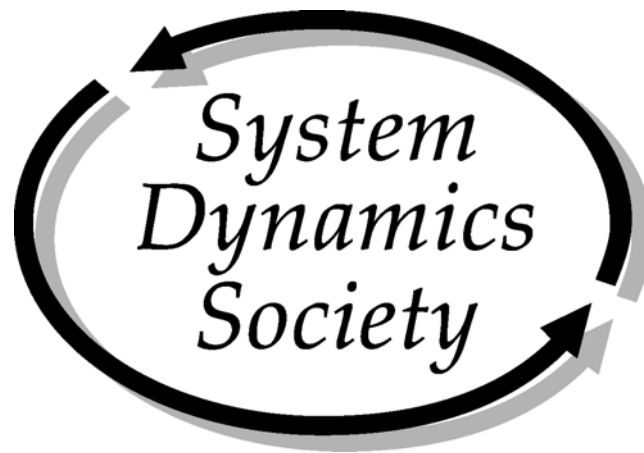


**Annual Report on**  
**Home Office Operations**  
**for Fiscal Year 2010**



Presented  
**July 2011**

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Annual Report on Home Office Operations  
Fiscal Year 2010  
**System Dynamics Society**

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Annual Report on Home Office Operations  
Fiscal Year 2010  
**System Dynamics Society**

## **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**

### **Wiley-Blackwell**

The contract with Wiley Blackwell terminated December 2010. A new contract is in place since January 2011.

### **Web Presence**

**Migrate to Content Management System** As part of the project to convert our website into a content management system, we have met with a web design/development firm to learn about some alternatives. After a preliminary meeting the company provided a proposed Project Blueprint describing the needs our website must meet along with a preliminary site map and concept design. It is estimated to take 3-4 months to rollout the 2012 conference page, along with all links and companion pages, in a content management system. This proposal includes training so staff can perform routine tasks and develop new pages for the rest of the web site.

**Webmaster Vacancy** The Society is still looking for an enthusiastic volunteer to take on the important role of Webmaster, left vacant since Jack Pugh retired.

### **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. For more information, please see the 2010 Winter Policy Council Meeting minutes.

# Routine Operations

## Membership

Membership rose in 2010 from 1,043 to 1,067. For full details over time see Attachment II – Membership Statistics, beginning on page 9.

**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 summarizing the financial and membership analysis of the full two years of tiered dues structure was given by the VP Finance at the 2010 Summer Policy Council Meeting.

**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 31% in 2010. Starting with the 2008 membership campaign, a \$10 discount was offered for electronic-only memberships.

**Services and Recruitment** At the end of 2010 we had 9,504 records of members, non-members and conference registrants who have contacted this office for products or information. Of those records 1,123 had neither a valid e-mail address or postal address, leaving 8,381 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 Seoul conference, we processed 34 memberships, of which 11 were **new** members. Please see table “Conference Registration Fee Structure” on page 16, Attachment VI – Conference Attendance Statistics, 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 12 email messages or letters to members who did not renew.

**Sponsorship Incentive** A total of 81 new or renewed members joined the Society for the calendar year 2010 as a result of the Society Sponsorship incentive. See table “Membership Resulting From Society Sponsorship Incentive, 1999 – 2010” on page 13 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 \$173.63, resulting in an annual payment of \$2,083.56 for 2010. The hard copy directory was last printed in 2001 and costs were \$7,000 at that time.

Seventy-five current members chose not to be included in the on-line directory and therefore had no profile uploaded. Profiles of non-renewed 2009 members were included until the end March of 2010. 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
<b>2010</b>	<b>474</b>	<b>564</b>	<b>1038</b>
<b>2009</b>	436	600	1036
<b>2008</b>	500	606	1106
<b>2007</b>	570	598	1168
<b>2006</b>	504	569	1073
<b>2005</b>	510	530	1040
<b>2004</b>	<b>151</b>		
		477	628
<b>2003</b>	177	162	339
<b>2002</b>	141	113	254
<b>2001</b>	105	98	203
<b>2000</b>	28	71	99
<b>1999</b>	7	99	106
<b>1998</b>	15	26	41

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

**Total Memberships Processed in the Calendar Year  
1998 –2010**

**The Membership Process** We contact individuals in the database on a monthly basis to remind them to renew their memberships or to invite them to join the Society. We receive and process membership for a particular year from September of the previous year to March of the following year (19 months). In 2010 74% of our 2009 members renewed. When members tell us why they have not renewed, one common reason remains that they are not using system dynamics in their profession anymore, or have retired.

Our 2010 membership totaled 1,067 members: (7% are Sponsored, 27% are in under-\$20,000/yr income tiers, and 66% are in all other tiers). At the end of the 2010 membership period, we had 783 renewing members and 284 new members. New members accounted for over 25% of our membership. For history, please see Attachment II – Membership Statistics, table “Membership Over Time, 1984 – 2010, page 10.

The online web system facilitates on-line membership renewals. On-line payments through PayPal continue to rise, accounting for 56% of all membership payments in 2010, up from 50% in 2009.

## Sales

**Beer Distribution Game, Proceedings, Journal, Bibliography, PhD Seminar Series and MIT Literature Collection** Interest in the Production Distribution Game (Beer Game) continued to decline in 2010; the Society sold 557 boards in 2010 after a record setting 1086 in 2008.

In early part of 2010, a special sale of Society select products and publications led to an increase in purchases of many items including conference proceedings.

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 Wiley Online Library website has influenced the sales of the past issues of the *Review*. In accordance with the 2011 contract with Wiley, past issues of the *Review* are available for sale to members of the Society. The last of the complete sets of back issues were sold during the special sale.

The sales of the Forrester PhD Seminar Series increased and the MIT Literature Collection remained the same.

In 2010, 59 copies of the *Electronic Oracle* were sold, and there were 30 sales for the *Fireside Chat*.

In 2010, the \$51,451 net income from the sales “cost center” helped support all operations offered by the Society office.

Items Sold	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001
Beer Game Boards including loaner boards	557	608	1082	996	878	894	1,109	710	876	1,043
Proceedings	105*	0	2	6	190*	57	98	87	45	56
<i>System Dynamics Review</i>	19 singles 6 sets*	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
Bibliographies	0	0	1	1	5	1	3	1	2	8
Forrester PhD Seminar	11 single 16 sets*	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
MIT Literature Collection	14	15	19	19	42	80	81	N/A	N/A	N/A
<i>Electronic Oracle</i>	59*	2	9	178						
Fireside Chat	30*	0	4	37						

\* increase due to special sale

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

### Sales, Ten years through 2010

## Bibliography

The System Dynamics Bibliography is maintained by a bibliographer with scheduled published updates. Beginning 2010, these updates are performed four times per year. The System Dynamics Society Bibliography is downloadable from our website. The bibliography has been updated to include the 2010 Seoul Proceedings and the *System Dynamics Review* Volume 26, Number 1 – 4. New entries and corrections are continuously being made, as the bibliography is always a work in progress; currently there are 9,570 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 2010 Winter PC Meeting, an ad hoc investment committee was formed to look at the Society’s investments. Jim Thompson and Jim Lyneis have worked with David Andersen and Roberta Spencer to review the investment strategy and will report recommendations to the Administrative Committee at the July 2011 meeting.

## 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 13, for sponsorship campaign statistics including a list of all Society and conference sponsors for calendar years 2006 through 2010. Of the 34 sponsors that sent a gift or traded services, there were six new sponsors in 2010. Our sponsors are very committed, 24 of our 2010 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 2010 Society Sponsorship Campaign totaled 929. See chart “Society Sponsorship Mail-out Campaign, 2002 – 2010” page 13, for breakdown of letters mailed. We continued this Society sponsor program for calendar year 2011 in September and October 2010.

