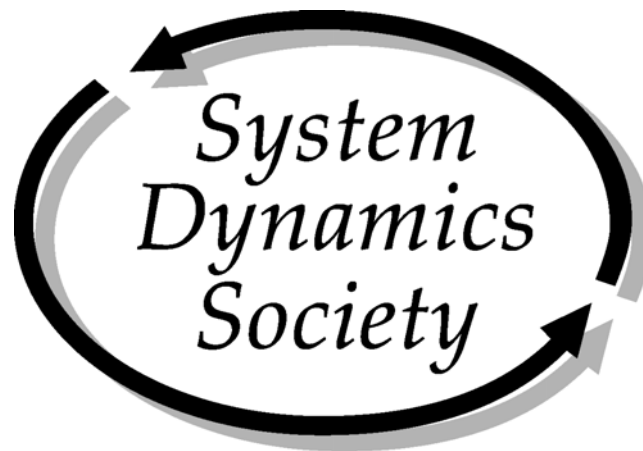


Annual Report on
Home Office Operations
for Fiscal Year 2008



Prepared and Presented

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Table of Contents

<i>Introduction</i>	3
<i>New Initiatives</i>	3
Archiving Project	3
Membership Brochure	3
Staffing Change	3
Wiley-Blackwell	3
Web Presence.....	3
Conference Management	4
New Products	4
<i>Routine Operations</i>	4
Membership	4
Bibliography	6
Sales	6
Investment Policy for the Society	7
Dana Meadows Endowment Fund	7
Society Sponsorship.....	7
Routine Conference Management.....	8
Society Finances	9
Allocation of Effort.....	9
Web Presence.....	10
<i>Attachment I – Routine Operations – Other Processes</i>	11
<i>Attachment II – Membership Statistics</i>	12
<i>Attachment III – Chapter and Special Interest Group Statistics</i>	15
<i>Attachment IV – Sponsor Statistics</i>	16
<i>Attachment V – Administrative Processes</i>	18
<i>Attachment VI – Conference Attendance Statistics</i>	19
<i>Attachments VII – Financial Information</i>	21
Attachment VIIa – Sales	21
Attachment VIIb – Wiley Financial Information.....	22
Attachment VIIc – Non-Investment and Unrestricted Net Assets Balances	23
Attachment VIId – Balance Sheet 2008.....	24
Attachment VIIe – Revenue & Expenses 2008	25
Attachment VIIf – Revenue & Expenses 2008, by Cost Centers	26
Attachment VIIg – Balance Sheet Comparison, 15 years through 2008	27
Attachment VIIh – Revenue and Expenses Comparison, 15 years through 2008.....	28

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. Three salaried staff support the home office: Roberta Spencer and Erin Sheehan, both full time and Robin Langer at 75%. 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 LouAnne Lundgren, Joan Yanni, and 25th Hour Accounting Solutions.

New Initiatives

Archiving Project

Archivist Drew Peabody was hired to help the Society organize its extensive archives. Boxes with paperwork from Jay Forrester, MIT, Jack and Julie Pugh, and a variety of past vice presidents have been shipped to the office over the past few years. These documents are being reviewed and recorded into a finders file and stored appropriately. The finders file will be made available to anyone interested in researching the Society's archives. The final step in this project would be for student volunteers to scan the archived documents.

Membership Brochure

A new membership brochure has been completed; it has been mailed to Chapters and SIG representatives for them to use as a tool to encourage local chapter members to become members of the System Dynamics Society. The plan for this brochure is to have it available on the website as a newcomer's page, including more quotes.

Staffing Change

Jen Rowe resigned to enter law school. Erin Sheehan was hired in July 2008. Both worked in 2008 with a one month cross-over in July.

Wiley-Blackwell

The contract with Wiley Blackwell terminates December 2010. Contract review is underway.

Web Presence

The SD Wiki and an online discussion forum are available 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.

New Products

“Experienced” Deck A deck of order cards for the Beer Game was developed specifically to suit the needs of individuals who have played the game previously. The idea is to make the experience of playing the game a bit more challenging for our experienced players out there.

Routine Operations

Membership

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. A status report will be given by the VP Finance at the 2009 Summer Policy Council Meeting.

Electronic Only Membership Option We began offering electronic-only memberships in 2006. In 2006 only 4% of members chose electronic-only, increasing to 5% in 2007. For the 2008 membership campaign, a \$10 discount was offered for electronic-only delivery of the System Dynamics Review. In 2008, electronic-only memberships rose sharply to 22%.

Membership fell slightly in 2008. For full details over time see Attachment II – Membership Statistics, beginning on page 12.

Services and Recruitment At the end of 2008 we had 7,832 records of members, non-members and conference registrants who have contacted this office for products or information.

All membership is processed through this office. The Society office goal is to provide accurate, prompt and personal service to all members and prospective members.

We routinely include a membership option on the conference registration form and it has been quite successful. For the Athens conference, we processed a total of 78 memberships; of those 43 were **new** members. Please see table “Conference Registration Fee Structure” on page 20, 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
2008	500	608	1108
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 –2008**

Sponsorship Incentive There was a total of 98 new or renewal members that joined the Society for the calendar year 2008 as a result of the Society Sponsorship incentive. See table “Membership Resulting From Society Sponsorship Incentive, 1999 – 2008” on page 16 for history. A sponsor receives up to three personal memberships with a sponsorship and can purchase additional memberships at a discount.

Membership Directory The 2008 membership directory was on-line. The cost of outsourcing and maintaining the on-line directory with Memberclicks stayed at \$156 per for a membership of 1,000 or more. Costs to date are as follows:

- 2008: \$1,872 Maintenance fees paid
- 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.

67 current members chose not to be included in the on-line directory and therefore had no profile uploaded. Profiles of non-renewed 2007 members were included until March of 2008. Benefits of the on-line directory include instantaneous updates for current contact information, ease of use and less hard costs.

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.

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.

We contact individuals in the database on a monthly basis, either via email or regular mail, to remind them to renew their memberships or to invite them to join the Society. For 2008, 76% of our 2007 members renewed. This is very close to the same as the 2007 rate of 77% of 2006 members who renewed and to the

2006 rate of 78% of 2005 members who renewed. 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 2008 membership totaled 1,106 members: (98 Regular or ERegular, 249 Student or Subsidized, 7 Wiley Sponsored, 2 Complimentary and 750 in all other non-subsidized tiers). At the end of the 2008 membership period, we had 882 renewing members and 224 new members. New members currently account for 20% of our membership. For history, please see Attachment II – Membership Statistics, table “Membership Over Time, 1984 – 2008, page 13.

