not renew.

	January – June	July – December	Yearly Totals
2007	570	598	1168
2006	504	569	1073
2005	510	530	1040
2004	151	477	628
2003	177	162	339
2002	141	113	254
2001	105	98	203
2000	28	71	99
1999	7	99	106
1998	15	26	41

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

**Total Memberships Processed by Home Office
1998 –2007**

Sponsorship Incentive There was a total of 85 new or renewal members that 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 was on-line. The cost of outsourcing and maintaining the on-line directory with Memberclicks increased from \$150 per month to \$156 per month as of November 2007 for a membership of 1,000 or more. Costs to date are as follows:

- 2007: \$1,812 Maintenance fees paid.
- 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. For 2007 the on-line directory had 88% member profiles. Profiles of non-renewed 2006 members were included until the end of the 2007 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 expanding on-line help capabilities. 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 coincides 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. For 2007, 77% of our 2006 members renewed. This is the same as the 2006 rate of 77% of 2005 members who renewed and very close to the 2005 rate of 78% of 2004 members who renewed. The previous five years saw a retention rate of 80% - 85% of prior year members. We receive and process membership for a particular year from September of the previous year to March of the following year (19 months). When members tell us why they have not renewed, one common reason is that they are not using system dynamics in their profession anymore.

Our 2007 membership totaled 1,152 members: (845 Regular, 241 Student or Subsidized, 41 ERegular, 14 EStudent, 9 Wiley Sponsored, 2 Complimentary). At the end of the 2007 membership period, we had 826 renewing members and 326 new members. New members currently account for 23% of our membership. For history, please see Attachment III, table "Membership Over Time, 1984 – 2007, page 14.

Again with the help of Bob Eberlein, the web system is also facilitating on-line membership renewals. On-line payments through PayPal accounted for 45% of all membership payments in 2007 (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 996 boards in 2007.

As a member service we continue to sell hard copies of back issues of the *System Dynamics Review*, but this is not a large income source. 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 only to members of the Society. A full set of 71 back issues from 1985 through 2007 (Volume 1 – Volume 23) is offered for sale for \$750.00. The full time student member price for the Volume 1 – Volume 23 set is \$325.00.

The sales of the Forrester PhD Seminar Series and the MIT Literature Collection have both declined.

Open source access to past conference proceedings have contributed to a decline in sales in this category.

The new products, the *Electronic Oracle* and the *Fireside Chat*, have brought in some income, and with the special fund raising for the *Electronic Oracle* reprint project, the development costs on these products have almost been recouped.

The System Dynamics Society Bibliography is downloadable from our website. The disk is no longer available. The bibliography has been updated to include the 2007 Boston Proceedings and the *System*

Dynamics Review Volume 23, Number 1 – 4. New entries are continuously being made, as the bibliography is always a work in progress; currently there are 8,836 entries.

In 2007, the \$69,252 profit from the sales “cost center” helped support all operations offered by the Society office. This amount is up from \$55,688 in 2006.

Items Sold	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998
Beer Game Boards including loaner boards	996	878	894	1,109	710	876	1,043	837	623	828
Proceedings	6	190	57	98	87	45	56	36	101	52
<i>System Dynamics Reviews</i>	8 singles 1 set	900 singles 0 sets (due to sale)	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	1	5	1	3	1	2	8	4	14	24
Forrester PhD Seminar	5 singles 4 sets	5 singles 6 sets	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	19	42	80	81	N/A	N/A	N/A	N/A	N/A	N/A
<i>Electronic Oracle</i>	178									
Fireside Chat	37									

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

Sales, 1998 – 2007

Investment Policy for the Society

An overall investment policy for the Society was implemented in 2005 and continues to be 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. We had five new sponsors in 2007; 38 sent a gift or traded services. Our sponsors are very committed; 28 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 2009 in September and October 2008.

Year	Amount Received	Budgeted
2007	\$39,685	\$27,962
2006	\$32,990	\$25,000
2005	\$36,490	\$23,966
2004	\$38,102	\$21,000
2003	\$38,445	\$21,000
2002	\$19,494	\$21,000
2001	\$28,922*	\$16,000
2000	\$17,909	\$13,000
1999	\$12,738	\$15,000
1998	\$11,000	\$ 9,000
1997	\$ 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 Emmanuel Adamides, Nicholas C. Georgantzas, George-Michael Klimis, George Papaioannou, Patroklos Georgiadis, George Papachristos, Nikolaos Pomonis, Yeoryios Stamboulis, Brian Dangerfield, Jack Homer and many more volunteers for the 2008 conference. We are providing support to the Albuquerque 2009 conference team. We are also supporting efforts as needed for 2010 Korea and beyond.

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

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 2007 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.

Roberta Spencer	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998
	%	%	%	%	%	%	%	%	%	%
Full time	100	100	100	100	100	100	100	90	75	75
Current Conference	46	50	45	62	36	42	34	38	31	27
Past/Future Conference	2	4	5	1	6	7	5	3		
Next Conference	10	3	6	5	13	12	7	5	2	4
Core Operations	28	26	27	21	25	25	39	41	50	41
Web	7	8	9	4	9	3	1	1		
Publications	4	5	4	1	4	4	5	3		
Sales	3	4	4	6	7	7	9	9	17	28

Jennifer Rowe	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998
	%	%	%	%	%	%	%	%	%	%
Full time	100	100	100	100	100	100	60-75	60	50	50
Current Conference	30	25	26	47	33	34	33	33	23	22
Past/Future Conference	0	0								
Next Conference	2	2	2		1	2	2	1	2	2
Core Operations	55	58	57	33	45	42	40	42	54	41
Web	0	1	2	2	3	7	1			
Publications	1	1	2	2	4	5	11	4		
Sales	12	13	11	16	14	10	13	20	21	35

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Allocation of Staff Effort by Cost Center, 1998 – 2007

Web Presence

Our website is a great resource. The Society office website has been maintained at theplanet.com since January 2007. Jack Pugh, Webmaster, manages the site with student and home office staff 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 listserv is housed at theplanet.com; the policy council listserv and the membership committee listserv remain at the University at Albany.