## 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 16.

**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, Lifetime Achievement 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.

**Future Planning** is actively ongoing for the St. Gallen, Switzerland (2012) Conference. The dates are July 22-26, 2012. See the preliminary Call for Papers with your conference materials. For the 2013 (North America) conference we have secured the Hyatt Regency Cambridge, Massachusetts hotel, and are pursuing proposals for the 2014 (Europe 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. Please refer to the VP Finance report for full details. All bookkeeping files are maintained in QuickBooks. See Attachments VII – Financial Information (a through h) pages 18 - 23, for financial information for 2010 and other related charts and graphs.

## Allocation of Effort

Daily time sheets are recorded using five cost centers. During 2010 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 2011. 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.

<b>Executive Director Roberta Spencer</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>	<b>2003</b>	<b>2002</b>	<b>2001</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Full time	<b>100</b>	100	100	100	100	100	100	100	100	100
Current Conference	<b>37</b>	42	44	46	50	45	62	36	42	34
Past/Future Conference	<b>8</b>	8	8	2	4	5	1	6	7	5
Next Conference	<b>9</b>	9	10	10	3	6	5	13	12	7
Core Operations	<b>32</b>	26	27	28	26	27	21	25	25	39
Web	<b>2</b>	5	4	7	8	9	4	9	3	1
Publications	<b>8</b>	6	3	4	5	4	1	4	4	5
Sales	<b>4</b>	4	4	3	4	4	6	7	7	9

“Allocation of Staff Effort by Cost Center” continued next page



“Allocation of Staff Effort by Cost Center” continued

<b>Assist to Exec. Director 1 Full-time - Erin Sheehan</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>	<b>2003</b>	<b>2002</b>	<b>2001</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Full time	<b>100</b>	100	100	100	100	100	100	100	100	60-75
Current Conference	<b>18</b>	21	28	30	25	26	47	33	34	33
Past/Future Conference	<b>0</b>	0	0	0	0					
Next Conference	<b>5</b>	5	0	2	2	2		1	2	2
Core Operations	<b>63</b>	61	58	55	58	57	33	45	42	40
Web	<b>0</b>	0	.5	0	1	2	2	3	7	1
Publications	<b>6</b>	4	2.5	1	1	2	2	4	5	11
Sales	<b>8</b>	9	11	12	13	11	16	14	10	13

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

### **Allocation of Staff Effort by Cost Center, Ten years through 2010**

## **Web Presence**

Our website is a great resource and continues to be upgraded. The Society office website has been maintained at CirtexHosting since December 2010. (previously at eSecureData/com from 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.

## **Wiley-Blackwell**

We continue to build on the existing, successful partnership we have with Wiley-Blackwell.

## 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
  - Bibliography and updates
  - Electronic Oracle
  - Fireside Chat
- 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 and committees 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	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	Country	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001
Argentina	4	4	3	3	3	1	1	2	3	7	Macao	1	1	2	-	-	-	-	-	-	-
Australia	39	39	33	40	34	33	33	32	28	36	Malaysia	6	4	6	8	5	2	11	3	2	2
Austria	6	5	6	4	4	3	3	3	2	3	Mauritius	2	-	1	-	-	-	-	-	-	-
Bahrain	-	-	-	-	-	-	-	1	1	1	Mexico	8	14	12	12	13	12	10	8	9	9
Bangladesh	-	-	1	1	1	1	1	-	1	1	Mongolia	-	-	-	-	-	-	-	-	1	-
Belgium	9	8	10	10	14	9	8	8	9	6	Myanmar	-	2	-	-	-	-	-	-	-	-
Bermuda	-	-	1	-	-	-	-	1	1	-	Nepal	-	1	-	-	-	-	-	-	-	-
Bolivia	1	1	1	-	-	-	-	-	-	-	Netherlands Antilles	-	-	-	-	-	-	-	-	-	-
Bosnia	1	-	-	-	-	-	-	-	-	-	Netherlands	27	30	36	43	38	33	32	29	25	29
Brazil	23	19	16	18	21	21	15	15	11	10	New Zealand	11	10	13	13	12	11	9	8	7	10
Bulgaria	1	-	-	-	-	-	-	-	-	-	Nicaragua	-	-	-	-	-	-	-	1	1	-
Cambodia	-	-	-	-	1	1	-	-	-	-	Nigeria	2	2	3	1	1	1	1	1	1	1
Canada	25	27	29	25	25	26	29	28	25	29	Norway	28	18	24	24	28	24	24	23	23	31
Chile	4	5	5	6	4	3	3	3	1	1	Pakistan	1	1	9	9	9	10	1	-	-	-
China	32	13	16	16	17	6	5	4	3	6	Peru	5	2	2	1	1	1	2	2	1	-
Colombia	15	14	11	12	6	5	5	7	5	6	Philippines	4	1	2	2	1	-	1	1	2	2
Costa Rica	1	1	1	1	2	2	2	1	1	2	Poland	10	6	8	7	7	6	3	2	3	4
Cote d'Ivoire	-	-	-	-	-	-	-	-	-	1	Portugal	-	3	5	6	6	9	7	6	7	6
Crete	-	-	1	-	-	-	-	-	-	-	Puerto Rico	3	4	2	3	2	2	1	1	1	-
Croatia	8	9	14	11	13	8	4	2	2	2	Romania	-	-	1	-	-	-	-	-	-	-
Cuba	1	1	-	-	-	-	-	-	-	-	Russia	7	10	11	9	6	8	2	2	2	2
Cyprus	2	2	3	2	3	1	-	1	2	1	Saudi Arabia	4	3	3	1	2	2	1	1	2	1
Czech Rep	3	5	6	3	4	5	4	2	2	2	Senegal	-	-	1	1	1	-	-	-	-	-
Denmark	6	4	4	4	5	4	4	3	5	5	Singapore	9	4	5	4	5	4	5	5	5	3
Dominican Rep.	-	-	-	-	-	-	-	-	-	1	Slovak Republic	2	1	2	2	1	-	-	-	-	-
Egypt	8	5	7	9	8	9	7	11	16	1	Slovenia	3	3	2	2	4	2	3	2	2	3
Ethiopia	-	-	-	-	-	-	-	-	-	1	South Africa	8	7	8	8	6	6	5	6	4	2
Finland	2	3	4	5	6	5	6	6	5	7	South Korea	16	6	11	9	12	9	11	8	12	11
France	13	14	9	9	8	11	11	12	12	10	Spain	19	19	22	20	21	17	21	18	24	25
Germany	50	55	56	60	57	54	50	47	40	39	Sweden	12	14	14	11	10	12	15	15	14	13
Ghana	1	1	-	1	1	1	-	-	-	-	Switzerland	32	24	29	30	34	33	39	30	29	24
Greece	13	12	14	6	7	8	13	13	9	5	Taiwan	9	7	7	9	11	11	6	7	7	8
Hong Kong	-	3	3	3	2	2	2	2	1	2	Thailand	3	1	3	1	-	-	-	1	1	1
Hungary	-	-	-	1	1	-	-	-	-	-	Trinidad	-	1	-	-	-	-	-	-	-	-
Iceland	1	1	1	3	-	-	-	-	-	1	Tunisia	-	-	-	1	-	-	-	1	1	-
India	17	15	14	14	11	6	5	5	3	4	Turkey	10	6	8	7	8	11	10	6	4	9
Indonesia	12	7	6	10	9	8	8	8	4	8	Uganda	-	1	1	-	-	-	-	-	-	-
Iran	6	5	11	7	3	3	2	2	2	2	Ukraine	-	-	-	1	1	1	1	1	-	-
Ireland	2	1	1	1	1	2	1	1	2	5	United Arab Emirates	3	4	2	2	1	-	-	-	-	-
Israel	1	1	2	2	1	1	1	1	3	2	United Kingdom	52	65	79	78	79	85	100	91	90	100
Italy	21	20	25	21	22	22	23	25	27	24	United States	409	441	426	482	420	445	374	384	338	425
Jamaica	1	-	-	-	-	-	-	1	-	-	Uruguay	2	2	1	-	-	-	-	1	-	-
Japan	20	19	24	29	26	29	32	33	31	41	Venezuela	2	1	3	4	2	2	-	4	4	3
Jordan	-	-	-	-	1	1	2	1	-	-	Vietnam	1	1	1	-	-	-	-	-	-	1
Kenya	-	-	-	-	-	-	-	1	1	2	Virgin Islands	-	-	-	-	-	-	-	1	-	-
Kuwait	-	-	-	-	-	1	1	1	1	1	Yemen	1	1	1	-	-	-	-	-	-	-
Latvia	4	2	-	2	1	-	-	-	-	-	<b>Totals</b>	<b>1067</b>	<b>1043</b>	<b>1106</b>	<b>1152</b>	<b>1070</b>	<b>1052</b>	<b>977</b>	<b>953</b>	<b>883</b>	<b>1002</b>
Lebanon	1	1	1	1	1	1	1	1	1	1	<b>Geographic Distribution, ten yrs – 2010 (69 Active Countries of 97 Total Countries)</b>										
Liechtenstein	-	-	1	1	-	-	-	-	-	-	<i>Attachment II – Membership Statistics, continued</i>										
Lesotho	-	-	-	-	-	-	-	-	1	-											
Lithuania	1	-	-	-	-	-	-	-	-	-											