Again with the help of Bob Eberlein, the web system is also facilitating on-line membership renewals. On-line payments through PayPal continue to rise, accounting for 47% of all membership payments in 2008 (45% in 2007, 41% in 2006).

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 a record 1086 boards in 2008.

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 2008 (Volume 1 – Volume 24) is offered for sale for \$750.00. The full time student member price for the Volume 1 – Volume 24 set is \$325.00.

The sales of the Forrester PhD Seminar Series remained constant and the MIT Literature Collection declined slightly.

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

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 bibliography has been updated to include the 2008 Athens Proceedings and the *System Dynamics Review* Volume 24, Number 1 – 4. New entries are continuously being made, as the bibliography is always a work in progress; currently there are 9,109 entries.

In 2008, the \$98,482 profit from the sales “cost center” helped support all operations offered by the Society office. This amount is up from \$69,252 in 2007.

Items Sold	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998
Beer Game Boards including loaner boards	1082	996	878	894	1,109	710	876	1,043	837	623	828
Proceedings	2	6	190	57	98	87	45	56	36	101	52
<i>System Dynamics Reviews</i>	6 singles 0 sets	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	1	5	1	3	1	2	8	4	14	24
Forrester PhD Seminar	5 singles 2 sets	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	19	42	80	81	N/A	N/A	N/A	N/A	N/A	N/A
<i>Electronic Oracle</i>	9	178									
Fireside Chat	4	37									

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

Sales, 1998 – 2008

Investment Policy for the Society

An overall investment policy for the Society was implemented in 2005 and continues to be maintained. Our investment consultant suggests that we consider rebalancing, moving bonds into equity, to achieve the original weighting in the overall investment policy.

Dana Meadows Endowment Fund

The investment plan for the student prize restricted accounts of \$60,000 is being maintained. The original certificate of deposit was “called” and the funds were reinvested into new certificate of deposit with a lower interest rate.

Society Sponsorship

See Attachment IV – Sponsor Statistics, beginning page 16, for sponsorship campaign statistics including a list of all Society and conference sponsors for calendar years 2004 through 2008. We had four new sponsors in 2008; 35 sent a gift or traded services. Our sponsors are very committed; once again, 28 of our 2008 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 2008 Society Sponsorship Campaign totaled 1,153. See chart “Society Sponsorship Mail-out Campaign, 2002 – 2008” page 16, for breakdown of letters mailed. We continued this Society sponsor program for calendar year 2009 in September and October 2008.

Year	Amount Received	Budgeted
2008	36,375	\$28,896
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 – 2008

Routine Conference Management

Management of our conferences is a major activity at the Society office. For conference attendance numbers please see Attachment VI – Conference Attendance Statistics, page 19.

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 and events, 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
- Organize the Poster Symposium
- Assist with all social program items including transportation
- Maintain the conference website
- Negotiate and work directly with the conference venue

- Assist in implementing any new program features
- 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 Leonard Malczynski, Andrew Ford, David Ford, Edward Anderson, Aldo Zagonel, Jack Homer and many more volunteers for the 2009 conference. We are providing support to the Korea 2010 conference team. We are also supporting efforts as needed for 2011 and beyond.

Future Planning is ongoing for the Korea 2010 Conference. The dates are July 26 – 30, 2010. See the Preliminary Call for Papers with your conference materials.

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 VII – Financial Information (a through h) pages 21 - 28, for all financial information for 2008 and other related charts and graphs.

Allocation of Effort

Daily time sheets are recorded using five cost centers. During 2008, Roberta Spencer worked full time. Jennifer Rowe worked full time for seven months, Erin Sheehan worked full time for six months, Robin Langer worked 75% for almost 8 months and Navid Ghaffarzadegan, graduate assistant, worked part time. The office will continue with two full time people, one part time and the graduate assistant into 2009. The following table, “Allocation of Staff Effort by Cost Center” shows how full time people split their time between the various cost centers used by the Society to track staff time usage.

Roberta Spencer	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998
		%	%	%	%	%	%	%	%	%	%
Full time	100	100	100	100	100	100	100	100	90	75	75
Current Conference	44	46	50	45	62	36	42	34	38	31	27
Past/Future Conference	8	2	4	5	1	6	7	5	3		
Next Conference	10	10	3	6	5	13	12	7	5	2	4
Core Operations	27	28	26	27	21	25	25	39	41	50	41
Web	4	7	8	9	4	9	3	1	1		
Publications	3	4	5	4	1	4	4	5	3		
Sales	4	3	4	4	6	7	7	9	9	17	28

Jennifer Rowe & Erin Sheehan	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998
		%	%	%	%	%	%	%	%	%	%
Full time	100	100	100	100	100	100	100	60-75	60	50	50
Current Conference	28	30	25	26	47	33	34	33	33	23	22
Past/Future Conference	0	0	0								
Next Conference	0	2	2	2		1	2	2	1	2	2
Core Operations	58	55	58	57	33	45	42	40	42	54	41
Web	.5	0	1	2	2	3	7	1			
Publications	2.5	1	1	2	2	4	5	11	4		
Sales	11	12	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 – 2008

Web Presence

Our website is a great resource. The Society office website was maintained at theplanet.com from January 2007 – October 2008. In October the account was moved to eSecureData.com. 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.

Listserv changes: The system dynamics listserv has been discontinued, and has been placed with an online discussion forum and the SD Wiki. The Policy Council listserv and the membership committee listserv remain at the University at Albany.