Attachment I – Other Than Routine Processes

Other Than Routine Processes	Developments	Next Steps
A. Discuss long term financial outlook and sustainability of the home office	<i>Met in April 2002 with David Peterson and Kevin O’Neill. No new specific development.</i>	Ongoing process.
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 and SIG’s may need more support at start up or with membership drives.</i>	Expand and perform routinely. Needs more attention.
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>	Expand and perform routinely. Needs more attention. Work with Jack Pugh and Bob Eberlein.
E. Develop new products to diversify and broaden sales possibilities beyond “Beer Game”	<i>Solicit donations of products we could sell.</i>	Work in progress.
F. Brainstorm for events that facilitate communication between members.	<i>For example – web cast</i>	Dependent on funding and generation of ideas.

System Dynamics Society
2008 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
 - Record and calculate payments to Wiley
- 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	2007	06	05	04	03	02	01	00	99	98	Country	2007	06	05	04	03	02	01	00	99	98
Argentina	3	3	1	1	2	3	7	8	8	6	Liechtenstein	1	-	-	-	-	-	-	-	-	-
Australia	40	34	33	33	32	28	36	30	31	21	Lesotho	-	-	-	-	-	1	-	-	-	-
Austria	4	4	3	3	3	2	3	5	2	1	Malaysia	8	5	2	11	3	2	2	2	8	7
Bahrain	-	-	-	-	1	1	1	-	-	-	Mexico	12	13	12	10	8	9	9	5	6	4
Bangladesh	1	1	1	1	-	1	1	1	1	1	Mongolia	-	-	-	-	-	1	-	-	-	-
Belgium	10	14	9	8	8	9	6	5	4	2	Netherlands Antilles	-	-	-	-	-	-	1	-	-	-
Bermuda	-	-	-	-	1	1	-	-	-	-	Netherlands	43	38	33	32	29	25	29	30	24	21
Brazil	18	21	21	15	15	11	10	10	8	7	New Zealand	13	12	11	9	8	7	10	8	10	5
Cambodia	-	1	1	-	-	-	-	-	-	-	Nicaragua	-	-	-	-	1	1	-	-	-	-
Canada	25	25	26	29	28	25	29	28	33	24	Nigeria	1	1	1	1	1	1	1	1	1	1
Chile	6	4	3	3	3	1	1	1	2	2	Norway	24	28	24	24	23	23	31	36	32	22
China	16	17	6	5	4	3	6	5	5	4	Pakistan	9	9	10	1	-	-	-	-	-	-
Colombia	12	6	5	5	7	5	6	5	5	5	Peru	1	1	1	2	2	1	-	-	-	-
Costa Rica	1	2	2	2	1	1	2	-	-	-	Philippines	2	1	-	1	1	2	2	3	3	3
Cote d'Ivoire	-	-	-	-	-	-	1	1	1	1	Poland	7	7	6	3	2	3	4	4	3	3
Croatia	11	13	8	4	2	2	2	2	2	2	Portugal	6	6	9	7	6	7	6	6	5	4
Cyprus	2	3	1	-	1	2	1	-	-	-	Puerto Rico	3	2	2	1	1	1	-	-	-	-
Czech Rep	3	4	5	4	2	2	2	2	1	-	Russia	9	6	8	2	2	2	2	2	2	2
Denmark	4	5	4	4	3	5	5	4	3	3	Saudi Arabia	1	2	2	1	1	2	1	1	1	1
Dominican Rep.	-	-	-	-	-	-	1	1	-	-	Senegal	1	1	-	-	-	-	-	-	-	-
Egypt	9	8	9	7	11	16	1	-	-	-	Singapore	4	5	4	5	5	5	3	3	3	1
Ethiopia	-	-	-	-	-	-	1	-	-	-	Slovakia	2	1	-	-	-	-	-	-	-	-
Finland	5	6	5	6	6	5	7	7	3	2	Slovenia	2	4	2	3	2	2	3	3	1	-
France	9	8	11	11	12	12	10	10	8	6	South Africa	8	6	6	5	6	4	2	1	1	1
Germany	60	57	54	50	47	40	39	37	34	23	South Korea	9	12	9	11	8	12	11	13	12	7
Ghana	1	1	1	-	-	-	-	-	-	-	Spain	20	21	17	21	18	24	25	25	26	22
Greece	6	7	8	13	13	9	5	4	5	4	Sweden	11	10	12	15	15	14	13	10	10	9
Hong Kong	3	2	2	2	2	1	2	2	2	-	Switzerland	30	34	33	39	30	29	24	22	18	17
Hungary	1	1	-	-	-	-	-	-	-	-	Taiwan	9	11	11	6	7	7	8	5	6	7
Iceland	3	-	-	-	-	-	1	1	1	1	Thailand	1	-	-	-	1	1	1	2	2	2
India	14	11	6	5	5	3	4	4	2	1	Tunisia	1	-	-	-	1	1	-	-	-	-
Indonesia	10	9	8	8	8	4	8	13	15	7	Turkey	7	8	11	10	6	4	9	15	17	6
Iran	7	3	3	2	2	2	2	2	1	1	Ukraine	1	1	1	1	1	-	-	-	-	-
Ireland	1	1	2	1	1	2	5	3	1	1	United Arab Emirates	2	1	-	-	-	-	-	-	-	-
Israel	2	1	1	1	1	3	2	2	2	1	United Kingdom	78	79	85	100	91	90	100	101	104	89
Italy	21	22	22	23	25	27	24	24	28	28	United States	482	420	445	374	384	338	425	388	451	386
Jamaica	-	-	-	-	1	-	-	-	-	-	Uruguay	-	-	-	-	1	-	-	-	-	-
Japan	29	26	29	32	33	31	41	39	36	32	Venezuela	4	2	2	-	4	4	3	-	1	1
Jordan	-	1	1	2	1	-	-	-	-	-	Vietnam	-	-	-	-	-	-	1	1	1	1
Kenya	-	-	-	-	1	1	2	1	-	-	Virgin Islands	-	-	-	-	1	-	-	-	-	-
Kuwait	-	-	1	1	1	1	1	1	2	-	Totals	1152	1070	1052	977	953	883	1002	946	995	808
Latvia	2	1	-	-	-	-	-	-	-	-	Geographic Distribution, 1998 – 2007 (66 Active Countries of 83 Total Countries)										
Lebanon	1	1	1	1	1	1	1	1	1	-	<i>Attachment III – Membership Statistics, continued</i>										

