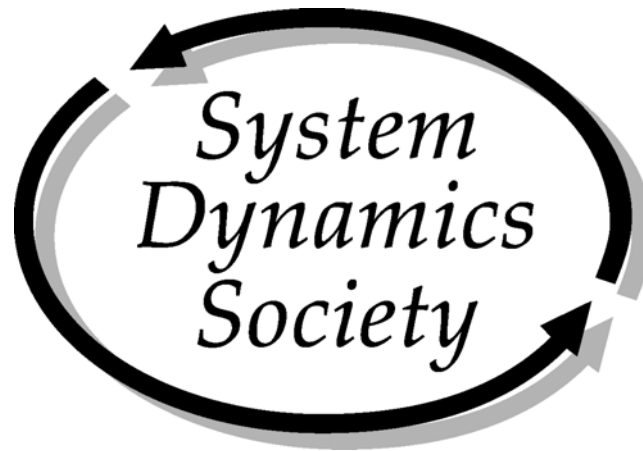


Annual Report on
Home Office Operations
for Fiscal Year 2009



Presented
July 2010

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Annual Report on Home Office Operations
Fiscal Year 2009
System Dynamics Society

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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. 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.

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 presidents and vice presidents had shipped to the home office over the past few years. These documents have been reviewed, recorded into a finders file and stored appropriately. The finding aid document is available to anyone interested in researching the Society's archives. The final step in this project is for student volunteers to scan the archived documents.

Each year all new documents will be reviewed, recorded, and stored or destroyed per our new Records Retention Guide developed with the help of our CPA.

Wiley-Blackwell

The contract with Wiley Blackwell terminates December 2010. Contract review commenced at the 2009 Albuquerque conference and is still underway.

Web Presence

As part of the project to convert our website into a content management system, Pallavi Thakare, a student from the University of Maryland has reworked our website using Joomla. Final steps to activate this project need to be completed. Jack Pugh has retired as the volunteer Webmaster; the Society is looking for an enthusiastic volunteer to take on this important role.

Conference Management

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

Conference Location Policy By vote of the Policy Council, the Society has moved to a conference location policy which has two default locations, one in North America and one in Europe. Locations outside these will be considered; on a case by case basis. Additionally, the Society should examine and

develop other mechanisms for promoting and strengthening the field in other locations. For more information, please see the Winter 2010 Policy Council Meeting minutes.

Routine Operations

Membership

Membership fell in 2009 from 1,106 to 1,043. For full details over time see Attachment II – Membership Statistics, beginning on page 11.

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. A status report was given by the VP Finance at the 2009 Summer Policy Council Meeting. Please see the 2010 VP Finance report that summarizes the financial and membership analysis of the full two years of tiered dues structure.

Electronic-only Membership Option We began offering memberships with electronic-only delivery of the *System Dynamics Review* in 2006. In 2006 only 4% of members chose electronic-only but this has increased steadily to 27% in 2009. Starting with the 2008 membership campaign, a \$10 discount was offered for electronic-only memberships.

Services and Recruitment At the end of 2009 we had 8,671 records of members, non-members and conference registrants who have contacted this office for products or information. Of those records 694 had neither a valid e-mail address or postal address, leaving 7,977 valid records. We actively contact people in the database with invalid address information.

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

We include a membership option on the conference registration. For the Albuquerque conference, we processed 84 memberships, of which 40 were **new** members. Please see table “Conference Registration Fee Structure” on page 19, showing the differences between member and non-member conference fees.

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

Sponsorship Incentive There was a total of 86 new or renewed members that joined the Society for the calendar year 2009 as a result of the Society Sponsorship incentive. See table “Membership Resulting From Society Sponsorship Incentive, 1999 – 2009” on page 15 for history. A sponsor receives up to three personal memberships with a sponsorship and can purchase additional memberships at a discount.

Membership Directory The on-line membership directory is outsourced to Memberclicks. The monthly maintenance fee has steadily increased since 2002 to \$163.80, resulting in payment of \$1,966 for 2009. The hard copy directory was last printed in 2001 and costs were \$7,000 at that time. (Memberclicks fee history: 2008, \$1,872; 2007, \$1,812; 2006, \$1,800; 2005, \$1,526; 2004, \$907; 2003, \$1,209; 2002, \$1,231 and a first year setup (\$650) plus fees for partial year.)

62 current members chose not to be included in the on-line directory and therefore had no profile uploaded. Profiles of non-renewed 2008 members were included until the end March of 2009. Benefits of the on-line directory include instant updates for contact information, ease of use and lower 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 rather than the on-line directory.

	January – June	July – December	Calendar Year Process Totals
2009	436	600	1036
2008	500	606	1106
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\memovvertime

**Total Memberships Processed in the Calendar Year
1998 –2009**

The Membership Process 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. In 2009 69% of our 2008 members renewed. Renewal rates have fallen from a high of 78% in 2004. 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 remains that they are not using system dynamics in their profession anymore.

Our 2009 membership totaled 1,043 members: (86 Sponsored, 236 Subsidized, 2 Complimentary and 719 in all other non-subsidized tiers). At the end of the 2009 membership period, we had 762 renewing members and 281 new members. New members accounted for over 25% of our membership. For history, please see Attachment II – Membership Statistics, table “Membership Over Time, 1984 – 2009, page 12.

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 50% of all membership payments in 2009, up from 47% in 2008.

Sales

Beer Distribution Game, Proceedings, Journal, Bibliography, PhD Seminar Series and MIT Literature Collection Interest in the Production Distribution Game (Beer Game) was at all time low in 2009; the Society sold only 608 boards in 2009 after a record setting 1086 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 our publisher 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 73 back issues from 1985 through 2009 (Volume 1 – Volume 25) was offered for sale for \$750.00. The full time student member price for the Volume 1 – Volume 25 set was \$325.00.

Open source access to past conference proceedings have contributed to a total absence in sales of any hardcopy conference proceedings in 2009.

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

In 2009 only two copies of the *Electronic Oracle* were sold, and there were no sales for the *Fireside Chat*.

In 2009, the \$50,998 net income from the sales “cost center” helped support all operations offered by the Society office. This amount is almost half of \$98,492 net income from sales in 2008 and also less than the \$69,252 net income from sales in 2007.

Items Sold	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
Beer Game Boards including loaner boards	608	1082	996	878	894	1,109	710	876	1,043	837
Proceedings	0	2	6	190	57	98	87	45	56	36
<i>System Dynamics Reviews</i> *2007 increase due to special sale)	19 singles 1 set	6 singles 0 sets	8 singles 1 set	900* singles 0 sets	5 single 0 sets	17 single 3 sets	13 single 5 sets	8 single 1 set	13 single 4 sets	29 single 8 sets
Bibliographies	0	1	1	5	1	3	1	2	8	4
Forrester PhD Seminar	8 singles 2 sets	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
MIT Literature Collection	15	19	19	42	80	81	N/A	N/A	N/A	N/A
<i>Electronic Oracle</i>	2	9	178							
Fireside Chat	0	4	37							

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

Sales, Ten years through 2009

Bibliography

The System Dynamics Bibliography is maintained by a bibliographer with scheduled published updates. Beginning 2010, these updates will be performed four times per year. The System Dynamics Society Bibliography is downloadable from our website. The bibliography has been updated to include the 2009 Albuquerque Proceedings and the *System Dynamics Review* Volume 25, Number 1 – 4. New entries and corrections are continuously being made, as the bibliography is always a work in progress; currently there are 9,312 entries.