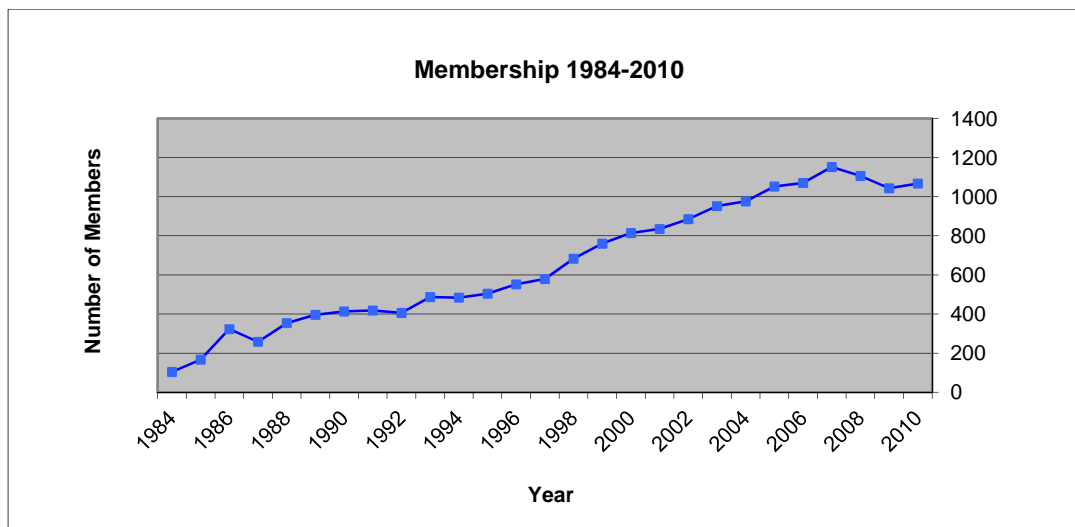
source: \r\ folders\statistical information\growth indicators\membership stats.xls\membycountry

**Attachment II – Membership Statistics, continued**

Year	Society Database	Wiley-Blackwell	At June 30th	Regular/Student-Subsidized	Institutional	EAL
2010	1067		984	783/284		
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 – 2010**



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

**Membership Growth, 1984 – 2010**

Attachment II – Membership Statistics, continued

Year	Unknown	Academic	Military	Private	Public	Other
	%	%	%	%	%	%
2010	0	52	1	30	12	4
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

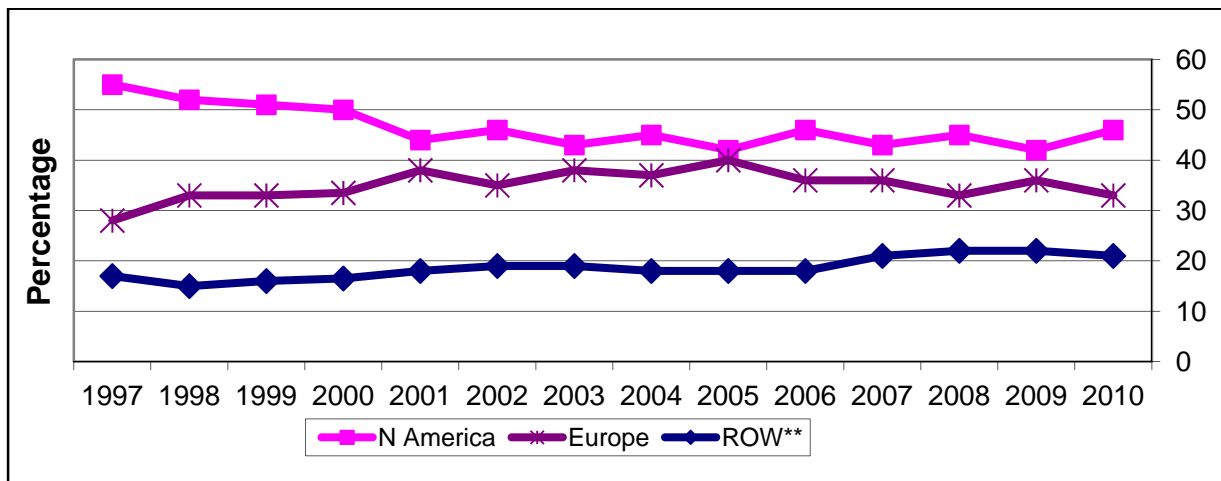
Before 2003, based on the institution name listed in the membership directory. 2003 on, self-reported by members.  
 source: \rls folders\statistical information\growth indicators\membership stats.xls\membysector

**Membership Distribution by Sector, 1997 – 2010**

	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997
Africa	2%	2	2	2	2	2	1	2	3	1	0.5	0.5	0.5	0
N America	42%	46	42	45	43	46	42	45	43	46	44	50	51	52
S & C America	6%	5	4	4	4	3	3	3	3	3	3	2	3	2
Asia	14%	9	12	11	11	10	10	9	9	10	10.5	10	9.5	10
Europe	32%	33	36	33	36	36	40	37	38	35	38	33.5	33	33
Pacific	5%	5	4	5	4	4	4	4	4	5	4	4	3	3
# of countries	69	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, 1997 – 2010**



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

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

**Membership by Continent, 1997 – 2010**

## Attachment III – Chapter and Special Interest Group Statistics

Year	New Chapter Name
2010	India
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: \rls folders\statistical information\growthindicators\chapter-sig growth.xls\chapters