System Dynamics Society

Attachment I – 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 II – Membership Statistics

Country	2008	2007	06	05	04	03	02	01	00	99	Country	2008	2007	06	05	04	03	02	01	00	99
Argentina	3	3	3	1	1	2	3	7	8	8	Lesotho	-	-	-	-	-	-	1	-	-	-
Australia	33	40	34	33	33	32	28	36	30	31	Macao	2	-	-	-	-	-	-	-	-	-
Austria	6	4	4	3	3	3	2	3	5	2	Malaysia	6	8	5	2	11	3	2	2	2	8
Bahrain	-	-	-	-	-	1	1	1	-	-	Mauritius	1	-	-	-	-	-	-	-	-	-
Bangladesh	1	1	1	1	1	-	1	1	1	1	Mexico	12	12	13	12	10	8	9	9	5	6
Belgium	10	10	14	9	8	8	9	6	5	4	Mongolia	-	-	-	-	-	-	1	-	-	-
Bermuda	1	-	-	-	-	1	1	-	-	-	Netherlands Antilles	-	-	-	-	-	-	-	1	-	-
Bolivia	1	-	-	-	-	-	-	-	-	-	Netherlands	36	43	38	33	32	29	25	29	30	24
Brazil	16	18	21	21	15	15	11	10	10	8	New Zealand	13	13	12	11	9	8	7	10	8	10
Cambodia	-	-	1	1	-	-	-	-	-	-	Nicaragua	-	-	-	-	-	1	1	-	-	-
Canada	29	25	25	26	29	28	25	29	28	33	Nigeria	3	1	1	1	1	1	1	1	1	1
Chile	5	6	4	3	3	3	1	1	1	2	Norway	24	24	28	24	24	23	23	31	36	32
China	16	16	17	6	5	4	3	6	5	5	Pakistan	9	9	9	10	1	-	-	-	-	-
Colombia	11	12	6	5	5	7	5	6	5	5	Peru	2	1	1	1	2	2	1	-	-	-
Costa Rica	1	1	2	2	2	1	1	2	-	-	Philippines	2	2	1	-	1	1	2	2	3	3
Cote d'Ivoire	-	-	-	-	-	-	-	1	1	1	Poland	8	7	7	6	3	2	3	4	4	3
Crete	1	-	-	-	-	-	-	-	-	-	Portugal	5	6	6	9	7	6	7	6	6	5
Croatia	14	11	13	8	4	2	2	2	2	2	Puerto Rico	2	3	2	2	1	1	1	-	-	-
Cyprus	3	2	3	1	-	1	2	1	-	-	Romania	1	-	-	-	-	-	-	-	-	-
Czech Rep	6	3	4	5	4	2	2	2	2	1	Russia	11	9	6	8	2	2	2	2	2	2
Denmark	4	4	5	4	4	3	5	5	4	3	Saudi Arabia	3	1	2	2	1	1	2	1	1	1
Dominican Rep.	-	-	-	-	-	-	-	1	1	-	Senegal	1	1	1	-	-	-	-	-	-	-
Egypt	7	9	8	9	7	11	16	1	-	-	Singapore	5	4	5	4	5	5	5	3	3	3
Ethiopia	-	-	-	-	-	-	-	1	-	-	Slovakia	2	2	1	-	-	-	-	-	-	-
Finland	4	5	6	5	6	6	5	7	7	3	Slovenia	2	2	4	2	3	2	2	3	3	1
France	9	9	8	11	11	12	12	10	10	8	South Africa	8	8	6	6	5	6	4	2	1	1
Germany	56	60	57	54	50	47	40	39	37	34	South Korea	11	9	12	9	11	8	12	11	13	12
Ghana	-	1	1	1	-	-	-	-	-	-	Spain	22	20	21	17	21	18	24	25	25	26
Greece	14	6	7	8	13	13	9	5	4	5	Sweden	14	11	10	12	15	15	14	13	10	10
Hong Kong	3	3	2	2	2	2	1	2	2	2	Switzerland	29	30	34	33	39	30	29	24	22	18
Hungary	-	1	1	-	-	-	-	-	-	-	Taiwan	7	9	11	11	6	7	7	8	5	6
Iceland	1	3	-	-	-	-	-	1	1	1	Thailand	3	1	-	-	-	1	1	1	2	2
India	14	14	11	6	5	5	3	4	4	2	Tunisia	-	1	-	-	-	1	1	-	-	-
Indonesia	6	10	9	8	8	8	4	8	13	15	Turkey	8	7	8	11	10	6	4	9	15	17
Iran	11	7	3	3	2	2	2	2	2	1	Uganda	1	-	-	-	-	-	-	-	-	-
Ireland	1	1	1	2	1	1	2	5	3	1	Ukraine	-	1	1	1	1	1	-	-	-	-
Israel	2	2	1	1	1	1	3	2	2	2	United Arab Emirates	2	2	1	-	-	-	-	-	-	-
Italy	25	21	22	22	23	25	27	24	24	28	United Kingdom	79	78	79	85	100	91	90	100	101	104
Jamaica	-	-	-	-	-	1	-	-	-	-	United States	426	482	420	445	374	384	338	425	388	451
Japan	24	29	26	29	32	33	31	41	39	36	Uruguay	1	-	-	-	-	1	-	-	-	-
Jordan	-	-	1	1	2	1	-	-	-	-	Venezuela	3	4	2	2	-	4	4	3	-	1
Kenya	-	-	-	-	-	1	1	2	1	-	Vietnam	1	-	-	-	-	-	-	1	1	1
Kuwait	-	-	-	1	1	1	1	1	1	2	Virgin Islands	-	-	-	-	-	1	-	-	-	-
Latvia	-	2	1	-	-	-	-	-	-	-	Yemen	1	-	-	-	-	-	-	-	-	-
Lebanon	1	1	1	1	1	1	1	1	1	1	Totals	1106	1152	1070	1052	977	953	883	1002	946	995
Liechtenstein	1	1	-	-	-	-	-	-	-	-											

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Geographic Distribution, 1999 – 2008 (71 Active Countries of 89 Total Countries)
Attachment II – Membership Statistics, continued

Attachment II – Membership Statistics, continued

Year	Society Database	Wiley	At June 30th	Regular Student	Institutional	EAL
2008	1106		1016	863/241		
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: \rfs folders\statistical information\growth indicators\membership stats.xls\memovvertime

Membership Over Time, 1984 – 2008

Year	Unknown	Academic	Military	Private	Public	Other
	%	%	%	%	%	%
2008	0	52	1	32	10	5
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: \rfs folders\statistical information\growth indicators\membership stats.xls\membysector