Investment Policy for the Society

An overall investment policy for the Society was implemented in 2005 and continues to be maintained. As per our investment consultant suggestion, rebalancing is done annually to achieve the original weighting in the overall investment policy. At the Winter PC Meeting, an ad hoc investment committee was formed to look at the Society’s investments. Jim Thompson and Jim Lyneis have agreed to work with Roberta Spencer and David Andersen to review the investment strategy and make recommendations.

Dana Meadows Endowment Fund

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

Society Sponsorship

See Attachment IV – Sponsor Statistics, beginning page 15, for sponsorship campaign statistics including a list of all Society and conference sponsors for calendar years 2004 through 2009. Of the 37 sponsors that sent a gift or traded services, there were five new sponsors in 2009. Our sponsors are very committed, 27 of our 2009 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 2009 Society Sponsorship Campaign totaled 994. See chart “Society Sponsorship Mail-out Campaign, 2002 – 2009” page 15, for breakdown of letters mailed. We continued this Society sponsor program for calendar year 2010 in September and October 2009.

Year	Amount Received	Budgeted
2009	\$34,125	\$26,545
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\2009 campaign\status 2009.xls
\income-budgets since 1997

Sponsor Income, 1997 – 2009

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 18.

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 office and site finances in QuickBooks
- Manage registrations
- 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
- Support award committees, manage as needed submissions, ceremonies, scheduling, handouts to recipients for Dana Meadows Student Prize Award, Jay W. Forrester Awards, Applications Award, Outstanding Service Award and assist with outside awards.
- 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
- Work with Program Chair as needed
- Assist in implementing any new program features
- Organize all pre-conference and during-conference outside contractor and volunteer labor
- Assist attendees in any need they have to attend including funding transfer issues, letters of invitation for visas, assist with roommate contacts, finding appropriate lodging, manage other unique site-specific, etc.

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 continue.

Current Conference Activities At any given moment the Society office is working on at least three conferences. The Society office is working with Man-Hyung Lee, Tae-Hoon Moon, Dong-Hwan Kim, and many more volunteers for the 2010 conference.

Future Planning is actively ongoing for the Washington, DC 2011 Conference. The dates are July 24 – 28, 2011. See the preliminary conference information with your conference materials. A pre-conference planning visit to St. Gallen (2012) is scheduled for the end of August 2010. We are pursuing proposals for the 2013 (North American site) conference and for the 2014 (European site) conference as per the new conference location policy.

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, core operations, sales, publication, and web presence. All bookkeeping files are maintained in QuickBooks. See Attachments VII – Financial Information (a through h) pages 20 - 26, for all financial information for 2009 and other related charts and graphs.

Allocation of Effort

Daily time sheets are recorded using five cost centers. During 2009 Executive Director, Roberta Spencer, and Assistant to Executive Director 1, Erin Sheehan, worked full time. Assistant to Executive Director 2, Robin Langer, worked 75%, and graduate assistant, Navid Ghaffarzadegan, worked part time. The office will continue with two full time people, one part time and the graduate assistant into 2010. The following table, "Allocation of Staff Effort by Cost Center" shows how the two full time people split their time between the various cost centers used by the Society to track staff time usage.

Executive Director Roberta Spencer	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998
	%	%	%	%	%	%	%	%	%	%	%	%
Full time	100	100	100	100	100	100	100	100	100	90	75	75
Current Conference	46	44	46	50	45	62	36	42	34	38	31	27
Past/Future Conference	5	8	2	4	5	1	6	7	5	3		
Next Conference	7	10	10	3	6	5	13	12	7	5	2	4
Core Operations	27	27	28	26	27	21	25	25	39	41	50	41
Web	7	4	7	8	9	4	9	3	1	1		
Publications	4	3	4	5	4	1	4	4	5	3		
Sales	4	4	3	4	4	6	7	7	9	9	17	28

Assist to Exec. Director 1 Full-time - Erin Sheehan	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998
	%	%	%	%	%	%	%	%	%	%	%	%
Full time	100	100	100	100	100	100	100	100	60-75	60	50	50
Current Conference	26	28	30	25	26	47	33	34	33	33	23	22
Past/Future Conference	1	0	0	0								
Next Conference	2	0	2	2	2		1	2	2	1	2	2
Core Operations	57	58	55	58	57	33	45	42	40	42	54	41
Web	1	.5	0	1	2	2	3	7	1			
Publications	2	2.5	1	1	2	2	4	5	11	4		
Sales	11	11	12	13	11	16	14	10	13	20	21	35

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

Allocation of Staff Effort by Cost Center, 1998 – 2009

Web Presence

Our website is a great resource and continues to be upgraded. The Society office website has been maintained at eSecureData/com since October 2008. To keep abreast of technological advancements, development funding must continue to be placed in the budget for web presence. Our website includes an online discussion forum and the SD Wiki.

In conjunction with their web presence, the Policy Council, the Membership Committee, and the Student Chapter each use the facilities at the University at Albany for their respective e-mail distribution lists.