### New Chapters, 1990 –2010

#### 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)

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

## Attachment IV – Sponsor Statistics

	2010	2009	2008	2007	2006	2005	2004	2003	2002
Past Sponsors (not current)	31	30	28	30	24	13	2	4	4
Conference Sponsors (not Society)	12	15	12	7	8	11	9	6	5
Last year paying	34	36	34	38	36	45	19	23	23
Cold Call Universities	166	144	184	327	368	270	240	93	103
Cold Call Non-Members Non-University	398	446	570	483	255	253	315	86	90
Cold Call Members	288	323	325	401	228	235	203	89	51
Over \$500 Beer Game Sales	0	0	0	0	0	0	0	0	35
<b>Total letters mailed</b>	<b>929</b>	<b>994</b>	<b>1153</b>	<b>1286</b>	<b>919</b>	<b>827</b>	<b>788</b>	<b>301</b>	<b>311</b>

source: Erin's annual sponsor mail out files

### Society Sponsorship Mail-out Campaign, 2002 – 2010

Year	# of Members from Sponsorship Incentive (new or renewal)
2010	81
2009	86
2008	98
2007	85
2006	92
2005	95
2004	103
2003	55
2002	59
2001	54
2000	45
1999	34

source: Erin's annual sponsor mail out files

### Membership Resulting From Society Sponsorship Incentive, 1999 - 2010

Attachment IV – Sponsor Statistics, continued

**Conference and Society Sponsors 2006 through 2010**

**Corporations:**

AIMS and ConfuentC, llc.  
 Amber Blocks, Ltd. <sup>1,2</sup>  
 AnyLogic North America, XJ Technologies <sup>1,2</sup>  
 Atkins Nutritionals, Inc. <sup>3</sup>  
 Atrivé  
 Attune Group, Inc. <sup>3</sup>  
 The Boeing Company <sup>1</sup>  
 Bolide Pty Ltd <sup>1</sup>  
 Booz Allen Hamilton <sup>1</sup>  
 Bosan Nissan <sup>3</sup>  
 BP  
 CALIBRE  
 City of Nijmegen <sup>3</sup>  
 Clif Bar Inc. <sup>3</sup>  
 Complexio <sup>1</sup>  
 CRA International, Inc.  
 CSArch Architecture | Construction Management <sup>3</sup>  
 CTN Management Development <sup>1</sup>  
 Decisio Consulting Inc.  
 Decision Dynamics, Inc. <sup>1</sup>  
 Deutsche Lufthansa AG <sup>3</sup>  
 DeVierjaargetijden <sup>3</sup>  
 e4 English <sup>2</sup>  
 e-integrate  
 Electronics and Telecommunications Research Institute (ETRI) <sup>2</sup>  
 European Master Programme in System Dynamics  
 Evans & Peck Pty Ltd. <sup>1,2</sup>  
 The Expertool Paradigm <sup>1</sup>  
 FoodShouldTasteGood, Inc. <sup>3</sup>  
 Forrester Consulting, LLC <sup>1</sup>  
 Forio Business Simulations <sup>2</sup>  
 General Motors  
 Georgia-Pacific Corporation  
 Global Strategy Dynamics Ltd.  
 Goldsim Technology Group  
 Grupo Projectos  
 Health Market Science  
 Homer Consulting <sup>1</sup>  
 Huerfano Chapter, Navajo Nation <sup>3</sup>  
 IBM <sup>2</sup>  
 Idaho National Laboratory <sup>2</sup>  
 International Society for the Systems Sciences (ISSS) <sup>2,3</sup>  
 isee systems <sup>1,2</sup>  
 Jantz Morgan LLC <sup>1,2</sup>  
 Kamer van Koophandel Centraal Gelderland  
 Kolbenschmidt Pierburg  
 Korea Radio Promotion Agency(KORPA) <sup>2</sup>  
 Korea Research Institute for Human Settlements (KRIHS) <sup>2</sup>

**Corporations continued:**

Korea Tourism Organization (KTO) <sup>2</sup>  
 Lamans s.a. <sup>3</sup>  
 Lane Press of Albany <sup>2</sup>  
 LISTO bvba  
 The Manufacturing Game, Ledet Enterprises <sup>1,2</sup>  
 Master Systems Inc.  
 Minase Consulting  
 Mohaseboon Financial and Business Consultants  
 Murphy-Hall & Company, CPA's <sup>1</sup>  
 National Business Promotions, Inc. <sup>3</sup>  
 National IT Industry Promotion Agency (NIPA) <sup>2</sup>  
 National Research Foundation of Korea (NRF) <sup>2</sup>  
 Northwater Capital Management, Inc. <sup>1</sup>  
 Nonni's Foods <sup>3</sup>  
 PA Consulting Group <sup>1,2</sup>  
 Patni Americas, Inc. <sup>1</sup>  
 Patterson America  
 Paul Scherrer Institute <sup>3</sup>  
 Pearson New Zealand (with Kambiz Maani & Bob Cavana) <sup>2</sup>  
 Pegasus Communications, Inc. <sup>1,2,3</sup>  
 Plug Power  
 Ponte Consulting Group  
 Powersim Software AS  
 Powersim Solutions, Inc. <sup>2</sup>  
 PROGNOZ  
 Project Performance International  
 Proverbs Corporation  
 Raytheon Integrated Defense Systems  
 Sandia National Laboratories <sup>2</sup>  
 Sandia National Laboratories / Lockheed Martin  
 Seaport Hotel <sup>3</sup>  
 Seoul Convention Bureau (SCB) <sup>2</sup>  
 Seoul Development Institute (SDI) <sup>2</sup>  
 Significant BV  
 Sioo  
 SoL, the Society for Organizational Learning <sup>2,3</sup>  
 Swiss Reinsurance Company <sup>3</sup>  
 Synapse Energy Economics, Inc  
 System Dynamics Guild at Sandia National Laboratories  
 SystemixG <sup>2</sup>  
 transentis management consulting GmbH & Co. KG <sup>1,2</sup>  
 U. S. Department of Homeland Security, Science and Technology Directorate  
 Vanguard Strategy <sup>2</sup>  
 Ventana Systems, Inc. <sup>1,2</sup>  
 Ventana Systems UK <sup>1</sup>

**Corporations continued:**

ViaSim Solutions <sup>1</sup>  
 Vivaldi's Café <sup>3</sup>  
 Whole Systems Partnership <sup>1</sup>  
 Wiley-Blackwell <sup>2,3</sup>

**Universities and University Centers:**

ABK, Radboud University Nijmegen  
 Center for Sustainable Ecosystem Nanotechnologies  
 Centre for Operational Research & Applied Statistics (CORAS), University of Salford <sup>1</sup>  
 Delft University of Technology <sup>1</sup>  
 Methodology Department  
 Nijmegen School of Management, Radboud University Nijmegen  
 Panteion University <sup>3</sup>  
 PAR Group, Nijmegen School of Management, Radboud University Nijmegen <sup>1</sup>  
 Rockefeller College of Public Affairs and Policy, University at Albany <sup>1,3</sup>  
 School of NRSM, the University of Queensland, Australia  
 System Dynamics Group, Massachusetts Institute of Technology <sup>1</sup>  
 System Dynamics Society's Hellenic Chapter  
 System Dynamics Group, University of Bergen <sup>1</sup>  
 Tecnológico de Monterrey  
 Union Graduate College  
 University of Patras <sup>3</sup>  
 Worcester Polytechnic Institute (WPI) <sup>1,2</sup>

**Individual Sponsors:**

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

**Individual Donors:**

David F. Andersen  
 Allen and Jane Boorstein  
 Bill Braun  
 Ken Carpenter  
 Dennis Meadows  
 George P. Richardson  
 Anonymous