Membership Distribution by Sector, 1995 – 2008

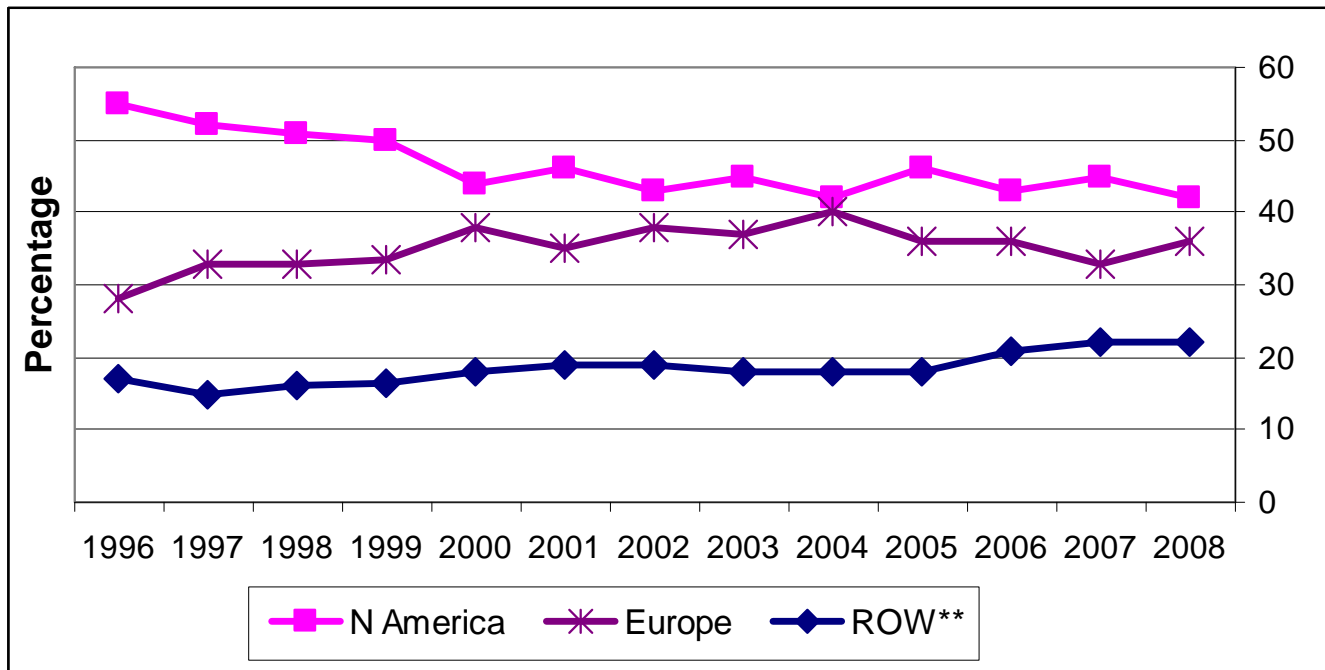
Attachment II – Membership Statistics, continued

Attachment II – Membership Statistics, continued

	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996
Africa	2	2	2	2	1	2	3	1	0.5	0.5	0.5	0	0.5
N America	42	45	43	46	42	45	43	46	44	50	51	52	55
S & C	4	4	4	3	3	3	3	3	3	2	3	2	2
Asia	12	11	11	10	10	9	9	10	10.5	10	9.5	10	10.5
Europe	36	33	36	36	40	37	38	35	38	33.5	33	33	28
Pacific	4	5	4	4	4	4	4	5	4	4	3	3	4
# of countries	71	66	64	59	56	65	63	62	55	54	49	46	42

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

Percentage of Membership by Continent, 1996 – 2008



**ROW - other than N Amer. & Europe

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

Membership by Continent, 1996 – 2008

Attachment III – Chapter and Special Interest Group Statistics

Year	New Chapter Name
2008	
2007	Germany
2006	Psychology (This chapter will become an SIG in 2009)
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 –2008

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)

Attachment IV – Sponsor Statistics

	2008	2007	2006	2005	2004	2003	2002
Past Sponsors (not current)	28	30	24	13	2	4	4
Conference Sponsors (not Society)	12	7	8	11	9	6	5
Last year paying	34	38	36	45	19	23	23
Cold Call Universities	184	327	368	270	240	93	103
Cold Call Non-Members Non-University	570	483	255	253	315	86	90
Cold Call Members	325	401	228	235	203	89	51
Over \$500 Beer Game Sales	0	0	0	0	0	0	35
Total letters mailed	1153	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 – 2008

Year	# of Members from Sponsorship Incentive (new or renewal)
2008	98
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 - 2008

Attachment IV – Sponsor Statistics, continued

Conference and Society Sponsors 2004 through 2008

Corporations:

AIMS and ConfuentC, llc.
Amber Blocks, Ltd. ^{1,2}
AssetEconomics Inc
Asthma 2000 Group
Atkins Nutritionals, Inc. ³
Atrivé ¹
Attune Group, Inc. ³
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. ³
Complexio ¹
CRA International, Inc. ²
Decisio Consulting Inc.
Decision Dynamics, Inc. ¹
Delsys Research Group, Inc.
Deutsche Lufthansa AG ³
DeVierjaargetijden ³
e-integrate ^{1,2}
Evans & Peck Pty Ltd. ^{1,2}
Forrester Consulting ¹
Forio Business Simulations ²
GE Insurance Solutions ³
General Motors ¹
Georgia-Pacific Corporation
Global Strategy Dynamics Ltd. ²
Goldsim Technology Group
Hall, Vasil & Dowd, CPA's ³
Health Market Science ¹
Homer Consulting ¹
HVR Consulting Services Ltd.
IBM
isee systems ^{1,2}
ISSS, International Society for the
Systems Sciences ^{2,3}
Jantz Morgan LLC ²
Kamer van Koophandel Centraal
Gelderland
Kolbenschmidt Pierburg
Lamans s.a. ^{2,3}
Lane Press of Albany ^{2,3}

Corporations continued:

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

Universities and University Centers:

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

Individual Sponsors:

David F. Andersen ²
Jay W. Forrester ¹
George P. Richardson ²
Edward and Nancy Roberts
Toshiro Shimada
Cindy and John Sterman

Individual Donors:

Allen and Jane Boorstein
Bill Braun
Ken Carpenter
Dennis Meadows

¹ 2008 Society Sponsor

² 2008 Conf. Sponsor

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

Attachment V – 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
 - Outstanding Service 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 VI – Conference Attendance Statistics