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 our publisher
- 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	2009	2008	2007	06	05	04	03	02	01	00	Country	2009	2008	2007	06	05	04	03	02	01	00
Argentina	4	3	3	3	1	1	2	3	7	8	Mauritius	-	1	-	-	-	-	-	-	-	-
Australia	39	33	40	34	33	33	32	28	36	30	Mexico	14	12	12	13	12	10	8	9	9	5
Austria	5	6	4	4	3	3	3	2	3	5	Mongolia	-	-	-	-	-	-	-	1	-	-
Bahrain	-	-	-	-	-	-	1	1	1	-	Myanmar	2	-	-	-	-	-	-	-	-	-
Bangladesh	-	1	1	1	1	1	-	1	1	1	Nepal	1	-	-	-	-	-	-	-	-	-
Belgium	8	10	10	14	9	8	8	9	6	5	Netherlands Antilles	-	-	-	-	-	-	-	-	1	-
Bermuda	-	1	-	-	-	-	1	1	-	-	Netherlands	30	36	43	38	33	32	29	25	29	30
Bolivia	1	1	-	-	-	-	-	-	-	-	New Zealand	10	13	13	12	11	9	8	7	10	8
Brazil	19	16	18	21	21	15	15	11	10	10	Nicaragua	-	-	-	-	-	-	1	1	-	-
Cambodia	-	-	-	1	1	-	-	-	-	-	Nigeria	2	3	1	1	1	1	1	1	1	1
Canada	27	29	25	25	26	29	28	25	29	28	Norway	18	24	24	28	24	24	23	23	31	36
Chile	5	5	6	4	3	3	3	1	1	1	Pakistan	1	9	9	9	10	1	-	-	-	-
China	13	16	16	17	6	5	4	3	6	5	Peru	2	2	1	1	1	2	2	1	-	-
Colombia	14	11	12	6	5	5	7	5	6	5	Philippines	1	2	2	1	-	1	1	2	2	3
Costa Rica	1	1	1	2	2	2	1	1	2	-	Poland	6	8	7	7	6	3	2	3	4	4
Cote d'Ivoire	-	-	-	-	-	-	-	-	1	1	Portugal	3	5	6	6	9	7	6	7	6	6
Crete	-	1	-	-	-	-	-	-	-	-	Puerto Rico	4	2	3	2	2	1	1	1	-	-
Croatia	9	14	11	13	8	4	2	2	2	2	Romania	-	1	-	-	-	-	-	-	-	-
Cuba	1	-	-	-	-	-	-	-	-	-	Russia	10	11	9	6	8	2	2	2	2	2
Cyprus	2	3	2	3	1	-	1	2	1	-	Saudi Arabia	3	3	1	2	2	1	1	2	1	1
Czech Rep	5	6	3	4	5	4	2	2	2	2	Senegal	-	1	1	1	-	-	-	-	-	-
Denmark	4	4	4	5	4	4	3	5	5	4	Singapore	4	5	4	5	4	5	5	5	3	3
Dominican Rep.	-	-	-	-	-	-	-	-	1	1	Slovak Republic	1	2	2	1	-	-	-	-	-	-
Egypt	5	7	9	8	9	7	11	16	1	-	Slovenia	3	2	2	4	2	3	2	2	3	3
Ethiopia	-	-	-	-	-	-	-	-	1	-	South Africa	7	8	8	6	6	5	6	4	2	1
Finland	3	4	5	6	5	6	6	5	7	7	South Korea	6	11	9	12	9	11	8	12	11	13
France	14	9	9	8	11	11	12	12	10	10	Spain	19	22	20	21	17	21	18	24	25	25
Germany	55	56	60	57	54	50	47	40	39	37	Sweden	14	14	11	10	12	15	15	14	13	10
Ghana	1	-	1	1	1	-	-	-	-	-	Switzerland	24	29	30	34	33	39	30	29	24	22
Greece	12	14	6	7	8	13	13	9	5	4	Taiwan	7	7	9	11	11	6	7	7	8	5
Hong Kong	3	3	3	2	2	2	2	1	2	2	Thailand	1	3	1	-	-	-	1	1	1	2
Hungary	-	-	1	1	-	-	-	-	-	-	Trinidad	1	-	-	-	-	-	-	-	-	-
Iceland	1	1	3	-	-	-	-	-	1	1	Tunisia	-	-	1	-	-	-	1	1	-	-
India	15	14	14	11	6	5	5	3	4	4	Turkey	6	8	7	8	11	10	6	4	9	15
Indonesia	7	6	10	9	8	8	8	4	8	13	Uganda	1	1	-	-	-	-	-	-	-	-
Iran	5	11	7	3	3	2	2	2	2	2	Ukraine	-	-	1	1	1	1	1	-	-	-
Ireland	1	1	1	1	2	1	1	2	5	3	United Arab Emirates	4	2	2	1	-	-	-	-	-	-
Israel	1	2	2	1	1	1	1	3	2	2	United Kingdom	65	79	78	79	85	100	91	90	100	101
Italy	20	25	21	22	22	23	25	27	24	24	United States	441	426	482	420	445	374	384	338	425	388
Jamaica	-	-	-	-	-	-	1	-	-	-	Uruguay	2	1	-	-	-	-	1	-	-	-
Japan	19	24	29	26	29	32	33	31	41	39	Venezuela	1	3	4	2	2	-	4	4	3	-
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	Yemen	1	1	-	-	-	-	-	-	-	-
Latvia	2	-	2	1	-	-	-	-	-	-	Totals	1043	1106	1152	1070	1052	977	953	883	1002	946
Lebanon	1	1	1	1	1	1	1	1	1	1											
Liechtenstein	-	1	1	-	-	-	-	-	-	-											
Lesotho	-	-	-	-	-	-	-	1	-	-											
Macao	1	2	-	-	-	-	-	-	-	-											
Malaysia	4	6	8	5	2	11	3	2	2	2											

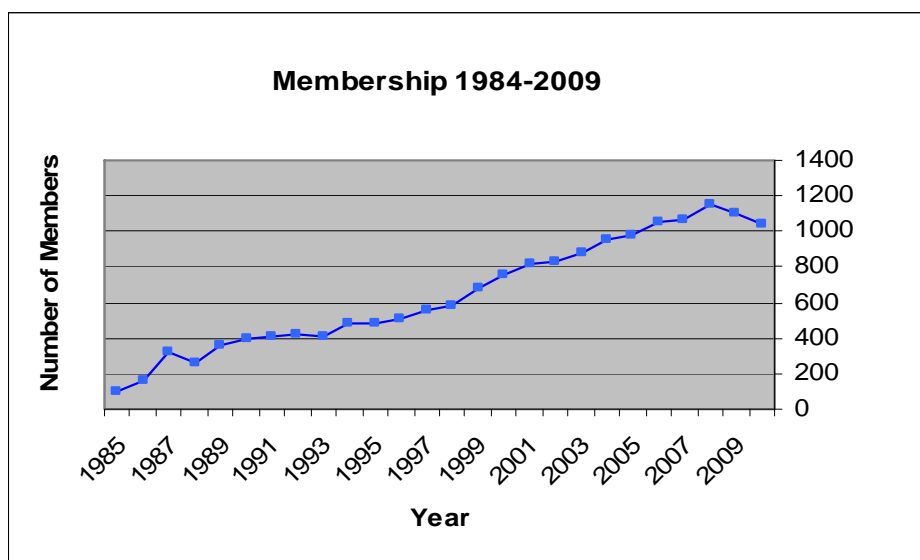
Geographic Distribution, 1999 – 2009 (70 Active Countries of 94 Total Countries)
Attachment II – Membership Statistics, continued

Attachment II – Membership Statistics, continued

Year	Society Database	Wiley-Blackwell	At June 30th	Regular Student	Institutional	EAL
2009	1043		950	807/236		
2008	1106		1016	863/243		
2007	1152	–	1056	888/264	Tracked differently 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		

Wiley-Blackwell 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\memovertime

Membership Over Time, 1984 – 2009



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

Membership Growth, 1984 – 2009

Attachment II – Membership Statistics, continued

Year	Unknown	Academic	Military	Private	Public	Other
	%	%	%	%	%	%
2009	0	51	1	32	11	5
2008	0	52	1	31	11	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

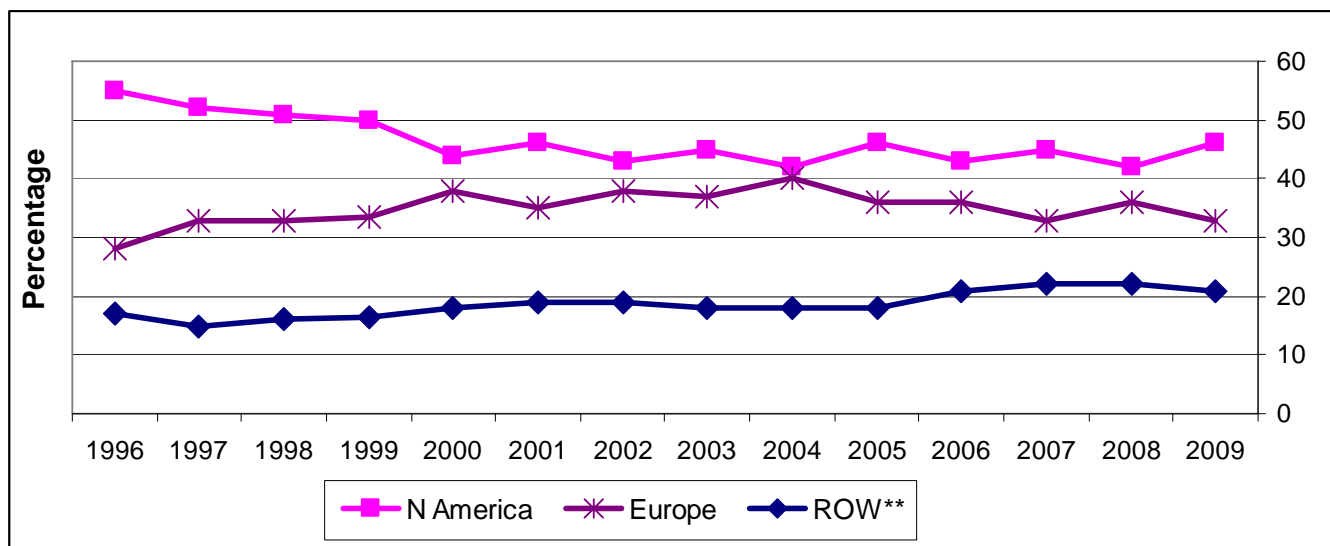
Before 2003, based on the institution name listed in the membership directory. 2003 on, self-reported by members.
 source: \rls folders\statistical information\growth indicators\membership stats.xls\membysector