<sup>1</sup> 2010 Society Sponsor

<sup>2</sup> 2010 Conf. Sponsor

<sup>3</sup> 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
  - Lifetime Achievement 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
- Support all VP's and committee chairs for Policy Council reporting.
- 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

	2010 Seoul	2009 ABQ	2008 Athens	2007 Boston	2006 Nijmegen	2005 Boston	2004 Oxford	2003 NYC	2002 Italy	2001 Atlanta
Member Registration - Early	\$450	\$450	\$450	\$425	\$425	\$425	\$1450	\$375	\$435	\$325
Non-Member Registration - Early	\$525	\$525	\$525	\$500	\$500	\$500	\$1525	\$450	\$485	\$350
Additional Cost for Membership	Dependent on Dues Tier			\$15	\$15	\$15	\$15	\$15	\$40	\$65
Half year membership	984	950	1016	1056	977	994	875	844	761	737
Memberships through registration	34	84	78	106	59	89	71	-	-	1st time available
New members through registration	11	40	43	75	29	65	45	-	-	No data

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

### Conference Registration Fee Structure, 2001 – 2010

	2010 Seoul	2009 ABQ	2008 Athens	2007 Boston	2006 Nijmegen	2005 Boston	2004 Oxford	2003 NYC	2002 Italy	2001 Atlanta
Paying Members	102	196	171	298	216	274	236	258	160	154
Paying Non-Members	48	73	44	54	48	57	41	74	82	63
Supported Members	21	19	13	25						
Paying Day Passes	3	7	3	1	51	19	16	6	0	10
Paying Students	76	82	105	122	96	99	85	84	73	77
Educator Scholarships	0	32	-	-	-	-	-	-	-	-
Organizers/Volunteers/Awards	31	25	16	20	22	19	6	15	25	13
Financial Assistance	0	0	0	0	0	4	0	1	6	13
Program Invite	1	2	1	1	1	6	-	-	-	-
Conference Scholarship	10	10	10	12	9	10	-	-	-	-
Sponsor Complimentary	13	32	23	53	32	33	4	22	26	25
<b>TOTAL</b>	<b>305</b>	<b>478</b>	<b>386</b>	<b>586</b>	<b>475</b>	<b>521</b>	<b>388</b>	<b>460</b>	<b>372</b>	<b>352</b>

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

### Conference Attendees by Type of Payment/Support, 2001 – 2010

	2010 Seoul	2009 ABQ	2008 Athens	2007 Boston	2006 Nijmegen	2005 Boston	2004 Oxford	2003 NYC	2002 Italy	2001 Atlanta
<b>Africa</b>	6%	3	10	2	2	1	1	1	4	0
<b>N America</b>	17%	62	22	53	28	60	31	57	22	63
<b>C/S America</b>	3%	5	5	4	3	2	2	2	5	3
<b>Asia</b>	45%	8	5	8	9	8	7	8	11	7
<b>Pacific</b>	4%	2	4	4	3	3	7	4	6	3
<b>Europe</b>	25%	20	54	29	55	26	52	28	52	24
Total %	100%	100	100	100	100	100	100	100	100	100

Note: immediate pre-conference figures

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

### Conference Attendance by Continent Representation, 2001 – 2010

*Attachment VI – Conference Attendance Statistics, continued*

Attachment VI – Conference Attendance Statistics, continued

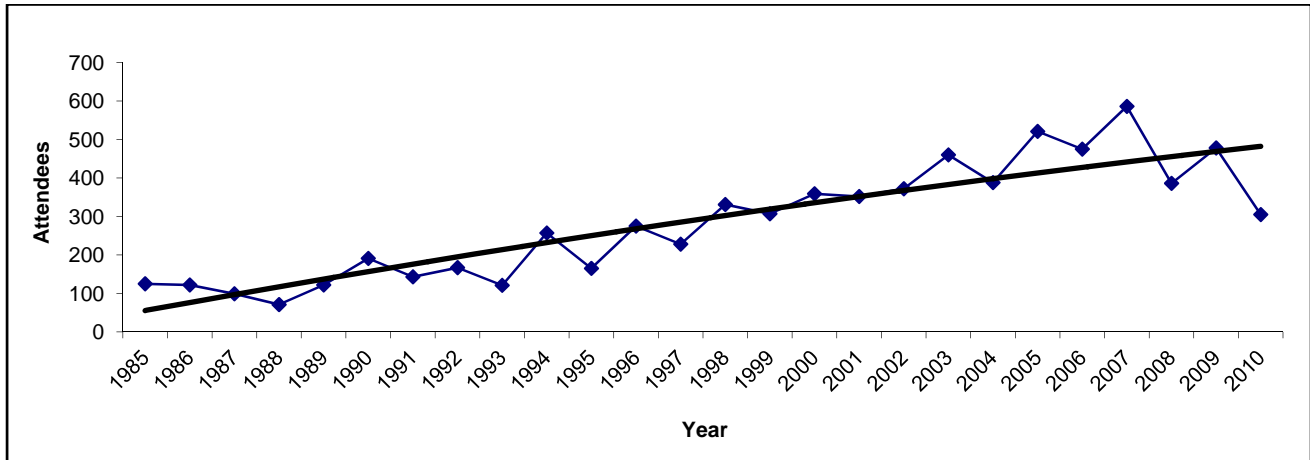
Year	Location	Attendees	Guests
2010	Seoul, Korea	305	15
2009	Albuquerque, NM, USA	478	43
2008	Athens, Greece	386	52
2007	Boston, MA USA	586	55
2006	Nijmegen, Netherlands	475	29
2005	Boston, MA USA	521	39
2004	Oxford, England	388	45
2003	NYC, USA	460	58
2002	Palermo, Italy	372	83
2001	Atlanta, GA USA	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	
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: \rfs folders\statistical information\conference related\attendees.xls\all attendees

Conference Attendance by Year, 1983 – 2010

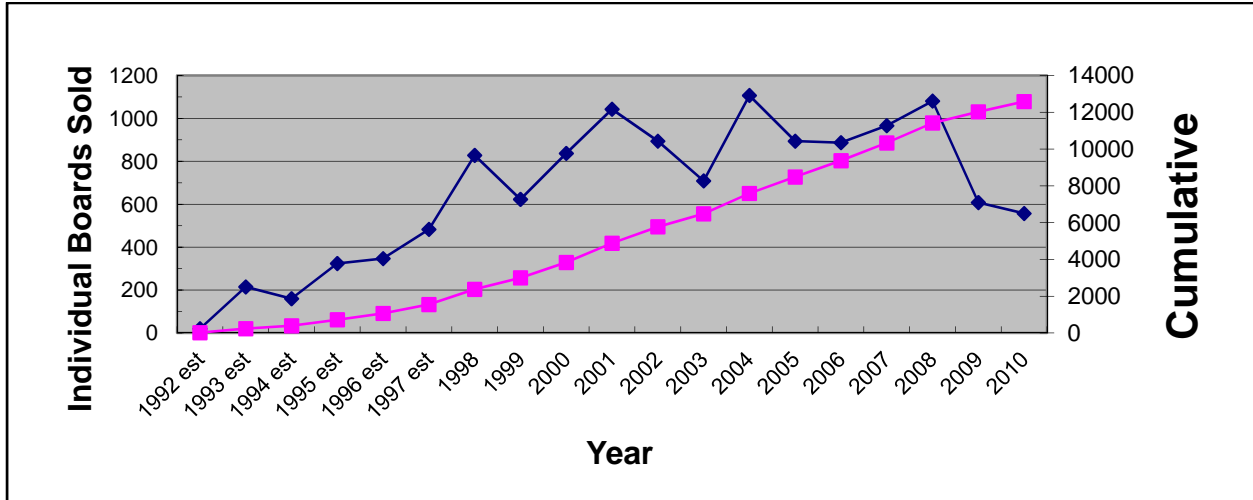


source: \rfs folders\statistical information\conference related\attendees.xls\all attendees