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

Attachment III – Membership Statistics, continued

Year	Society Database	Wiley	At June 30th	Regular Student	Institutional	EAL
2007	1152	–	1056	888/264	Difficult to track due to consortia	
2006	1070	–	977	839/229	1648	
2005	1052	–	994	852/200	1406	
2004	976	972	875	770/206	1342	76
2003	953	952	844	750/202	140	47
2002	883	885	761	676/209	129	28
2001	1003	835	737	657/178	196	
2000	946	814	720	643/171	200	
1999	995	760	655	592/168	205	
1998	808	683	600	547/136	212	
1997	680	579		457/122	224	
1996	572	552		443/109	225	
1995		504		461/43	212	
1994		484		400/84	197	
1993		487		400/87	181	
1992		406		320/89	158	
1991		418		332/70	112	
1990		413		328/85	125	
1989		396		328/67	113	
1988		354		307/47	101	
1987		258		n/a		
1986		323		277/46		
1985		167		143/24		
1984		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: \rls folders\statistical information\growth indicators\membership stats.xls\memovvertime

Membership Over Time, 1984 – 2007

Year	Unknown	Academic	Military	Private	Public	Other
	%	%	%	%	%	%
2007	0	44	3	36	14	3
2006	0	43	3	38	14	2
2005	0	42	3	39	14	2
2004	9	45	1.5	41	3	.5
2003	8	44	2	41	4	1
2002	6	53	1	35	4	1
2001	12	38	1	46	3	0
2000	13	39	1	43	4	1
1999	16	36	2	43	3	1
1998	22	35	1	39	3	1
1997	22	37	1	38	2	0
1996	22	39	1	37	1	0
1995	23	38	1	34	4	0

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

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

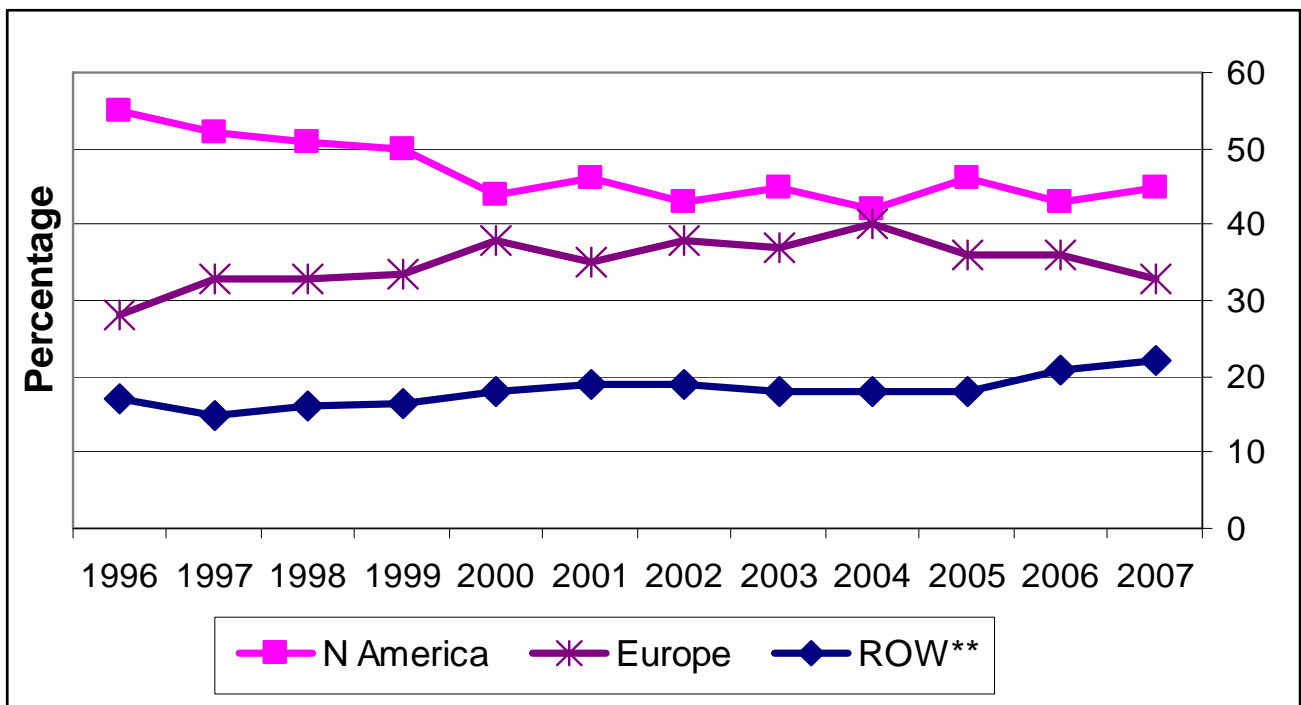
Membership Distribution by Sector, 1995 – 2007

Attachment III – Membership Statistics, continued

	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996
Africa	2	2	2	1	2	3	1	0.5	0.5	0.5	0	0.5
N America	45	43	46	42	45	43	46	44	50	51	52	55
S & C	4	4	3	3	3	3	3	3	2	3	2	2
Asia	11	11	10	10	9	9	10	10.5	10	9.5	10	10.5
Europe	33	36	36	40	37	38	35	38	33.5	33	33	28
Pacific	5	4	4	4	4	4	5	4	4	3	3	4
# of countries	66	64	59	56	65	63	62	55	54	49	46	42