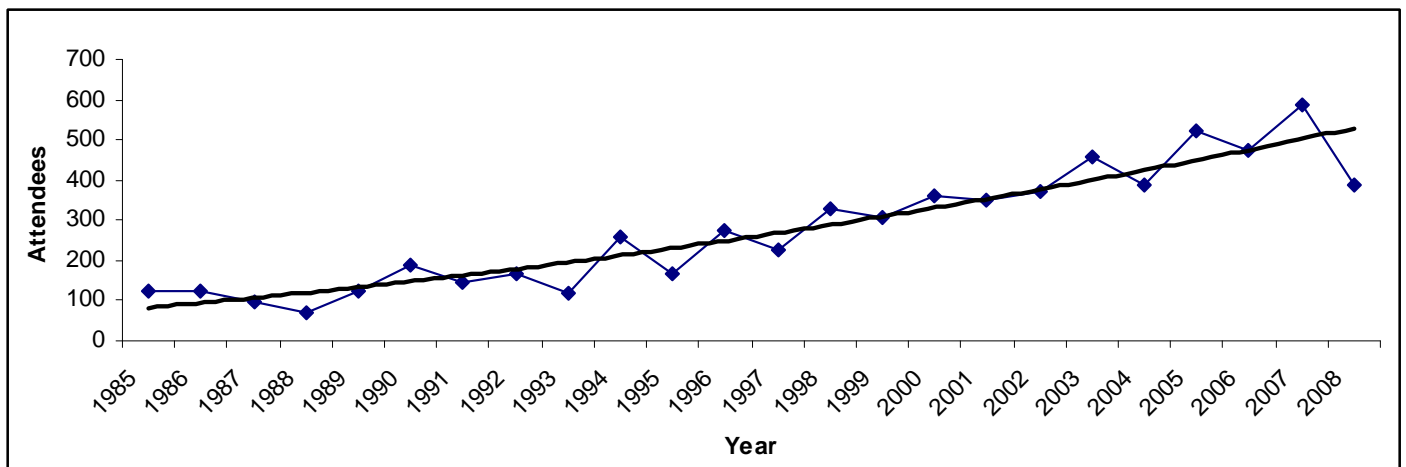
Year	Location	Attendees	Guests
2008	Athens, Greece	386	52
2007	Boston, MA USA	586	55
2006	Nijmegen, Netherlands	475	29
2005	Boston, MA USA	521	39
2004	Oxford, England	388	45
2003	NYC, USA	460	58
2002	Palermo, Italy	372	83
2001	Atlanta, GA USA	352	22
2000	Bergen, Norway	359	55

Year	Location	Attendees	Guests
1999	Wellington, New Zealand	307	27
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 – 2008



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

Conference Attendance by Year, 1983 – 2008

Attachment VI – Conference Attendance Statistics, continued

Attachment VI – Conference Attendance Statistics, continued

	2008 Athens	2007 Boston	2006 Nijmegen	2005 Boston	2004 Oxford	2003 NYC	2002 Italy	2001 Atlanta	2000 Norway
Paying Members	171	298	216	274	236	258	160	154	155
Paying Non-Members	44	54	48	57	41	74	82	63	77
Supported Members	13	25							
Paying Day Passes	3	1	51	19	16	6	0	10	7
Paying Students	105	122	96	99	85	84	73	77	61
Organizers/Volunteers/Awards	16	20	22	19	6	15	25	13	20
Financial Assistance	0	0	0	4	0	1	6	13	11
Program Invite	1	1	1	6					
Conference Scholarship	10	12	9	10					
Sponsor Complimentary	23	53	32	33	4	22	26	25	28
TOTAL	386	586	475	521	388	460	372	352	359

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

Conference Attendees by Type of Payment/Support, 2000 – 2008

	2008 Athens	2007 Boston	2006 Nijmegen	2005 Boston	2004 Oxford	2003 NYC	2002 Italy	2001 Atlanta	2000 Norway
Member Registration - Early	\$450	\$425	\$425	\$425	\$1450	\$375	\$435	\$325	\$325
Non-Member Registration - Early	\$525	\$500	\$500	\$500	\$1525	\$450	\$485	\$350	\$375
Additional Cost for Membership	\$15	\$15	\$15	\$15	\$15	\$15	\$40	\$65	\$40
Half year membership	1016	1056	977	994	875	844	761	737	720
Memberships through registration	78	106	59	89	71			1st time available	Option not available
New members through registration	43	75	29	65	45			No data	

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

Conference Registration Fee Structure, 2000 – 2008

	2008 Athens	2007 Boston	2006 Nijmegen	2005 Boston	2004 Oxford	2003 NYC	2002 Italy	2001 Atlanta	2000 Norway
Africa	9%	2	2	1	1	1	4	0	1
N America	22%	53	28	60	31	57	22	63	30
C/S America	5%	4	3	2	2	2	5	3	4
Asia	5%	8	9	8	7	8	11	7	12
Pacific	4%	4	3	3	7	4	6	3	3
Europe	54%	29	55	26	52	28	52	24	50
Total %	99%	100%	100	100	100	100	100	100	100