Conference Attendance by Year, 1983 – 2010

## Attachments VII – Financial Information

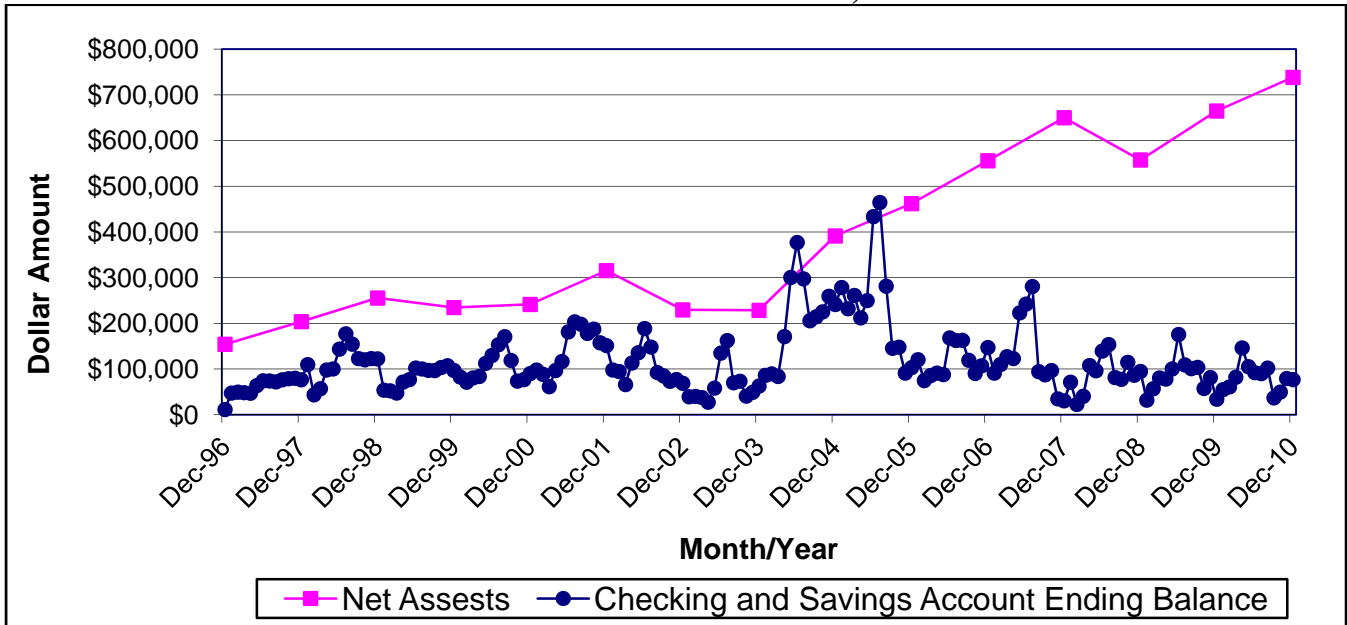
### Attachment VIIa – Sales



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

**Beer Game Boards Sold, 1992 – 2010 and Cumulative**

### Attachment VIIb – 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 – 2010**

**Attachment VIIc – Balance Sheet as of Dec 31, 2010** (including y/e adjusting entries)

ASSETS	Current Assets	
	Checking/Savings	
	Bank of America Checking	68,265
	Bank Paypal	713
	Companion Savings - BoA	8,521
	Travel Cash	102
	UBS Financial (was PaineWebber)	13,302
	Vanguard Society (88008478957)	<u>589,864</u>
	Total Checking/Savings	680,767
	Other Current Assets	
	Inventory	20,807
	Prepaid Expenses	82,904
	Cash-Undeposited Funds	<u>3,250</u>
	Total Other Current Assets	<u>106,961</u>
	Total Current Assets	787,728
	Fixed Assets	
	Accumulated Depreciation	-1,263
	Equipment	<u>1,263</u>
	Total Fixed Assets	0
	Other Assets	
	UBS DM CD	30,355
	Vanguard DMA (88006930361)	<u>46,031</u>
	Total Other Assets	<u>76,386</u>
TOTAL ASSETS		<u><u>864,114</u></u>
LIABILITIES & EQUITY		
Liabilities	Current Liabilities	
	Accounts Payable	
	Accounts Payable	<u>2,863</u>
	Total Accounts Payable	2,863
	Other Current Liabilities	
	Deferred Revenue	32,164
	Membership Sub Payable 2005+	13,287
	Sales Tax Payable	<u>184</u>
	Total Other Current Liabilities	<u>45,635</u>
	Total Current Liabilities	<u>48,498</u>
Total Liabilities		48,498
Equity	Net Assets - Restricted (DMA)	71,657
	Net Assets - Unrestricted	664,813
	Net Income	<u>79,146</u>
Total Equity		<u>815,616</u>
TOTAL LIABILITIES & EQUITY		<u><u>864,114</u></u>

source: \qb\reports\memorized reports\company\balance sheet – previous year\collapsed; \rls folders\executive director & vp reports\2011\annual report\2010-balancesheet.xlsx

*Attachment VII – Financial Information, continued*

**Attachment VIId – Revenue & Expenses 2010** (including y/e adjusting entries)

	<u>Jan - Dec 10</u>
Ordinary Income/Expense	
Income	
INC Conferences	173,561
Journal Income	56,292
Membership Dues	58,741
Products	67,970
Publications Sales	1,620
Shipping and Handling Income	17,691
Sponsor Dues and Donations	18,500
Vendor Collection Credit	1
Total Income	<u>394,376</u>
Cost of Goods Sold	
Beginning Inventory	23,447
Ending Inventory	-20,807
Inventory Change	-2,640
Beer Game (Management Game)	10,331
Cost of Goods Sold	0
Elec Oracle	526
Fireside Chat	-1,627
Forrester PhD Seminar Series	1,985
MIT Collection	-1,001
Proceedings	0
Total COGS	<u>10,214</u>
Gross Profit	<u>384,162</u>
Expense	
Awards	6,900
Awards-Dana Meadows	1,200
Bank Adjustments (Expense)	1,544
Contracted Expenses at UAlbany	261,719
Credit card fees	8,054
Electronic Presence Support	867
EXP Conferences	62,350
Foreign Taxes	81
Insurance	1,354
Journal Expense	20,000
Membership Directory Exp	2,074
Membership Services	1,060
Miscellaneous Expense	1,806
Officer Expenses	5,417
Printing & Duplicating	1,005
Professional Fees	32,338
Shipping and Postage Expense	1,684
Supplies	1,016
Total Expense	<u>410,469</u>
Net Ordinary Income	<u>-26,307</u>
Other Income/Expense	
Other Income	
Investment Income	102,963
DM Investment Inc	2,490
Total Other Income	<u>105,453</u>
Net Other Income	<u>105,453</u>
Net Income	<u><u>79,146</u></u>

source: \qb\reports\memorized reports\company\revenue & expense – previous year; \rls folders\executive director & vp\reports\2011\annual report\2010-rev-exp.xlsx