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

Percentage of Membership by Continent, 1996 – 2007



**ROW - other than N Amer. & Europe

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

Membership by Continent, 1996 – 2007

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Attachment IV – Chapter and Special Interest Group Statistics

Year	New Chapter Name
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 –2007

Special Interest Groups (year approved):

- Business (2005)
- Education (2002)
- Energy (2006)
- Environmental (2003)
- Health Policy (2003)
- Information Science and Information Systems (2006)
- Model Analysis (2007)
- Security (2003)

Annual Report on Home Office Operations
Fiscal Year 2007
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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)	7	8	11	9	6	5
Last year paying	38	36	45	19	23	23
Cold Call Universities	327	368	270	240	93	103
Cold Call Non-Members Non-University	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
Total letters mailed	1286	919	827	788	301	311

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	85
2006	92
2005	95
2004	103
2003	55
2002	59
2001	54
2000	45
1999	34

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

Corporations continued:

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

Universities and University Centers:

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

Individual Sponsors:

Frank Davidson
 Jay W. Forrester ¹
 Edward and Nancy Roberts ²
 Toshiro Shimada ¹
 Cindy and John Sterman ²

Individual Donors:

Allen and Jane Boorstein
 Bill Braun
 Ken Carpenter
 Dennis Meadows

¹ 2007 Society Sponsor

² 2007 Conf. Sponsor

³ In-kind Sponsor (in one or more years)

System Dynamics Society
2008 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.

System Dynamics Society
2008 Summer Policy Council Meeting

Attachment VII – Conference Attendance Statistics

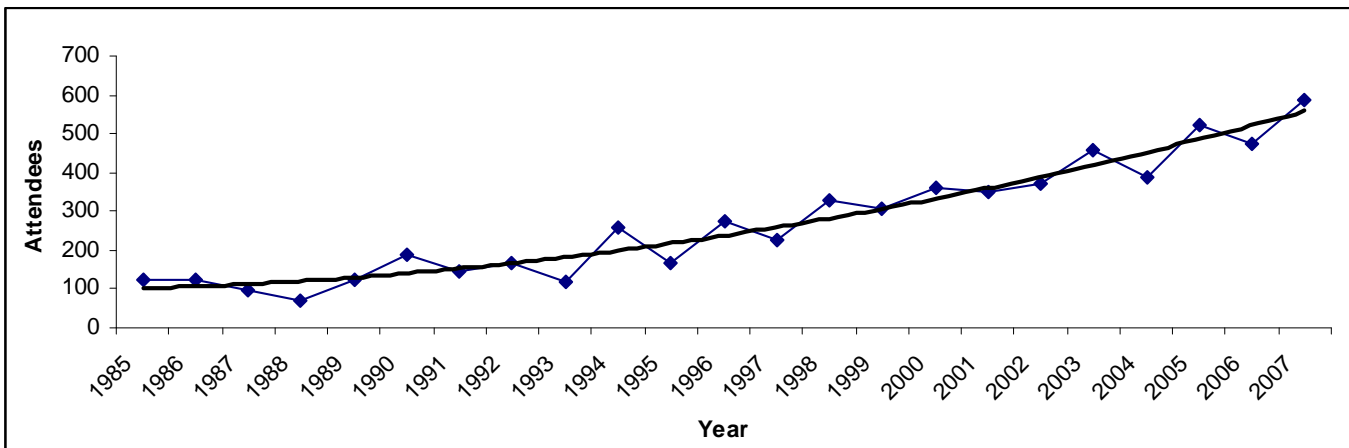
Year	Location	Attendees	Guests
2007	Boston, MA USA	586	55
2006	Nijmegen, Netherlands	475	29
2005	Boston, MA USA	521	39
2004	Oxford, England	388	45
2003	NYC, USA	460	58
2002	Palermo, Italy	372	83
2001	Atlanta, GA USA	352	22
2000	Bergen, Norway	359	55
1999	Wellington, New Zealand	307	27

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 – 2007



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

Conference Attendance by Year, 1983 – 2007

Attachment VII – Conference Attendance Statistics, continued

Attachment VII – Conference Attendance Statistics, continued

	2007 Boston	2006 Nijmegen	2005 Boston	2004 Oxford	2003 NYC	2002 Italy	2001 Atlanta	2000 Norway
Paying Members	298	216	274	236	258	160	154	155
Paying Non-Members	54	48	57	41	74	82	63	77
Supported Members	25							
Paying Day Passes	1	51	19	16	6	0	10	7
Paying Students	122	96	99	85	84	73	77	61
Organizers/Volunteers/Awards	20	22	19	6	15	25	13	20
Financial Assistance	0	0	4	0	1	6	13	11
Program Invite	1	1	6					
Conference Scholarship	12	9	10					
Sponsor Complimentary	53	32	33	4	22	26	25	28
TOTAL	586	475	521	388	460	372	352	359