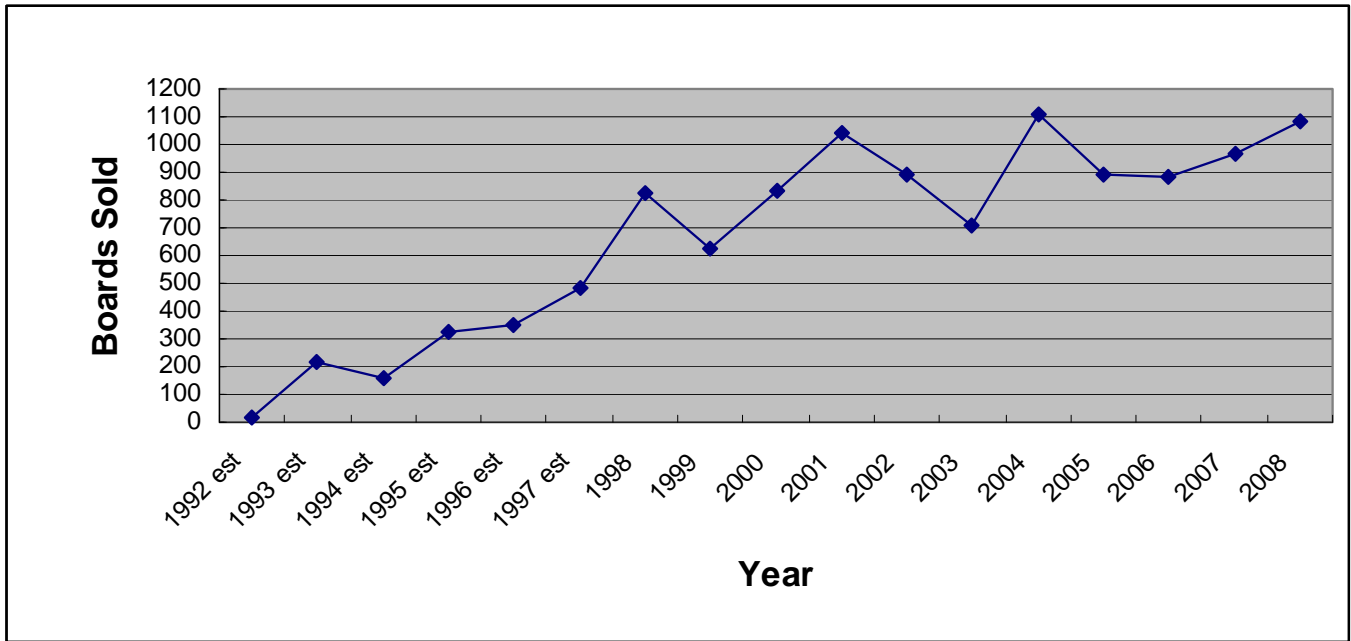
Note: immediate pre-conference figures

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

Conference Attendance by Continent Representation, 2000 – 2008

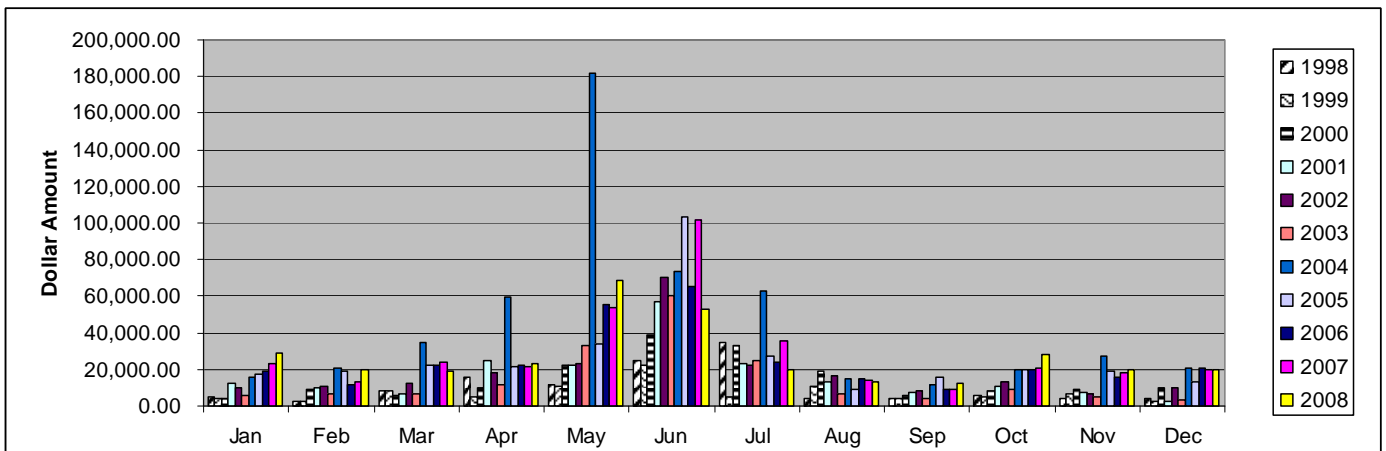
Attachments VII – Financial Information

Attachment VIIa – Sales



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

Beer Game Boards Sold, 1992 – 2008



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

All Electronic Payments, 1998 – 2008, Monthly Comparison

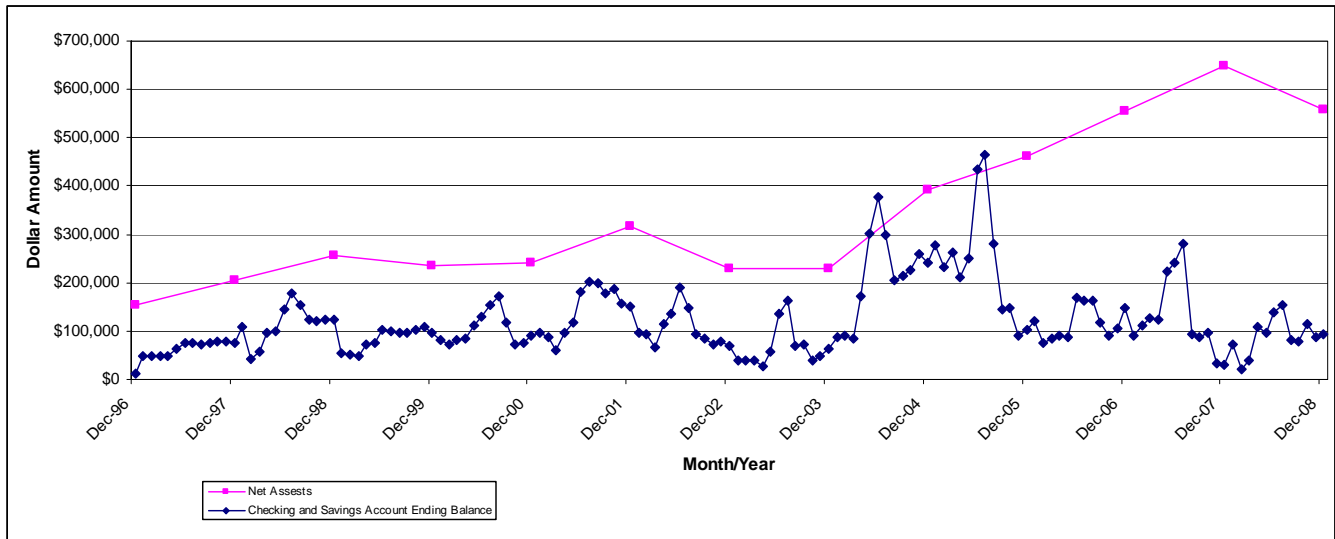
Attachment VIIb – Wiley Financial Information

	Royalties Income	Membership Income	% Increase Membership Income	Wiley Income from SDR	% Increase Wiley Income from SDR	Regular Membership Price	Student Membership Price
2008	\$44,907			\$242,990	1.27		
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: \rsl folders\statistical information\journal-wiley stats\wiley.xls\summary