*Attachment VII – Financial Information, continued*

**Attachment VIIe – Revenue & Expenses 2010, by Cost Centers** (including y/e adjusting entries)

	audit	Future Conf	2011 DC	2010 Korea	Misc Conf	Core	Sales	Pubs	Invest	DMC	IFR	TOTAL
Ordinary Income/Expense												
Income												
INC Conferences	-7,150	0	9,150	169,742	1,818	0	0	0	0	0	0	173,561
Journal Income	0	0	0	0	0	0	0	56,292	0	0	0	56,292
Membership Dues	0	0	0	0	0	58,741	0	0	0	0	0	58,741
Products	0	0	0	0	0	0	67,970	0	0	0	0	67,970
Publications Sales	0	0	0	0	0	0	510	1,110	0	0	0	1,620
Shipping and Handling Income	0	0	0	120	0	0	17,571	0	0	0	0	17,691
Sponsor Dues and Donations	22,100	0	0	0	0	40,600	0	0	0	0	0	18,500
Vendor Collection Credit	0	0	0	0	0	1	0	0	0	0	0	1
<b>Total Income</b>	<b>29,250</b>	<b>0</b>	<b>9,150</b>	<b>169,862</b>	<b>1,818</b>	<b>99,342</b>	<b>86,050</b>	<b>57,402</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>394,374</b>
Cost of Goods Sold												
Beginning Inventory	23,447	0	0	0	0	0	0	0	0	0	0	23,447
Ending Inventory	20,807	0	0	0	0	0	0	0	0	0	0	-20,807
Inventory Change	-2,640	0	0	0	0	0	0	0	0	0	0	-2,640
Beer Game (Management Game)	0	0	0	0	0	0	10,331	0	0	0	0	10,331
Cost of Goods Sold	0	0	0	0	0	0	0	0	0	0	0	0
Elec Oracle	0	0	0	0	0	0	526	0	0	0	0	526
Fireside Chat	0	0	0	0	0	0	-1,627	0	0	0	0	-1,627
Forrester PhD Seminar Series	0	0	0	0	0	0	1,985	0	0	0	0	1,985
MIT Collection	0	0	0	0	0	0	-1,001	0	0	0	0	-1,001
Proceedings	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total COGS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,214</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,214</b>
<b>Gross Profit</b>	<b>29,250</b>		<b>9,150</b>	<b>169,862</b>	<b>1,818</b>	<b>99,342</b>	<b>75,836</b>	<b>57,402</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>384,160</b>
Expense												
Awards	0	0	0	0	0	6,900	0	0	0	0	0	6,900
Awards-Dana Meadows	0	0	0	0	0	0	0	0	0	1,200	0	1,200
Bank Adjustments (Expense)	-1	1	0	-181	0	1,650	0	0	75	0	0	1,544
Contracted Expenses at UAlbany	-7,484	8,207	19,314	78,320	0	129,604	19,427	13,825	0	0	507	261,719
Credit card fees	18	0	7	1,549	0	5,541	934	3	0	0	0	8,054
Electronic Presence Support	0	0	0	0	0	867	0	0	0	0	0	867
EXP Conferences	-3,045	1,308	3,594	60,493	0	0	0	0	0	0	0	62,350
Foreign Taxes	81	0	0	0	0	0	0	0	0	0	0	81
Insurance	0	0	0	0	0	1,354	0	0	0	0	0	1,354
Journal Expense	0	0	0	0	0	0	0	20,000	0	0	0	20,000
Membership Directory Exp	0	0	0	0	0	0	0	2,074	0	0	0	2,074
Membership Services	0	0	0	0	0	1,060	0	0	0	0	0	1,060
Miscellaneous Expense	1	0	0	0	0	1,805	0	0	0	0	0	1,806
Officer Expenses	11	0	0	0	0	3,185	0	2,222	0	0	0	5,417
Printing & Duplicating	5	0	0	0	0	845	155	0	0	0	0	1,005
Professional Fees	2,386	0	368	2,634	13	23,363	3,517	57	0	0	0	32,338
Shipping and Postage Expense	-41	0	0	0	0	1,353	372	0	0	0	0	1,684
Supplies	2	0	0	0	0	1,013	0	0	0	0	0	1,016
<b>Total Expense</b>	<b>-8,067</b>	<b>9,515</b>	<b>23,283</b>	<b>142,816</b>	<b>13</b>	<b>178,539</b>	<b>24,405</b>	<b>38,182</b>	<b>75</b>	<b>1,200</b>	<b>507</b>	<b>410,467</b>
<b>Net Ordinary Income</b>	<b>21,183</b>	<b>-9,515</b>	<b>14,133</b>	<b>27,046</b>	<b>1,806</b>	<b>-79,197</b>	<b>51,431</b>	<b>19,220</b>	<b>-75</b>	<b>1,200</b>	<b>507</b>	<b>-26,307</b>
Other												
Investment Income	81	0	0	0	0	16	0	0	99,879	2,988	0	102,963
DM Investment Inc	0	0	0	0	0	0	0	0	0	2,490	0	2,490
<b>Total/Net Other Income</b>	<b>81</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>99,879</b>	<b>5,478</b>	<b>0</b>	<b>105,453</b>
<b>Net Income</b>	<b>21,103</b>	<b>-9,515</b>	<b>14,133</b>	<b>27,046</b>	<b>1,806</b>	<b>-79,182</b>	<b>51,431</b>	<b>19,220</b>	<b>99,804</b>	<b>4,278</b>	<b>507</b>	<b>79,146</b>

source: \qb\reports\memorized reports\company\revenue & expense – previous year by cost centers; \rls folders\executive director & vp reports\2011\annual report\2010-rev-exp-costcenters.xlsx