Membership Distribution by Sector, 1997 – 2009

	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997
Africa	2%	2	2	2	2	1	2	3	1	0.5	0.5	0.5	0
N America	46%	42	45	43	46	42	45	43	46	44	50	51	52
S & C America	5%	4	4	4	3	3	3	3	3	3	2	3	2
Asia	9%	12	11	11	10	10	9	9	10	10.5	10	9.5	10
Europe	33%	36	33	36	36	40	37	38	35	38	33.5	33	33
Pacific	5%	4	5	4	4	4	4	4	5	4	4	3	3
# of countries	70	71	66	64	59	56	65	63	62	55	54	49	46

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

Percentage of Membership by Continent, 1996 – 2009



**ROW - other than N Amer. & Europe

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

Membership by Continent, 1996 – 2009

Attachment III – Chapter and Special Interest Group Statistics

Year	New Chapter Name
2008/09	N/A
2007	Germany
2006	Psychology (This chapter became a 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: \rfs folders\statistical information\growthindicators\chapter-sig growth.xls\chapters

New Chapters, 1989 –2009

New Special Interest Groups (year approved):

- Business (2005)
- Education (2002)
- Energy (2006)
- Environmental (2003)
- Health Policy (2003)
- Information Science and Information Systems (2006)
- Inter- and Intranational Conflict (2008)
- Model Analysis (2007)
- Psychology (2009)
- Security (2003)

Attachment IV – Sponsor Statistics

	2009	2008	2007	2006	2005	2004	2003	2002
Past Sponsors (not current)	30	28	30	24	13	2	4	4
Conference Sponsors (not Society)	15	12	7	8	11	9	6	5
Last year paying	36	34	38	36	45	19	23	23
Cold Call Universities	144	184	327	368	270	240	93	103
Cold Call Non-Members Non-University	446	570	483	255	253	315	86	90
Cold Call Members	323	325	401	228	235	203	89	51
Over \$500 Beer Game Sales	0	0	0	0	0	0	0	35
Total letters mailed	994	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 – 2009

Year	# of Members from Sponsorship Incentive (new or renewal)
2009	86
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 - 2009

Attachment IV – Sponsor Statistics, continued

Conference and Society Sponsors 2004 through 2009

Corporations:

AIMS and ConfluentC, llc.
Amber Blocks, Ltd. ^{1,2}
Asthma 2000 Group
Atkins Nutritionals, Inc. ^{2,3}
Atrivé ¹
Attune Group, Inc. ³
The Boeing Company ²
Bolide Pty Ltd ¹
Booz Allen Hamilton ¹
Bosan Nissan ³
BP ¹
Brand Management
CALIBRE
City of Nijmegen ³
Clif Bar Inc. ³
Complexio ¹
CRA International, Inc. ²
CSArch Architecture | Construction
Management ^{2,3}
Decisio Consulting Inc.
Decision Dynamics, Inc. ¹
Deutsche Lufthansa AG ³
DeVierjaargetijden ³
e-integrate ^{1,2}
European Master Programme in System
Dynamics ²
Evans & Peck Pty Ltd. ^{1,2}
The Expertool Paradigm ¹
FoodShouldTasteGood, Inc. ^{2,3}
Forrester Consulting, LLC ¹
Forio Business Simulations ²
GE Insurance Solutions ³
General Motors
Global Strategy Dynamics Ltd.
Goldsim Technology Group ²
Grupo Proyectos
Hall, Vasil & Dowd, CPA's
Health Market Science
Homer Consulting ¹
Huerfano Chapter, Navajo Nation ^{2,3}
HVR Consulting
Idaho National Laboratory ²
International Society for the
Systems Sciences (ISSS) ^{2,3}
isee systems ^{1,2}
Jantz Morgan LLC ²
Kamer van Koophandel Centraal
Gelderland
Kolbenschmidt Pierburg
Lamans s.a. ³
Lane Press of Albany ²
LISTO bvba

Corporations continued:

The Manufacturing Game, Ledet
Enterprises ^{1,2}
Master Systems Inc.
Minase Consulting
Mohaseboon Financial and Business
Consultants
Murphy-Hall & Company, CPA's ¹
National Business Promotions, Inc. ³
Northwater Capital Management, Inc.
Nonni's Foods ³
PA Consulting Group ^{1,2}
PA Consulting Group, Euro-based
System Dynamics Group
Patterson America ¹
Pearson Education New Zealand
(in association with Kambiz Maani
& Bob Cavana)
Pegasus Communications, Inc. ^{1,2,3}
Plug Power
Ponte Consulting Group ²
Powersim Software AS ²
Powersim Solutions, Inc. ^{1,2}
PROGNOZ ²
Project Performance International
Proverbs Corporation ¹
Raytheon Integrated Defense Systems
Sandia National Laboratories
Lockheed Martin ²
SAIC, Science Applications
International Corporation
Seaport Hotel ³
Significant BV
Sioo
SoL, the Society for Organizational
Learning ^{2,3}
Swiss Reinsurance Company ³
Synapse Energy Economics, Inc ²
System Dynamics Guild at
Sandia National Laboratories ²
transentis management consulting GmbH
& Co. KG ^{1,2}
U. S. Department of Homeland Security,
Science and Technology Directorate ²
Vanguard Strategy
Ventana Systems, Inc. ^{1,2}
Ventana Systems UK ¹
Vivaldi's Café ³
WB Incorporated ³
Whole Systems Partnership ^{1,2}
Wiley-Blackwell (formerly
John Wiley & Sons Ltd.) ^{2,3}
XJ Technologies ^{1,2}

Universities and University Centers:

ABK, Radboud University Nijmegen
Center for Sustainable Ecosystem
Nanotechnologies ¹
Centre for Operational Research &
Applied Statistics (CORAS),
University of Salford ¹
Delft University of Technology ¹
Methodology Department
Nijmegen School of Management,
Radboud University Nijmegen ³
Panteion University 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
System Dynamics Group,
Massachusetts Institute of Technology ¹
System Dynamics Society's
Hellenic Chapter
System Dynamics Group,
University of Bergen ¹
Tecnológico de Monterrey
Union Graduate College ¹
University of Patras ³
Worcester Polytechnic Institute (WPI) ^{1,2}