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

Conference Attendees by Type of Payment/Support, 2000 – 2007

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

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

Conference Registration Fee Structure, 2000 – 2007

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

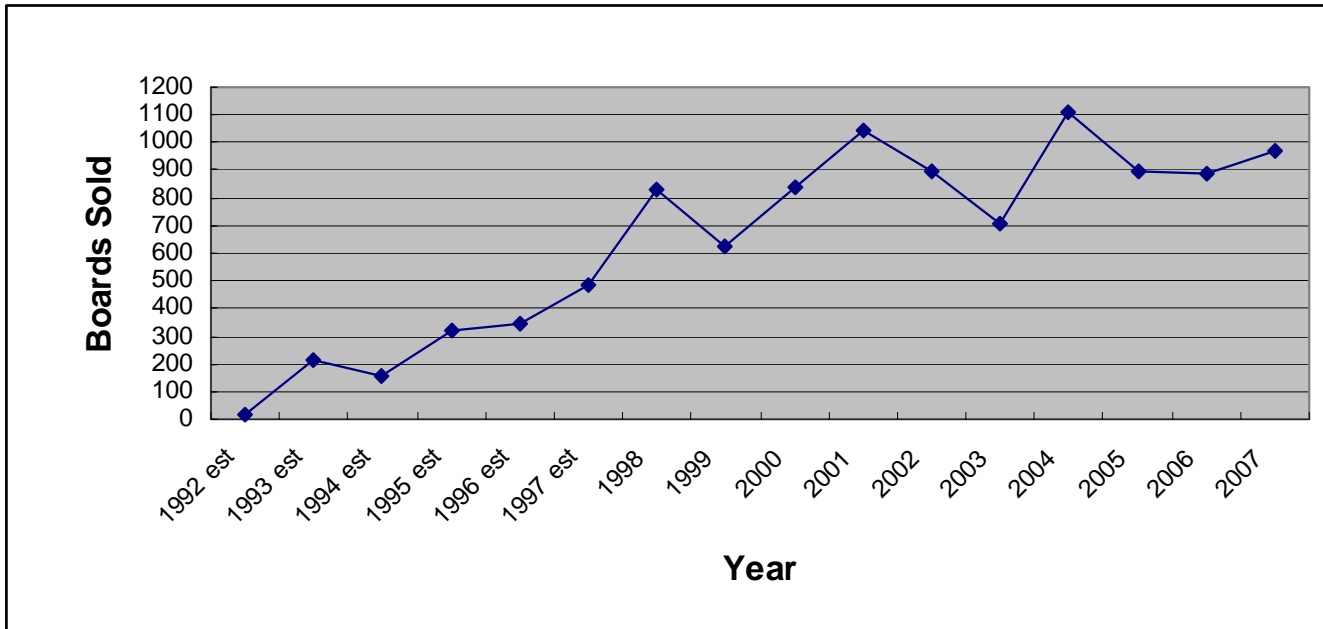
Note: immediate pre-conference figures

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

Conference Attendance by Continent Representation, 1999 – 2007

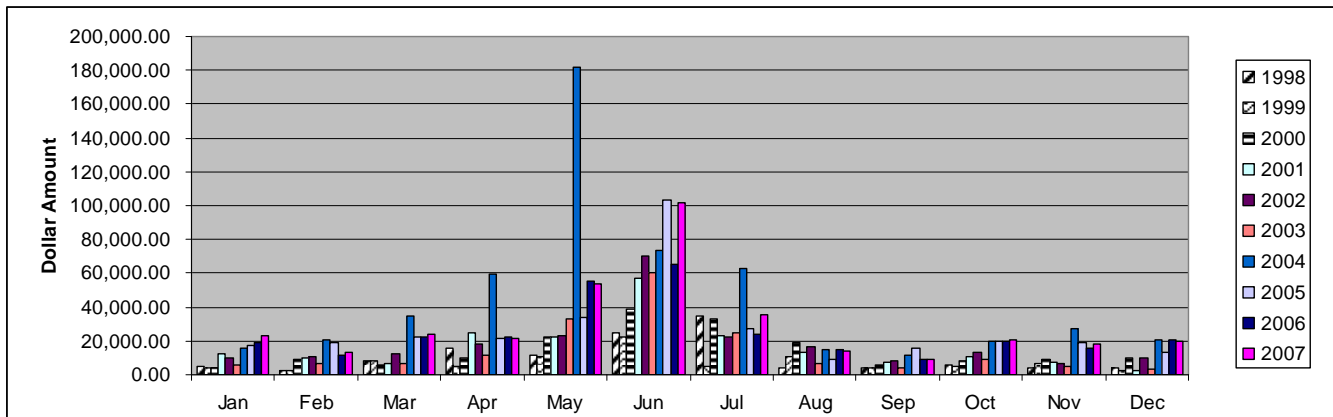
Attachments VIII – Financial Information

Attachment VIIIa – Sales



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

Beer Game Boards Sold, 1992 – 2007



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

All Electronic Payments, 1998 – 2007, Monthly Comparison

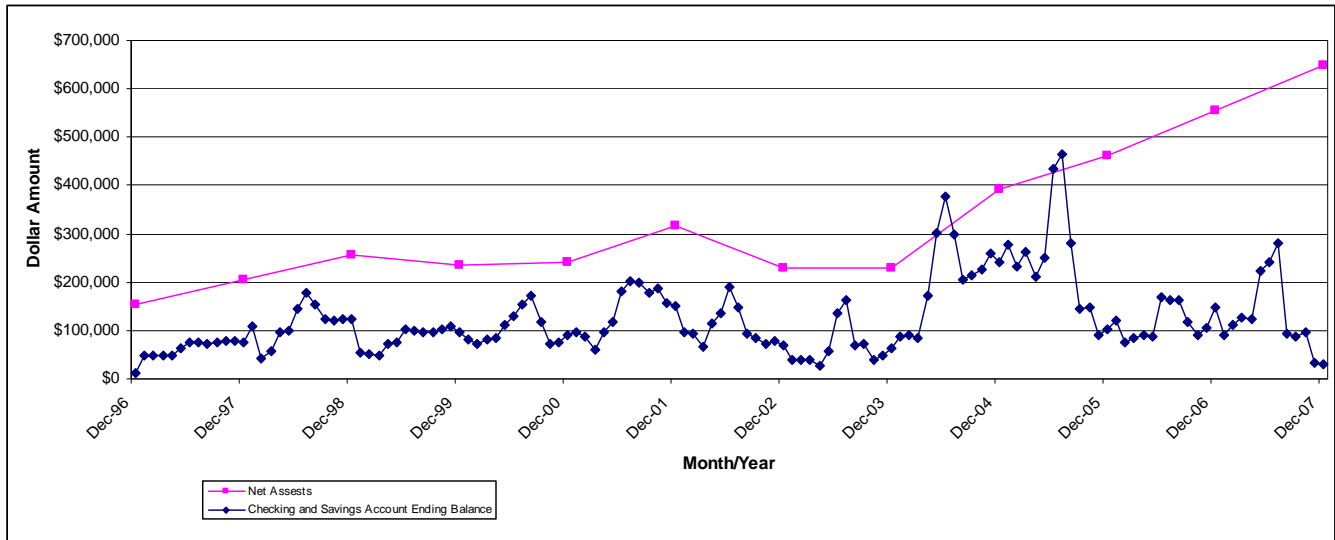
Attachment VIIIb – Wiley Financial Information