*Attachment VII – Financial Information, continued*

## Attachment VIII – Balance Sheet Comparison, 15 years through 2010 (including year-end adjusting entries)

	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996
<b>ASSETS</b>															
<b>CURRENT ASSETS</b>															
Cash (ckg/svg//PayPal)	\$ 80,850	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
Money Market mutual funds	\$ 9,096	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
Marketable securities	\$ 594,070	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
Accounts receivable	\$ 0	31	1,171	-	-	-	-	-	-	-	-	-	-	-	-
Inventory (at cost)	\$ 20,807	23,447	10,695	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid expenses	\$ 82,904	68,024	32,294	38,938	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>\$ 787,727</b>	<b>686,400</b>	<b>600,072</b>	<b>676,917</b>	<b>625,399</b>	<b>491,045</b>	<b>410,806</b>	<b>226,461</b>	<b>226,591</b>	<b>310,821</b>	<b>237,872</b>	<b>233,508</b>	<b>254,392</b>	<b>201,834</b>	<b>413,554</b>
<b>PROPERTY (Fixed Assets)</b>															
Furniture and equipment	\$ 1,263	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	\$ -1,263	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	-
<b>Total Property (Fixed Assets)</b>	<b>\$ 0</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>83</b>	<b>356</b>	<b>1,053</b>	<b>2,064</b>	<b>3,041</b>	<b>4,636</b>	<b>3,557</b>	<b>1,051</b>	<b>1,157</b>	<b>1,929</b>	<b>0</b>
<b>OTHER ASSETS</b>															
Restricted securities / funds	\$ 76,386	71,657	67,437	73,136	70,341	66,528	29,439	-	-	-	-	-	-	-	-
<b>TOTAL ASSETS</b>	<b>\$ 864,113</b>	<b>758,057</b>	<b>667,509</b>	<b>750,074</b>	<b>695,823</b>	<b>557,929</b>	<b>441,297</b>	<b>228,525</b>	<b>229,632</b>	<b>315,457</b>	<b>241,429</b>	<b>234,559</b>	<b>255,549</b>	<b>203,763</b>	<b>413,554</b>
<b>LIABILITIES &amp; NET ASSETS</b>															
<b>CURRENT LIABILITIES</b>															
Accounts payable	\$ 2,863	612	1,282	-	-	-	-	-	-	-	-	-	-	-	-
Accrued expenses (conf related)	\$ -	-	-	-	32,536	1,060	1,285	2,525	-	-	-	-	-	-	-
Deferred revenue (conf/cust)	\$ 32,164	3,393	15,900	-	-	-	-	-	-	-	-	-	-	-	-
Membership Sub. Payable	\$ 13,287	12,517	19,957	21,823	32,068	23,190	14,640	-	-	-	-	-	-	-	-
Misc. liabilities (sales tax, etc)	\$ 184	65	314	85	49	-	-	-	-	-	-	-	-	533	38
Prepaid editorial / travel	\$ -	-	-	-	-	-	3,054	-	-	-	-	-	-	-	-
Royalty Advance	\$ 5,000	5,000	5,000	5,000	5,000	5,000	-	-	-	-	-	-	-	-	-
<b>Total Liabilities</b>	<b>\$ 48,498</b>	<b>21,587</b>	<b>42,453</b>	<b>26,908</b>	<b>69,653</b>	<b>29,250</b>	<b>18,979</b>	<b>2,525</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>533</b>	<b>38</b>
<b>NET ASSETS</b>															
Unrestricted - General fund	\$ 738,480	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
Restricted	\$ 77,135	71,657	67,437	73,136	70,341	66,528	30,966	-	-	-	-	-	-	-	285,650
<b>Total Net Assets</b>	<b>\$ 815,615</b>	<b>736,469</b>	<b>625,056</b>	<b>723,166</b>	<b>626,170</b>	<b>528,679</b>	<b>422,317</b>	<b>226,000</b>	<b>229,632</b>	<b>315,457</b>	<b>241,429</b>	<b>234,559</b>	<b>255,549</b>	<b>203,230</b>	<b>413,516</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 864,113</b>	<b>758,056</b>	<b>667,509</b>	<b>750,074</b>	<b>695,823</b>	<b>557,929</b>	<b>441,297</b>	<b>228,525</b>	<b>229,632</b>	<b>315,457</b>	<b>241,429</b>	<b>234,559</b>	<b>255,549</b>	<b>203,763</b>	<b>413,554</b>

source: \rfs folders\executive director & vpf reports\2011\annual report\ multi yr balance sheet comparison thru 2010.xlsx

*Attachment VII – Financial Information, continued*



## Attachment VIIg – Revenue and Expenses Comparison, 15 years through 2010

Including year-end adjusting entries	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996
<b>REVENUE</b>															
Conferences	\$ 173,561	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
Donations (Sponsors)	\$ 18,500	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
Investment Int /Dividends (unrestricted)	\$ 16,692	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
Journal Income / Publications	\$ 58,741	52,713	44,090	9,860	9,363	12,479									
Membership Dues	\$ 57,912	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
Products (Bibliog, games, etc.)	\$ 67,970	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
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	
Shipping/Handling - prepaid	\$ 17,692	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
Unrealized Gain/loss(unrestricted securities)	\$ 83,284	84,425	152,188	23,976					-4,849	661		131	272	108	0
Unrealized Gain/loss(restricted securities)	\$ 2,988	3,182	-8,024												
Int/Div Income (restricted assets)	\$ 2,490	1,833	3,073	4,295	2,918	34,871	31,528								2,500
<b>Total Gross Revenue (all assets)</b>	<b>\$ 499,830</b>	<b>563,451</b>	<b>317,866</b>	<b>572,545</b>	<b>532,304</b>	<b>558,339</b>	<b>494,189</b>	<b>368,905</b>	<b>329,143</b>	<b>338,712</b>	<b>302,707</b>	<b>167,517</b>	<b>191,455</b>	<b>112,637</b>	<b>60,777</b>
<b>Cost of Goods Sold</b>															
Lit Collection/PhD Seminar Series/Fireside	\$ -643	-5,973			8,288	162	1,550	1,757	4,337	7,909					
Management Game	\$ 10,331	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
Electronic Oracle/Proceeds/SDR reprints	\$ 526	-3,041		7,928		8,716	318	2,225	4,075	1,056	1,650				
<b>Total CGS</b>	<b>\$ 10,214</b>	<b>3,564</b>	<b>14,874</b>	<b>30,247</b>	<b>33,768</b>	<b>30,062</b>	<b>31,872</b>	<b>12,522</b>	<b>24,876</b>	<b>29,806</b>	<b>23,573</b>	<b>13,669</b>	<b>14,413</b>	<b>0</b>	<b>13,033</b>
<b>TOTAL NET REVENUE</b>	<b>\$ 489,616</b>	<b>559,887</b>	<b>302,992</b>	<b>542,298</b>	<b>498,536</b>	<b>528,277</b>	<b>462,317</b>	<b>356,383</b>	<b>304,267</b>	<b>308,906</b>	<b>279,134</b>	<b>153,848</b>	<b>177,042</b>	<b>112,637</b>	<b>47,744</b>
<b>EXPENSES</b>															
Admin/Contract with SUNY	\$ 261,719	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	\$ 8,100	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
Bank Adjustments/CrCd Fees	\$ 9,598	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
Depreciation Expense	\$ 0	0	21	62	273	697	1,011	1,627	2,208	2,188	1,153	552	772	482	
Donations (to SUNY for renovations 2005)	\$ 0					25,000									
EXP Conferences	\$ 62,350	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
Foreign Taxes	\$ 81	58	136	98	70										
Insurance	\$ 1,354														
Publications-Journal	\$ 20,000	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
Publications-Other	\$ 0								1,782	2,392	4,261	6,819	2,842	4,877	
Membership Dir/Mailing Exp/Serv	\$ 3,134	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
Member Subsidies/Incentives	\$ 0					0	2,430	8,145	4,320	6,120	3,865	3,480			
Officer Expenses/Travel	\$ 5,417	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
Professional Services Fees	\$ 32,338	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
Shipping /Postage Expense	\$ 1,686	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
E-presence/Misc/Ptrg/Off Supplies	\$ 4,694	4,380	4,527	3,866	4,303	7,127	3,722	3,178	904	1,282	1,084	549	0	870	1,988
<b>TOTAL EXPENSES</b>	<b>\$ 410,471</b>	<b>448,474</b>	<b>401,101</b>	<b>445,301</b>	<b>401,046</b>	<b>421,918</b>	<b>266,000</b>	<b>360,015</b>	<b>390,092</b>	<b>234,878</b>	<b>272,264</b>	<b>178,538</b>	<b>124,723</b>	<b>37,274</b>	<b>51,415</b>
<b>TOTAL EXPENSES AND CGS</b>	<b>\$ 420,685</b>	<b>452,038</b>	<b>415,975</b>	<b>475,548</b>	<b>434,814</b>	<b>451,980</b>	<b>297,872</b>	<b>372,538</b>	<b>414,968</b>	<b>264,684</b>	<b>295,837</b>	<b>192,207</b>	<b>139,136</b>	<b>37,274</b>	<b>64,448</b>
<b>INCREASE/DECREASE IN NET ASSETS</b>	<b>\$ 79,145</b>	<b>111,413</b>	<b>-98,109</b>	<b>96,997</b>	<b>97,490</b>	<b>106,359</b>	<b>196,317</b>	<b>-3,632</b>	<b>-85,825</b>	<b>74,028</b>	<b>6,870</b>	<b>-24,690</b>	<b>52,319</b>	<b>75,363</b>	<b>-3,671</b>

source: \r\ folders\executive director & vpf reports\2011\annual report\ multi yr revenue & expenses comparison thru 2010.xlsx