Individual Sponsors:

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

Individual Donors:

Allen and Jane Boorstein
Bill Braun
Ken Carpenter
Anne Dowling ¹
Dennis Meadows

¹ 2009 Society Sponsor

² 2009 Conf. Sponsor

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

Attachment V – Administrative Processes

Business Processes Tightly Linked to Administrative Calendar:

- Tax filings/returns; work with bookkeeper and CPA
 - May 15 Federal (no fee), Massachusetts and New York (annual fees) 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. (Society Clerk/Secretary must be a resident of Massachusetts.)
 - Sales Tax returns (Massachusetts and New York) due quarterly or annually based on volume of sales.
- Manage annual contract and contractual obligations with the University at Albany, and as the contract relates to the State of New York
- Monitor and acquire correct insurance coverage for the Society
- 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 of Home Office Operations
- 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
- Work with Administration Committee to continually refine processes

Attachment VI – Conference Attendance Statistics

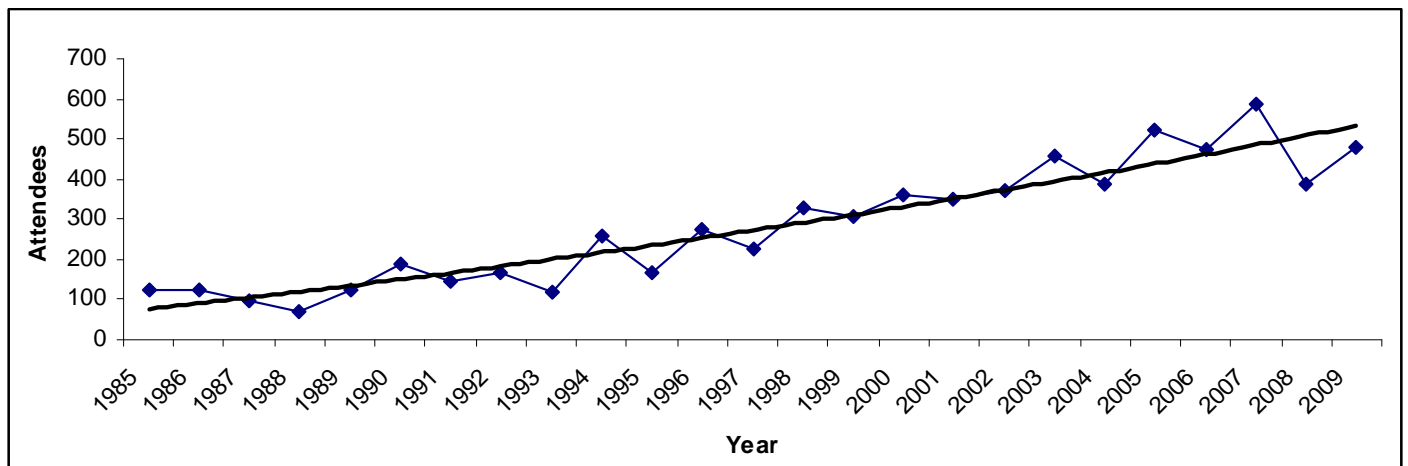
Year	Location	Attendees	Guests
2009	Albuquerque, NM, USA	478	43
2008	Athens, Greece	386	52
2007	Boston, MA USA	586	55
2006	Nijmegen, Netherlands	475	29
2005	Boston, MA USA	521	39
2004	Oxford, England	388	45
2003	NYC, USA	460	58
2002	Palermo, Italy	372	83
2001	Atlanta, GA USA	352	22

Year	Location	Attendees	Guests
2000	Bergen, Norway	359	55
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	

Year	Location	Attendees	Guests
1991	Bangkok, Thailand	159	
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: \rfs folders\statistical information\conference related\attendees.xls\all attendees

Conference Attendance by Year, 1983 – 2009



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

Conference Attendance by Year, 1983 – 2009

Attachment VI – Conference Attendance Statistics, continued

Attachment VI – Conference Attendance Statistics, continued

	2009 ABQ	2008 Athens	2007 Boston	2006 Nijmegen	2005 Boston	2004 Oxford	2003 NYC	2002 Italy	2001 Atlanta	2000 Norway
Member Registration - Early	\$450	\$450	\$425	\$425	\$425	\$1450	\$375	\$435	\$325	\$325
Non-Member Registration - Early	\$525	\$525	\$500	\$500	\$500	\$1525	\$450	\$485	\$350	\$375
Additional Cost for Membership	Depends on Dues Tier		\$15	\$15	\$15	\$15	\$15	\$40	\$65	\$40
Half year membership	950	1016	1056	977	994	875	844	761	737	720
Memberships through registration	84	78	106	59	89	71	-	-	1st time available	Option not available
New members through registration	40	43	75	29	65	45	-	-	No data	Option not available

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

Conference Registration Fee Structure, 2000 – 2009

	2009 ABQ	2008 Athens	2007 Boston	2006 Nijmegen	2005 Boston	2004 Oxford	2003 NYC	2002 Italy	2001 Atlanta	2000 Norway
Paying Members	196	171	298	216	274	236	258	160	154	155
Paying Non-Members	73	44	54	48	57	41	74	82	63	77
Supported Members	19	13	25							
Paying Day Passes	7	3	1	51	19	16	6	0	10	7
Paying Students	82	105	122	96	99	85	84	73	77	61
Educator Scholarships	32	-	-	-	-	-	-	-	-	-
Organizers/Volunteers/Awards	25	16	20	22	19	6	15	25	13	20
Financial Assistance	0	0	0	0	4	0	1	6	13	11
Program Invite	2	1	1	1	6	-	-	-	-	-
Conference Scholarship	10	10	12	9	10	-	-	-	-	-
Sponsor Complimentary	32	23	53	32	33	4	22	26	25	28
TOTAL	478	386	586	475	521	388	460	372	352	359

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

Conference Attendees by Type of Payment/Support, 2000 – 2009

	2009 ABQ	2008 Athens	2007 Boston	2006 Nijmegen	2005 Boston	2004 Oxford	2003 NYC	2002 Italy	2001 Atlanta	2000 Norway
Africa	3%	9	2	2	1	1	1	4	0	1
N America	62%	22	53	28	60	31	57	22	63	30
C/S America	5%	5	4	3	2	2	2	5	3	4
Asia	8%	5	8	9	8	7	8	11	7	12
Pacific	2%	4	4	3	3	7	4	6	3	3
Europe	20%	54	29	55	26	52	28	52	24	50
Total %	100%	99	100	100	100	100	100	100	100	100