	Royalties Income	Membership Income	% Increase Membership Income	Wiley Income from SDR	% Increase Wiley Income from SDR	Regular Membership Price	Student Membership Price
2007	\$41,596	0	0	\$191,269	1.025	1st year tiered dues structure	
2006	\$44,314	0	0	\$186,626	1.014	\$90	\$45
2005	\$39,900	0	0	\$184,082	0.833	\$90	\$45
2004	\$28,643	\$32,419	3.805	\$220,958	1.156	\$90	\$45
2003	\$19,117	\$8,520	1.108	\$191,170	0.979	\$90	\$45
2002	\$19,530	\$7,690	1.029	\$195,295	1.173	\$90	\$45
2001	\$16,655	\$7,475	1.072	\$166,548	1.064	\$90	\$45
2000	\$15,651	\$6,975	1.055	\$156,509	1.039	\$80/\$90	\$40/\$45
1999	\$15,070	\$6,610	1.075	\$150,696	1.225	\$80	\$40
1998	\$12,302	\$6,150	1.187	\$123,021	1.134	\$80	\$40
1997	\$10,848	\$5,180	1.041	\$108,476	1.137	\$80	\$40
1996	\$9,540	\$4,975	1.031	\$95,404	1.203	\$80	\$40
1995	\$7,993	\$4,825	1.113	\$79,334	1.013	\$70	\$35
1994	\$7,835	\$4,335	0.977	\$78,349	1.409	\$70	\$35
1993	\$6,000	\$4,435	1.217	\$55,620	1.262	\$70	\$35
1992	\$6,000	\$3,645		\$44,083	2.004	\$70	\$35
1991_{est}				\$22,000			

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

Summary of Financial Information Provided by Wiley, 1991 – 2007

Attachment VIIIc – Non-Investment and Unrestricted Net Assets Balances



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

**Year-end Balances for Non-Investment Accounts & Unrestricted Net Assets,
1996 – 2007**

Attachment VIIIId – Balance Sheet 2007

including year-end adjusting entries	<u>Dec 31, 07</u>
ASSETS	
Current Assets	
Checking/Savings	
Bank of America Checking	13,949
Bank Paypal	326
Companion Savings - BoA	16,456
Travel Cash	611
UBS Financial (was PaineWebber)	22,214
Vanguard Society (88008478957)	<u>573,150</u>
Total Checking/Savings	626,706
Other Current Assets	
Prepaid Conference Fees	38,938
Undeposited Funds	<u>11,273</u>
Total Other Current Assets	<u>50,211</u>
Total Current Assets	676,917
Fixed Assets	
Accumulated Depreciation	-11,025
Equipment	<u>11,046</u>
Total Fixed Assets	21
Other Assets	
UBS DM CD	29,492
Vanguard DMA (88006930361)	<u>43,644</u>
Total Other Assets	<u>73,136</u>
TOTAL ASSETS	<u><u>750,074</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Advance on Journal Royalty	5,000
Membership Sub Payable 2005+	21,823
Sales Tax Payable	<u>85</u>
Total Other Current Liabilities	<u>26,908</u>
Total Current Liabilities	<u>26,908</u>
Total Liabilities	26,908
Equity	
Net Assets - Restricted (DMA)	73,136
Net Assets - Unrestricted	553,032
Net Income	<u>96,998</u>
Total Equity	<u>723,166</u>
TOTAL LIABILITIES & EQUITY	<u><u>750,074</u></u>

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

Attachment VIIIe – Profit & Loss 2007

including year-end adjusting entries		<u>Jan - Dec 07</u>
Income	DM Investment Inc	2,954
	INC Conferences	264,081
	Investment Income	42,147
	Journal Income	9,860
	Membership Dues	93,112
	Products	112,272
	Publications Sales	700
	Shipping and Handling Income	19,671
	Sponsor Dues and Donations	27,595
	Vendor Collection Credit	16
	Conversion from Accrual to Cash	137
	Total Income	<u>572,545</u>
	Cost of Goods Sold	
	Cost of Goods Sold	0
	Beer Game (Management Game)	22,319
	Electronic Oracle	4,843
	Proceedings	918
	SD Review Reprints	2,167
	Total COGS	<u>30,247</u>
	Gross Profit	542,298
Expense	Awards	5,244
	Awards-Dana Meadows	1,200
	Bank Adjustments (Expense)	3,240
	Contract with Univ at Albany	203,356
	Credit card fees	13,572
	Depreciation Expense	62
	Electronic Presence Support	1,323
	EXP Conferences	116,894
	Foreign Taxes	98
	Journal Expense	12,000
	Membership Directory Exp	1,812
	Membership Services	955
	Miscellaneous Expense	244
	Office Equipment Purchases	159
	Officer Expenses	6,108
	Phone, Fax, E-mail Services	20
	Printing & Duplicating	1,755
	Professional Fees	61,411
	Shipping and Postage Expense	15,483
	Supplies	365
	Total Expense	<u>445,301</u>
	Net Income	<u><u>96,997</u></u>