Summary of Financial Information Provided by Wiley, 1991 – 2008

Attachment VIIc – 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 – 2008**

Attachment VII – Financial Information, continued

Attachment VIId – Balance Sheet 2008

including y/e adjusting entries	<u>Dec 31, 08</u>
ASSETS	
Current Assets	
Checking/Savings	
Bank of America Checking	78343
Bank Paypal	495
Companion Savings - BoA	16489
Travel Cash	211
UBS Financial (was PaineWebber)	53024
Vanguard Society (88008478957)	<u>438146</u>
Total Checking/Savings	586709
Accounts Receivable	
Accounts Receivable	<u>1171</u>
Total Accounts Receivable	1171
Other Current Assets	
Inventory	10695
Work In Process Conference Cost	16294
Prepaid Conf Contract Deposit	<u>16000</u>
Total Other Current Assets	<u>42989</u>
Total Current Assets	630869
Fixed Assets	
Accumulated Depreciation	-11046
Equipment	<u>11046</u>
Total Fixed Assets	0
Other Assets	
Vanguard DMA (88006930361)	<u>36643</u>
Total Other Assets	<u>36643</u>
TOTAL ASSETS	<u><u>667511</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	<u>1282</u>
Total Accounts Payable	1282
Other Current Liabilities	
Deferred Conference Receipts	15900
Advance on Journal Royalty	5000
Membership Sub Payable 2005+	19957
Sales Tax Payable	<u>314</u>
Total Other Current Liabilities	<u>41172</u>
Total Current Liabilities	<u>42454</u>
Total Liabilities	42454
Equity	
Net Assets - Restricted (DMA)	67437
Net Assets - Unrestricted	655729
Net Income	<u>-98109</u>
Total Equity	<u>625057</u>
TOTAL LIABILITIES & EQUITY	<u><u>667511</u></u>

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

Attachment VII – Financial Information, continued

Attachment VIIe – Revenue & Expenses 2008

including y/e adjusting entries	<u>Jan - Dec 08</u>
Ordinary Income/Expense	
Income	
DM Investment Inc	3073
INC Conferences	156401
Investment Income	-142709
Journal Income	43499
Membership Dues	61696
Other Income	-165
Products	126092
Publications Sales	591
Shipping and Handling Income	25010
Sponsor Dues and Donations	44375
Vendor Collection Credit	<u>3</u>
Total Income	317866
Cost of Goods Sold	
Cost of Goods Sold	0
Beer Game (Management Game)	14874
Proceedings	<u>0</u>
Total COGS	14874
Gross Profit	302991
Expense	
Awards	5097
Awards-Dana Meadows	1200
Bank Adjustments (Expense)	1915
Contract with Univ at Albany	190610
Credit card fees	12949
Depreciation Expense	21
Electronic Presence Support	1414
EXP Conferences	98777
Foreign Taxes	136
Journal Expense	20000
Membership Directory Exp	1872
Membership Services	1220
Miscellaneous Expense	243
Officer Expenses	5153
Phone, Fax, E-mail Services	0
Printing & Duplicating	2215
Product Development	64
Professional Fees	35642
Shipping and Postage Expense	21980
Supplies	<u>591</u>
Total Expense	401100
Net Ordinary Income	-98109
Net Income	<u>-98109</u>

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

Attachment VIII – Revenue & Expenses 2008, by Cost Centers

including year-end adjusting entries		audit	2009 ABQ	2008 Greece	MiscConf	Web (Core Ops)	Core Ops - Other (Core Ops)	Total Core Ops	Sales	Pubs	Invest	DMC	IFR	TOTAL
Ordinary Income/Expense														
Income	DM Investment Inc	0	0	0	0	0	0	0	0	0	0	3,073	0	3,073
	INC Conferences	15,900	15,900	156,342	59	0	0	0	0	0	0	0	0	156,401
	Investment Income	136	0	0	0	0	0	0	0	0	142,845	0	0	142,709
	Journal Income	0	0	0	0	0	31,657	31,657	0	11,842	0	0	0	43,499
	Membership Dues	0	0	0	0	0	61,696	61,696	0	0	0	0	0	61,696
	Other Income	0	0	0	0	0	-167	-167	2	0	0	0	0	-165
	Products	0	0	0	0	0	0	0	126,092	0	0	0	0	126,092
	Publications Sales	0	0	0	0	0	0	0	401	190	0	0	0	591
	Shipping and Handling Income	0	0	175	0	0	51	51	24,784	0	0	0	0	25,010
	Sponsor Dues and Donations	0	0	0	0	0	44,375	44,375	0	0	0	0	0	44,375
	Vendor Collection Credit	0	0	0	0	0	3	3	0	0	0	0	0	3
Total Income		15,764	15,900	156,517	59	0	137,615	137,615	151,279	12,032	142,845	3,073	0	317,866
Cost of Goods Sold														
	Cost of Goods Sold	0	0	0	0	0	0	0	0	0	0	0	0	0
	Beer Game (Management Game)	0	0	0	0	0	0	0	14,874	0	0	0	0	14,874
	Proceedings	0	0	0	0	0	0	0	0	0	0	0	0	0
Total COGS		0	0	0	0	0	0	0	14,874	0	0	0	0	14,874
Gross Profit		15,764	15,900	156,517	59	0	137,615	137,615	136,405	12,032	142,845	3,073	0	302,992
Expense														
	Awards	0	0	0	0	0	5,097	5,097	0	0	0	0	0	5,097
	Awards-Dana Meadows	0	0	0	0	0	0	0	0	0	0	1,200	0	1,200
	Bank Adjustments (Expense)	-15	15	765	0	0	1,113	1,113	38	0	0	0	0	1,916
	Contract with Univ at Albany	12,746	12,746	86,143	4,426	12,841	74,127	86,968	8,875	4,134	0	0	63	190,609
	Credit card fees	-168	168	3,802	1	0	6,127	6,127	3,018	1	0	0	0	12,949
	Depreciation Expense	21	0	0	0	0	0	0	0	0	0	0	0	21
	Electronic Presence Support	0	0	0	0	1,414	0	1,414	0	0	0	0	0	1,414
	EXP Conferences	-3,013	3,013	97,782	995	0	0	0	0	0	0	0	0	98,777
	Foreign Taxes	136	0	0	0	0	0	0	0	0	0	0	0	136
	Journal Expense	0	0	0	0	0	0	0	0	20,000	0	0	0	20,000
	Membership Directory Exp	0	0	0	0	0	0	0	0	1,872	0	0	0	1,872
	Membership Services	0	0	0	0	0	1,220	1,220	0	0	0	0	0	1,220
	Miscellaneous Expense	0	0	0	0	0	243	243	0	0	0	0	0	243
	Officer Expenses	72	0	0	0	0	4,280	4,280	0	801	0	0	0	5,153
	Phone, Fax, E-mail Services	0	0	0	0	0	0	0	0	0	0	0	0	0
	Printing & Duplicating	0	0	0	0	0	2,215	2,215	0	0	0	0	0	2,215
	Product Development	0	0	0	0	0	0	0	64	0	0	0	0	64
	Professional Fees	858	351	3,535	1,838	2,573	20,359	22,932	5,196	626	0	0	306	35,642
	Shipping and Postage Expense	0	0	175	0	0	1,091	1,091	20,713	0	0	0	0	21,979
	Supplies	0	0	0	30	0	541	541	19	0	0	0	0	590
Total Expense		14,855	16,293	192,202	7,290	16,828	116,413	133,241	37,923	27,434	0	1,200	369	401,097
Net Ordinary / Net Income		-909	-393	-35,685	-7,231	-16,828	21,202	4,374	98,482	15,402	142,845	1,873	-369	-98,105