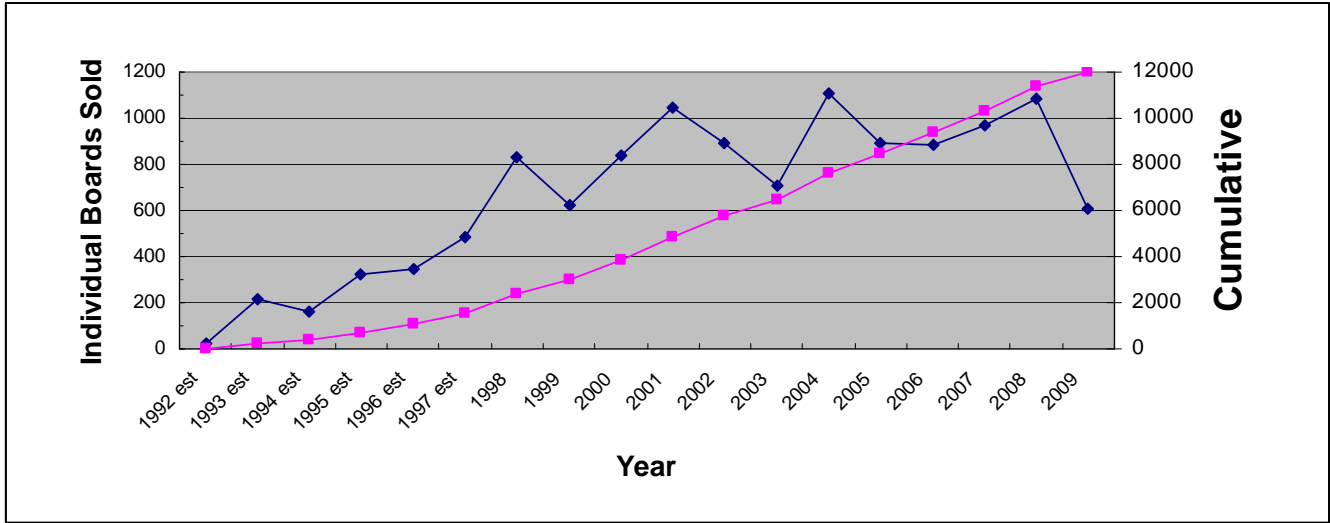
Note: immediate pre-conference figures

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

Conference Attendance by Continent Representation, 2000 – 2009

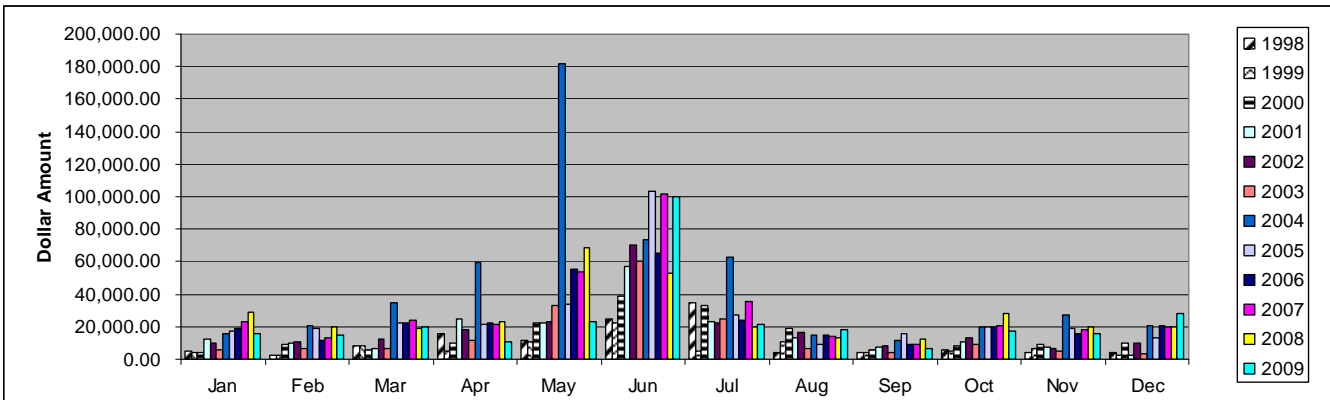
Attachments VII – Financial Information

Attachment VIIa – Sales



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

Beer Game Boards Sold, 1992 – 2009



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

All Electronic Payments, 1998 – 2009, Monthly Comparison

Attachment VII – Financial Information, continued

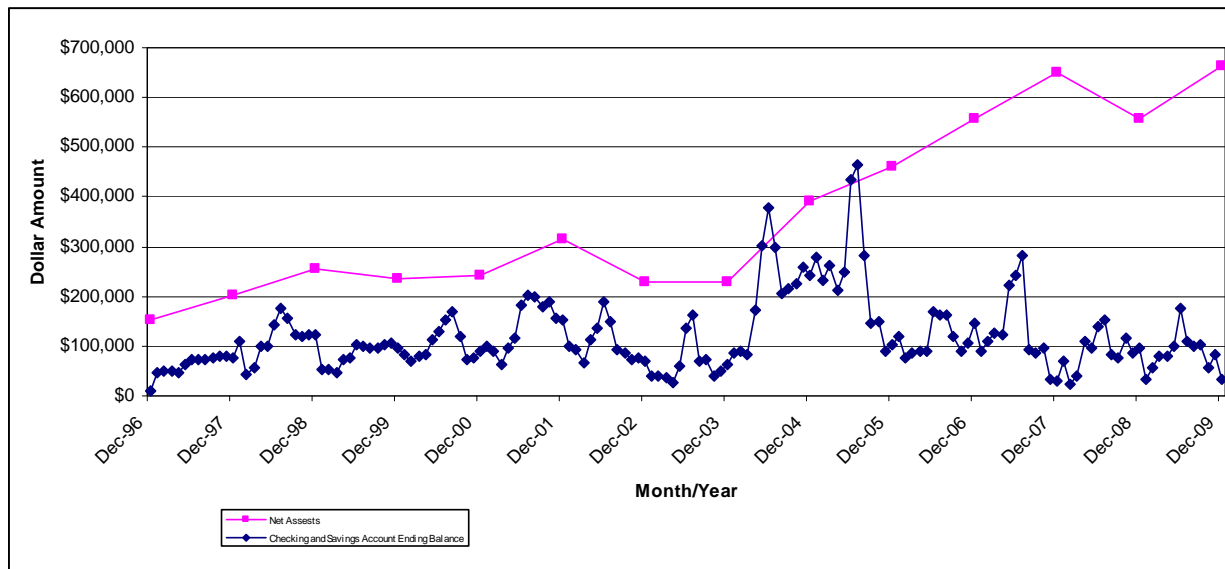
Attachment VIIb – Wiley-Blackwell Financial Information

	Royalties Income	Membership Income	% Increase (Membership Inc)	SDR Income	% Increase (SDR Inc)	Membership Price	
						Regular	Students
2009	\$40,997	0	0	\$231,341	0.952	tiered dues structure in place	
2008	\$44,907	0	0	\$242,990	1.270		
2007	\$41,596	0	0	\$191,269	1.025	\$90	\$45
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
1991est				\$22,000			