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

Attachment VIII f – Profit & Loss 2007, by Cost Centers

including year-end adjusting entries		2008 Greece	2007 Boston	2006 Nij.	MiscConf	Core Ops	Sales	Pubs	Web	DMC	IFR	TOTAL
Income	DM Investment Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,953.82	0.00	2,953.82
	INC Conferences	7,950.00	252,352.82	0.00	3,778.00	0.00	0.00	0.00	0.00	0.00	0.00	264,080.82
	Investment Income	0.00	0.00	0.00	0.00	39,464.31	0.00	0.00	0.00	2,682.44	0.00	42,146.75
	Journal Income	0.00	0.00	0.00	0.00	0.00	0.00	9,860.25	0.00	0.00	0.00	9,860.25
	Membership Dues	0.00	0.00	0.00	0.00	93,111.77	0.00	0.00	0.00	0.00	0.00	93,111.77
	Products	0.00	0.00	0.00	0.00	0.00	112,271.75	0.00	0.00	0.00	0.00	112,271.75
	Publications Sales	0.00	0.00	0.00	0.00	0.00	225.25	475.00	0.00	0.00	0.00	700.25
	Shipping and Handling Income	0.00	0.00	0.00	0.00	0.00	19,670.60	0.00	0.00	0.00	0.00	19,670.60
	Sponsor Dues and Donations	0.00	0.00	0.00	0.00	27,595.00	0.00	0.00	0.00	0.00	0.00	27,595.00
	Vendor Collection Credit	0.00	0.00	0.00	0.00	16.36	0.00	0.00	0.00	0.00	0.00	16.36
	Conversion--Accrual to Cash	0.00	0.00	0.00	0.00	137.00	0.00	0.00	0.00	0.00	0.00	137.00
Total Income		7,950.00	252,352.82	0.00	3,778.00	160,324.44	132,167.60	10,335.25	0.00	5,636.26	0.00	572,544.37
CoGS	Management Game	0.00	0.00	0.00	0.00	0.00	22,319.05	0.00	0.00	0.00	0.00	22,319.05
	Electronic Oracle	0.00	0.00	0.00	0.00	0.00	4,843.00	0.00	0.00	0.00	0.00	4,843.00
	Proceedings	0.00	0.00	0.00	0.00	0.00	917.86	0.00	0.00	0.00	0.00	917.86
	SD Review Reprints	0.00	0.00	0.00	0.00	0.00	0.00	2,166.72	0.00	0.00	0.00	2,166.72
Total COGS		0.00	0.00	0.00	0.00	0.00	28,079.91	2,166.72	0.00	0.00	0.00	30,246.63
Gross Profit		7,950.00	252,352.82	0.00	3,778.00	160,324.44	104,087.69	8,168.53	0.00	5,636.26	0.00	542,297.74
Expense	Awards	0.00	0.00	140.00	0.00	5,104.00	0.00	0.00	0.00	0.00	0.00	5,244.00
	Awards-Dana Meadows	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,200.00	0.00	1,200.00
	Bank Adjustments (Expense)	0.00	112.52	2,674.75	0.00	347.78	114.70	-10.00	0.00	0.00	0.00	3,239.75
	Contract with Univ at Albany	11,944.46	65,739.91	0.00	1,788.86	61,654.84	10,819.03	4,255.69	46,475.23	0.00	677.98	203,356.00
	Credit card fees	44.20	5,647.82	0.00	0.00	5,432.01	2,438.85	9.38	0.00	0.00	0.00	13,572.26
	Depreciation Expense	0.00	0.00	0.00	0.00	62.00	0.00	0.00	0.00	0.00	0.00	62.00
	Electronic Presence Support	0.00	0.00	0.00	0.00	1,322.91	0.00	0.00	0.00	0.00	0.00	1,322.91
	EXP Conferences	5,294.64	111,599.77	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	116,894.41
	Foreign Taxes	0.00	0.00	0.00	0.00	97.62	0.00	0.00	0.00	0.00	0.00	97.62
	Journal Expense	0.00	0.00	0.00	0.00	0.00	0.00	12,000.00	0.00	0.00	0.00	12,000.00
	Membership Directory Exp	0.00	0.00	0.00	0.00	0.00	0.00	1,812.00	0.00	0.00	0.00	1,812.00
	Membership Services	0.00	0.00	0.00	0.00	955.00	0.00	0.00	0.00	0.00	0.00	955.00
	Miscellaneous Expense	0.00	0.00	0.00	0.00	243.50	0.00	0.00	0.00	0.00	0.00	243.50
	Office Equipment Purchases	0.00	0.00	0.00	0.00	158.95	0.00	0.00	0.00	0.00	0.00	158.95
	Officer Expenses	0.00	0.00	0.00	649.13	4,031.64	0.00	1,427.00	0.00	0.00	0.00	6,107.77
	Phone, Fax, E-mail Services	0.00	0.00	0.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	20.00
	Printing & Duplicating	0.00	0.00	0.00	0.00	1,365.00	390.00	0.00	0.00	0.00	0.00	1,755.00
	Professional Fees	526.96	12,839.24	68.01	90.68	38,773.21	6,119.07	915.07	1,536.14	0.00	542.29	61,410.67
	Shipping and Postage Expense	0.00	0.00	0.00	0.00	529.19	14,954.26	0.00	0.00	0.00	0.00	15,483.45
	Supplies	0.00	0.00	0.00	0.00	165.88	0.00	0.00	198.99	0.00	0.00	364.87
Total Expense		17,810.26	195,939.26	2,882.76	2,528.67	120,263.53	34,835.91	20,409.14	48,210.36	1,200.00	1,220.27	445,300.16
Net Income		-9,860.26	56,413.56	-2,882.76	1,249.33	40,060.91	69,251.78	-12,240.61	-48,210.36	4,436.26	-1,220.27	96,997.58