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

Attachment VII – Financial Information, continued

Attachment VIIg – Balance Sheet Comparison, 15 years through 2008

including year-end adjusting entries	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994
ASSETS															
CURRENT ASSETS															
Total Cash (ckg/svg//PayPal)	\$ 95,538	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
Money Market mutual funds	\$ 18,160	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
Marketable securities	\$ 442,214	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
Accounts receivable	\$ 1,171														
Inventory (at cost)	\$ 10,695														
Prepaid expenses	\$ 32,294	38,938													
Total Current Assets	\$ 600,072	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
PROPERTY (Fixed Assets)															
Furniture and 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 Property (Fixed Assets)	\$	21	83	356	1,053	2,064	3,041	4,636	3,557	1,051	1,157	1,929	0	0	0
OTHER ASSETS															
Restricted securities / funds	\$ 67,437	73,136	70,341	66,528	29,439										
TOTAL ASSETS	\$ 667,509	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
LIABILITIES & NET ASSETS															
CURRENT LIABILITIES															
Accounts payable	\$ 1,282														
Accrued expenses (conf related)	\$		32,536	1,060	1,285	2,525									
Deferred revenue	\$ 15,900														
Membership Sub. Payable	\$ 19,957	21,823	32,068	23,190	14,640										
Misc. liabilities (sales tax, etc)	\$ 314	85	49									533	38	149	46
Prepaid editorial / travel	\$			0	3,054										
Royalty payment	\$ 5,000	5,000	5,000	5,000											
Total Liabilities	\$ 42,453	26,908	69,653	29,250	18,979	2,525	0	0	0	0	0	533	38	149	46
NET ASSETS															
Unrestricted - General fund	\$ 557,619	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
Restricted	\$ 67,437	73,136	70,341	66,528	30,966								285,650	257,659	259,476
Total Net Assets	\$ 625,056	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
TOTAL LIABILITIES & NET ASSETS	\$ 667,509	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

source: \rls folders\executive director & vp reports\2009\annual report\multi yr balance sheet comparison thru 2008.xls

Attachment VIII – Revenue and Expenses Comparison, 15 years through 2008

Including year-end adjusting entries

	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994
REVENUE															
Conferences	\$ 156,401	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
Investment Income (unrestricted)	\$ 17,503	16,830	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
Journal Income	\$ 44,090	9,860	9,363	12,479											
Membership Dues	\$ 61,696	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
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
Shipping/Handling - prepaid	\$ 25,010	19,671	20,191	18,574	20,157	15,358	15,936	17,926	9,074	8,109					
Products (Bibliog, games, etc.)	\$ 125,927	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
Donations (Sponsors)	\$ 44,375	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
Misc/Other Income	\$ 3		164	269	264		28	337	79	481	0	468	13	183	10
Unrealized Gain/loss(unrestricted securities)	\$ -152,188	23,976					-4,849	661		131	272	108	0	0	167
Restricted Assets Int/Div Income	\$ 3,073	4,295	2,918	34,871	31,528								2,500	11,584	
Total Gross Income	\$ 325,890	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
Cost of Goods Sold															
Lit Collection/PhD Seminar Series	\$		8,288	162	1,550	1,757	4,337	7,909							
Bibliography/Management Game	\$ 14,874	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
Electronic Oracle/Proceeds/SDR reprints	\$	7,928		8,716	318	2,225	4,075	1,056	1,650						
Total CGS	\$ 14,874	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
TOTAL NET INCOME	\$ 311,016	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
EXPENSES															
Admin/Contract with SUNY	\$ 190,610	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	\$ 6,297	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
Bank Adjustments/CrCd Fees	\$ 14,865	16,812	11,658	12,100	19,571	10,782	12,182	7,734	7,189	3,763	4,911	425	55	532	11
Depreciation Expense	\$ 21	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	\$ 98,777	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
Foreign Taxes	\$ 136	98	70												
Publications-Journal	\$ 20,000	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
Publications-Other	\$ 2,215		528				1,782	2,392	4,261	6,819	2,842	4,877		1,632	5,140
Membership Dir/Mailing Exp/Serv	\$ 3,092	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
Member Subsidies/Incentives	\$			0	2,430	8,145	4,320	6,120	3,865	3,480					
Officer Expenses/Travel	\$ 5,152	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
Professional Services Fees	\$ 35,642	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
Shipping /Postage Expense	\$ 21,983	15,483	14,640	14,065	14,794	12,292	9,917	11,341	6,891	6,466	0	0	797	800	1,529
E-presence/Misc/Ptrg/Off Supplies	\$ 2,312	3,866	3,775	7,127	3,722	3,178	904	1,282	1,084	549	0	870	1,988	1,096	1,084
Restricted Asset Loss	\$ 8,024												5,078	11,645	
TOTAL EXPENSES	\$ 409,126	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
TOTAL EXPENSES AND CGS	\$ 424,000	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
INCREASE/DECREASE IN NET ASSETS	\$ -98,110	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

source: \rls folders\executive director & vp reports\2009\exdir july 2009\ multi yr profit & loss comparison thru 2008.xl