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

Summary of Financial Information Provided by Wiley-Blackwell, 1991 – 2009

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

Attachment VIId – Balance Sheet 2009

including y/e adjusting entries	<u>Dec 31, 09</u>
ASSETS	
Current Assets	
Checking/Savings	
Bank of America Checking	17,477
Bank Paypal	313
Companion Savings - BoA	16,506
Travel Cash	135
UBS Financial (was PaineWebber)	22,654
Vanguard Society (88008478957)	<u>537,463</u>
Total Checking/Savings	594,548
Accounts Receivable	
Accounts Receivable	<u>31</u>
Total Accounts Receivable	31
Other Current Assets	
Inventory	23,447
Prepaid Conf Contract Deposit	8,300
Prepaid SUNY Contract	35,925
Undeposited Funds	350
Work In Process Conference Cost	<u>23,799</u>
Total Other Current Assets	<u>91,821</u>
Total Current Assets	686,400
Fixed Assets	
Accumulated Depreciation	-11,046
Equipment	<u>11,046</u>
Total Fixed Assets	0
Other Assets	
UBS DM CD	30,709
Vanguard DMA (88006930361)	<u>40,948</u>
Total Other Assets	<u>71,657</u>
TOTAL ASSETS	<u><u>758,057</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	<u>612</u>
Total Accounts Payable	612
Other Current Liabilities	
Advance on Journal Royalty	5,000
Customer Prepayments	1,393
Deferred Conference Receipts	2,000
LESS SNL K-12 Track to Disperse	-3,755
Membership Sub Payable 2005+	12,517
Sales Tax Payable	65
SNL K-12 Track Schol& Exp	<u>3,755</u>
Total Other Current Liabilities	<u>20,975</u>
Total Current Liabilities	<u>21,587</u>
Total Liabilities	21,587
Equity	
Net Assets - Restricted (DMA)	71,657
Net Assets - Unrestricted	553,400
Net Income	<u>111,412</u>
Total Equity	<u>736,469</u>
TOTAL LIABILITIES & EQUITY	<u><u>758,056</u></u>

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

Attachment VII – Financial Information, continued

Attachment VIIe – Revenue & Expenses 2009

including y/e adjusting entries	<u>Jan - Dec 09</u>
Ordinary Income/Expense	
Income	
DM Investment Inc	1,833
INC Conferences	233,148
Investment Income	103,461
Journal Income	51,963
Membership Dues	57,389
Other Income	0
Products	70,887
Publications Sales	750
Shipping and Handling Income	13,878
Sponsor Dues and Donations	30,125
Vendor Collection Credit	17
Total Income	<u>563,451</u>
Cost of Goods Sold	
Beer Game (Management Game)	12,578
Elec Oracle	-2,763
Fireside Chat	-198
Forrester PhD Seminar Series	-5,973
MIT Collection	-80
Total COGS	<u>3,564</u>
Gross Profit	559,887
Expense	
Awards	0
Awards-Dana Meadows	1,200
Bank Adjustments (Expense)	2,404
Contracted Expenses at UAlbany	253,739
Credit card fees	12,688
Electronic Presence Support	976
EXP Conferences	92,754
Foreign Taxes	58
Journal Expense	20,000
Membership Directory Exp	1,958
Membership Services	2,765
Miscellaneous Expense	253
Officer Expenses	5,955
Phone, Fax, E-mail Services	10
Printing & Duplicating	1,805
Professional Fees	40,284
Shipping and Postage Expense	10,290
Supplies	1,336
Total Expense	<u>448,475</u>
Net Ordinary Income	<u>111,412</u>
Net Income	<u><u>111,412</u></u>

source: \qb\reports\memorized reports\company\revenue & expense – previous year

Attachment VIII – Revenue & Expenses 2009, by Cost Centers

including year-end adjusting entries		2010										
		audit	Korea	2009 ABQ	MiscConf	Core Ops	Sales	Pubs	Invest	DMC	IFR	TOTAL
Ordinary Income/Expense												
Income	DM Investment Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,833.05	0.00	1,833.05
	INC Conferences	13,900.00	2,000.00	214,797.50	180.00	2,270.00	0.00	0.00	0.00	0.00	0.00	233,147.50
	Investment Income	57.94	0.00	0.00	0.00	395.00	0.00	0.00	99,825.57	3,182.24	0.00	103,460.75
	Journal Income	0.00	0.00	0.00	0.00	42,826.00	0.00	9,137.00	0.00	0.00	0.00	51,963.00
	Membership Dues	0.00	0.00	0.00	0.00	57,389.15	0.00	0.00	0.00	0.00	0.00	57,389.15
	Other Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Products	0.00	0.00	0.00	0.00	450.00	70,436.53	0.00	0.00	0.00	0.00	70,886.53
	Publications Sales	0.00	0.00	0.00	0.00	0.00	0.00	750.00	0.00	0.00	0.00	750.00
	Shipping and Handling Income	0.00	0.00	0.00	0.00	0.00	13,818.00	60.00	0.00	0.00	0.00	13,878.00
	Sponsor Dues and Donations	0.00	0.00	0.00	0.00	30,125.00	0.00	0.00	0.00	0.00	0.00	30,125.00
	Vendor Collection Credit	0.00	0.00	0.00	0.00	17.43	0.00	0.00	0.00	0.00	0.00	17.43
Total Income		13,957.94	2,000.00	214,797.50	180.00	133,472.58	84,254.53	9,947.00	99,825.57	5,015.29	0.00	563,450.41
Cost of Goods Sold												
	Beer Game (Management Game)	0.00	0.00	0.00	0.00	0.00	12,578.38	0.00	0.00	0.00	0.00	12,578.38
	Elec Oracle	0.00	0.00	0.00	0.00	0.00	-2,763.40	0.00	0.00	0.00	0.00	-2,763.40
	Fireside Chat	0.00	0.00	0.00	0.00	0.00	-198.11	0.00	0.00	0.00	0.00	-198.11
	Forrester PhD Seminar Series	0.00	0.00	0.00	0.00	0.00	-5,973.12	0.00	0.00	0.00	0.00	-5,973.12
	MIT Collection	0.00	0.00	0.00	0.00	0.00	-79.75	0.00	0.00	0.00	0.00	-79.75
Total COGS		0.00	0.00	0.00	0.00	0.00	3,564.00	0.00	0.00	0.00	0.00	3,564.00
Gross Profit		13,957.94	2,000.00	214,797.50	180.00	133,472.58	80,690.53	9,947.00	99,825.57	5,015.29	0.00	559,886.41
Expense												
	Awards	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	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)	15.00	0.00	520.00	-6.98	1,758.12	43.00	0.00	75.00	0.00	0.00	2,404.14
	Contracted Expenses at UAlbany	-8,690.02	20,036.42	86,722.52	9,051.87	121,571.36	15,030.05	9,258.42	0.00	0.00	758.41	253,739.03
	Credit card fees	142.25	25.68	4,503.67	42.00	6,387.91	1,586.05	0.00	0.00	0.00	0.00	12,687.56
	Electronic Presence Support	0.00	0.00	0.00	0.00	976.44	0.00	0.00	0.00	0.00	0.00	976.44
	EXP Conferences	1,156.73	1,903.59	89,693.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	92,753.72
	Foreign Taxes	57.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	57.94
	Journal Expense	0.00	0.00	0.00	0.00	0.00	0.00	20,000.00	0.00	0.00	0.00	20,000.00
	Membership Directory Exp	0.00	0.00	0.00	0.00	0.00	0.00	1,957.80	0.00	0.00	0.00	1,957.80
	Membership Services	0.00	0.00	0.00	0.00	2,765.00	0.00	0.00	0.00	0.00	0.00	2,765.00
	Miscellaneous Expense	-0.47	0.00	0.00	0.00	253.88	0.00	0.00	0.00	0.00	0.00	253.41
	Officer Expenses	15.77	0.00	0.00	0.00	4,725.36	0.00	1,213.88	0.00	0.00	0.00	5,955.01
	Phone, Fax, E-mail Services	0.00	0.00	0.00	0.00	10.30	0.00	0.00	0.00	0.00	0.00	10.30
	Printing & Duplicating	310.00	0.00	0.00	0.00	1,495.00	0.00	0.00	0.00	0.00	0.00	1,805.00
	Professional Fees	-1,165.82	433.23	4,601.73	255.60	31,763.11	3,892.95	436.00	0.00	0.00	66.83	40,283.63
	Shipping and Postage Expense	40.94	0.00	0.00	0.00	1,105.87	9,140.94	2.23	0.00	0.00	0.00	10,289.98
	Supplies	0.00	0.00	0.00	0.00	1,335.70	0.00	0.00	0.00	0.00	0.00	1,335.70
Total Expense		-8,117.68	22,398.92	186,041.32	9,342.49	174,148.05	29,692.99	32,868.33	75.00	1,200.00	825.24	448,474.66
Net Ordinary Income / Net Income		22,075.62	-20,398.92	28,756.18	-9,162.49	-40,675.47	50,997.54	-22,921.33	99,750.57	3,815.29	-825.24	111,411.75

source: \qb\reports\memorized reports\company\revenue & expense – previous year by cost centers