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 2007

Including year-end adjusting entries

	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993
ASSETS															
Current Assets															
Total Cash (checking/savings/PayPal)	\$ 42,615	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
MM mutual funds	\$ 17,678	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
Marketable sec.-Mutual Funds	\$ 577,686	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
Prepaid expenses	\$ 38,938														
Total Current Assets	\$ 676,917	625,399	491,045	410,806	226,461	226,591	310,821	237,872	233,508	254,392	201,834	413,554	406,004	384,635	379,785
Fixed Assets															
Equipment	\$ 11,046	11,046	11,046	11,046	11,046	10,396	9,783	6,516	2,857	2,411	2,411	-	-	-	-
Less: Accumulated Depreciation	\$ 11,025	10,963	10,690	9,993	8,982	-7,355	-5,147	-2,959	-1,806	-1,254	-482	-	-	-	-
Total Fixed Assets	\$ 21	83	356	1,053	2,064	3,041	4,636	3,557	1,051	1,157	1,929	0	0	0	0
Other Fixed Assets															
Cash - restricted funds	\$ 73,136	70,341	66,528	29,439											
TOTAL ASSETS	\$ 750,074	695,823	557,929	441,297	228,525	229,632	315,457	241,429	234,559	255,549	203,763	413,554	406,004	384,635	379,785
LIABILITIES & NET ASSETS															
Accrued Expenses (conf related)	\$	32,536	1,060	1,285	2,525										
Prepaid Editorial / Travel	\$		0	3,054											
Royalty Payment	\$ 5,000	5,000	5,000												
Membership Sub. Payable	\$ 21,823	32,068	23,190	14,640											
Misc. current liabilities (sales tax, etc)	\$ 85	49									533	38	149	46	-
Total Liabilities	\$ 26,908	69,653	29,250	18,979	2,525	0	0	0	0	0	533	38	149	46	0
Net Assets															
Unrestricted - General fund	\$ 650,030	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
Restricted	\$ 73,136	70,341	66,528	30,966								285,650	257,659	259,476	215,279
Total Net Assets	\$ 723,166	626,170	528,679	422,317	226,000	229,632	315,457	241,429	234,559	255,549	203,230	413,516	405,855	384,589	359,785
TOTAL LIABILITIES & NET ASSETS	\$ 750,074	695,823	557,929	441,297	228,525	229,632	315,457	241,429	234,559	255,549	203,763	413,554	406,004	384,635	359,785

source: \ rls folders\executive director & vp reports\2008\exdir july 2008\ multi yr balance sheet comparison thru 2007.xls

Attachment VIIIh – Profit & Loss Comparison, 15 years through 2007

Including year-end adjusting entries	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993
INCOME AND GAINS															
Conferences	\$ 264,081	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
Investment Income(int & div)	\$ 42,147	48,417	15,373	5,566	6,713	3,665	7,970	12,410	4,470	6,745	8,467	6,902	6,723	4,292	5,063
Journal Income	\$ 9,860	9,363	12,479												
Membership Dues	\$ 93,112	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
Publications Sales	\$ 700	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
Shipping/Handling - prepaid	\$ 19,671	20,191	18,574	20,157	15,358	15,936	17,926	9,074	8,109						
Products (Bibliog, games, etc.)	\$ 112,425	109,935	109,455	131,619	87,621	103,599	111,541	90,058	62,902	73,520	41,716	29,511	28,992	14,395	19,255
Donations (Sponsors)	\$ 27,595	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
Misc/Other Income	\$	164	269	264		28	337	79	481	0	468	13	183	10	46
Gain/loss on securities	\$					-4,849	661		131	272	108	0	0	167	-99
Restricted Assets Income	\$ 2,954	2,918	34,871	31,528								2,500	11,584		
Total Gross Income	\$ 572,545	532,304	558,339	494,189	368,905	329,143	338,712	302,707	167,517	191,455	112,637	60,777	67,517	39,704	57,762
Cost of Goods Sold															
Lit Collection/PhD Seminar Series	\$	8,288	162	1,550	1,757	4,337	7,909								
Bibliography/Management Game	\$ 22,319	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
Electronic Oracle/Proceedings/outdated SDR	\$ 7,928		8,716	318	2,225	4,075	1,056	1,650							
Total CGS	\$ 30,247	33,768	30,062	31,872	12,522	24,876	29,806	23,573	13,669	14,413	0	13,033	7,517	10,023	9,853
TOTAL NET INCOME	\$ 542,298	498,536	528,277	462,317	356,383	304,267	308,906	279,134	153,848	177,042	112,637	47,744	60,000	29,681	47,909
EXPENSES AND LOSSES															
Admin/Contract with SUNY	\$ 203,356	203,355	207,855	165,788	183,014	182,550	111,359	105,293	90,932	92,542	4,274	30,787			
Awards/Grants	\$ 6,444	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
Bank Adjustments/CrCd Fees	\$ 16,812	11,658	12,100	19,571	10,782	12,182	7,734	7,189	3,763	4,911	425	55	532	11	100
Depreciation Expense	\$ 62	273	697	1,011	1,627	2,208	2,188	1,153	552	772	482				
Donations (to SUNY for renovations)	\$		25,000												
EXP Conferences	\$ 116,894	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
Foreign Taxes	\$ 98	70													
Publications-Journal	\$ 12,000	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
Publications-Other	\$	528				1,782	2,392	4,261	6,819	2,842	4,877		1,632	5,140	2,410
Membership Dir/Mailing Exp/Serv	\$ 2,767	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
Member Subsidies/Incentives	\$		0	2,430	8,145	4,320	6,120	3,865	3,480						
Officer Expenses/Travel	\$ 6,108	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
Professional Services Fees	\$ 61,411	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
Shipping /Postage Expense	\$ 15,483	14,640	14,065	14,794	12,292	9,917	11,341	6,891	6,466	0	0	797	800	1,529	252
E-presence/Misc./Ptrg/Supplies	\$ 3,866	3,775	7,127	3,722	3,178	904	1,282	1,084	549	0	870	1,988	1,096	1,084	1,716
Restricted Asset Exp.	\$											5,078	11,645		
TOTAL EXPENSES	\$ 445,301	401,046	421,918	266,000	360,015	390,092	234,878	272,264	178,538	124,723	37,274	56,493	36,916	37,043	9,469
TOTAL EXPENSES AND CGS	\$ 475,548	434,814	451,980	297,872	372,538	414,968	264,684	295,837	192,207	139,136	37,274	69,526	44,433	47,066	19,322
INCREASE/DECREASE IN NET ASSETS	\$ 96,997	97,490	106,359	196,317	-3,632	-85,825	74,028	6,870	-24,690	52,319	75,363	-8,749	23,084	-7,362	38,440

source: \rls folders\executive director & vp reports\2008\exdir july 2008\ multi yr profit & loss comparison thru 2007.xls