Attachment VIIg – Balance Sheet Comparison, 15 years through 2009

including year-end adjusting entries	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995
ASSETS															
CURRENT ASSETS															
Cash (ckg/svg//PayPal)	\$ 34,781	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
Money Market mutual funds	\$ 18,274	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
Marketable securities	\$ 541,843	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
Accounts receivable	\$ 31	1,171	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventory (at cost)	\$ 23,447	10,695	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid expenses	\$ 68,024	32,294	38,938	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	\$ 686,400	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
PROPERTY (Fixed Assets)															
Furniture and equipment	\$ 11,046	11,046	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	\$ 11,046	11,046	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)	\$ 0	0	21	83	356	1,053	2,064	3,041	4,636	3,557	1,051	1,157	1,929	0	0
OTHER ASSETS															
Restricted securities / funds	\$ 71,657	67,437	73,136	70,341	66,528	29,439	-	-	-	-	-	-	-	-	-
TOTAL ASSETS	\$ 758,057	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
LIABILITIES & NET ASSETS															
CURRENT LIABILITIES															
Accounts payable	\$ 612	1,282	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued expenses (conf related)	\$ -	-	-	32,536	1,060	1,285	2,525	-	-	-	-	-	-	-	-
Deferred revenue (conf/cust)	\$ 3,393	15,900	-	-	-	-	-	-	-	-	-	-	-	-	-
Membership Sub. Payable	\$ 12,517	19,957	21,823	32,068	23,190	14,640	-	-	-	-	-	-	-	-	-
Misc. liabilities (sales tax, etc)	\$ 65	314	85	49	-	-	-	-	-	-	-	-	533	38	149
Prepaid editorial / travel	\$ -	-	-	-	-	3,054	-	-	-	-	-	-	-	-	-
Royalty Advance	\$ 5,000	5,000	5,000	5,000	5,000	-	-	-	-	-	-	-	-	-	-
Total Liabilities	\$ 21,587	42,453	26,908	69,653	29,250	18,979	2,525	0	0	0	0	0	533	38	149
NET ASSETS															
Unrestricted - General fund	\$ 664,812	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
Restricted	\$ 71,657	67,437	73,136	70,341	66,528	30,966	-	-	-	-	-	-	-	285,650	257,659
Total Net Assets	\$ 736,469	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
TOTAL LIABILITIES & NET ASSETS	\$ 758,056	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

source: \ rls folders\executive director & vp reports\2010\annual report\ multi yr balance sheet comparison thru 2009.xls

Attachment VII – Financial Information, continued

Attachment VIII – Revenue and Expenses Comparison, 15 years through 2009

Including year-end adjusting entries	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995
REVENUE															
Conferences	\$ 233,148	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
Donations (Sponsors)	\$ 30,125	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
Investment Int /Dividends (unrestricted)	\$ 15,854	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
Journal Income / Publications	\$ 52,713	44,090	9,860	9,363	12,479										
Membership Dues	\$ 57,389	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
Products (Bibliog, games, etc.)	\$ 70,887	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
Publications Sales (in journal inc since 2008)	\$ 0	0	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
Shipping/Handling - prepaid	\$ 13,878	25,010	19,671	20,191	18,574	20,157	15,358	15,936	17,926	9,074	8,109				
Misc/Other Income	\$ 17	3		164	269	264		28	337	79	481	0	468	13	183
Unrealized Gain/loss(unrestricted securities)	\$ 84,425	-152,188	23,976					-4,849	661		131	272	108	0	0
Unrealized Gain/loss(restricted securities)	\$ 3,182	-8,024													
Int/Div Income (restricted assets)	\$ 1,833	3,073	4,295	2,918	34,871	31,528								2,500	11,584
Total Gross Revenue (all assets)	\$ 563,451	317,866	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
Cost of Goods Sold															
Lit Collection/PhD Seminar Series	\$ -5,973			8,288	162	1,550	1,757	4,337	7,909						
Management Game	\$ 12,578	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
Electronic Oracle/Proceeds/SDR reprints	\$ -3,041		7,928		8,716	318	2,225	4,075	1,056	1,650					
Total CGS	\$ 3,564	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
TOTAL NET REVENUE	\$ 559,887	302,992	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
EXPENSES															
Admin/Contract with SUNY	\$ 253,739	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	\$ 1,200	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
Bank Adjustments/CrCd Fees	\$ 15,092	14,864	16,812	11,658	12,100	19,571	10,782	12,182	7,734	7,189	3,763	4,911	425	55	532
Depreciation Expense	\$ 0	21	62	273	697	1,011	1,627	2,208	2,188	1,153	552	772	482		
Donations (to SUNY for renovations 2005)	\$				25,000										
EXP Conferences	\$ 92,754	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
Foreign Taxes	\$ 58	136	98	70											
Publications-Journal	\$ 20,000	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
Publications-Other	\$							1,782	2,392	4,261	6,819	2,842	4,877		1,632
Membership Dir/Mailing Exp/Serv	\$ 4,723	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
Member Subsidies/Incentives	\$				0	2,430	8,145	4,320	6,120	3,865	3,480				
Officer Expenses/Travel	\$ 5,955	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
Professional Services Fees	\$ 40,283	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
Shipping /Postage Expense	\$ 10,290	21,983	15,483	14,640	14,065	14,794	12,292	9,917	11,341	6,891	6,466	0	0	797	800
E-presence/Misc/Ptrg/Off Supplies	\$ 4,380	4,527	3,866	4,303	7,127	3,722	3,178	904	1,282	1,084	549	0	870	1,988	1,096
TOTAL EXPENSES	\$ 448,474	401,101	445,301	401,046	421,918	266,000	360,015	390,092	234,878	272,264	178,538	124,723	37,274	51,415	25,271
TOTAL EXPENSES AND CGS	\$ 452,038	415,975	475,548	434,814	451,980	297,872	372,538	414,968	264,684	295,837	192,207	139,136	37,274	64,448	32,788
INCREASE/DECREASE IN NET ASSETS	\$ 111,413	-98,109	96,997	97,490	106,359	196,317	-3,632	-85,825	74,028	6,870	-24,690	52,319	75,363	-3,671	34,729

source: \rls folders\executive director & vp reports\2010\exdir july 2010\ multi yr revenue & expenses comparison thru 2009.xl