

**Executive Director's Summary  
Winter Policy Council Meeting February 2011  
by Roberta L. Spencer**

**Annual Report**

A full Annual Report on Home Office Operations for the FYE 2010 will be presented at the Summer Policy Council meeting at the DC conference. Below, please find bulleted items on Conferences, Membership Services and Recruitment, Sales, Society Sponsorship, Website, Allocation of Effort, and Finances.

**Conferences**

- 2010 Seoul, Korea Conference
  - Unaudited Net Revenue of approximately \$6,500; 305 attendees.
- Please see Chart 1 below for conference attendance, surplus and sponsorship since 1999.
  - Future Conferences: Washington DC and St. Gallen, Switzerland conference planning is advancing; please see separate reports.

**Membership Services and Recruitment**

- Membership in 2010 increased slightly
  - In 2010 we had 1065 members in 69 countries, up from 1043 in 70 countries in 2009 (+2.1%). (2008 – 1106 members in 71 countries; 2007 - 1152 members in 66 countries; 2006 - 1070 in 64 countries; 2005 - 1052 in 59 countries; 2004 - 977 in 56 countries; 2003 - 953 in 65 countries; 2002 - 883 in 63 countries.)
  - Countries with the largest increase in number of members were China, Korea, and Switzerland; countries with the largest decrease in members were United States and Mexico. New this year: Bosnia, Bulgaria, and Lithuania.
  - Student breakdown of 2010 membership: 684 non-students, 173 students (109 Doctoral, 47 Masters, 9 Other, 7 Undergraduate, 1 K-12) and 208 status unknown. Minimum percentage of student members in 2010: 16.2%.
  - 2010 new members paying \$45 or less: 106 (out of a total of 198 new members), compared with 2009 new paying \$45 or less: 99 (out of a total of 221 new members). This is an increase from 45% to 54% of all new members paying \$45 or less.
  - E-Memberships are increasing: 2010: 331 (2009: 282; 2008: 248; 2007: 55, 2006: 45).
- Membership retention
  - Over the past 12 years new memberships each year average 22% (ranging between 18% - 25%, reaching highest of 25% new memberships in 1999; lowest of 18% in 2004). 19% were new members in 2010.
  - Over the past 11 years an average of 63% of new members renewed for a second year (see below Charts 2a and b).
  - Over the past 12 years an average of 78% of all members renewed (range 69% - 85%).
- Tiered Dues 3-Year Overview
  - Please see Chart 3a and 3b below for tiered dues structure trends and fees for 2008 to 2010.
  - Dues revenue has increased an estimated total of \$23,774 for the past three years with the new tiered payment scheme over what the expected income would have been under the \$90/\$45 payment scheme.

Membership Year	Actual Income	Estimated Income under \$90/\$45 scheme*	Difference	Number of Members	Average Dues Paid
2007	\$83,981			1152	\$72.90
2008	\$90,065	\$80,627	\$9,438	1106	\$81.43
2009	\$85,775	\$76,035	\$9,740	1043	\$82.24
2010	\$82,235	\$77,639	\$4,596	1065	\$77.22
Total	\$258,075	\$234,301	\$23,774		

\*These figures are calculated using the 2007 membership breakdown of 70% Regular at \$90, 22% Student/Supported at \$45 and 8% sponsored complimentary.

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**Membership Services and Recruitment** *continued*

- 2011 membership renewals at the end of 2010 are underway.
  - 628 members were recorded as of January 6 (compared to past years at approximately the same time: (2010: 544; 2009: 562, 2008: 590; 2007: 628; 2006: 577).
- 8,523 active records in database at the end of 2010, up from 7,744 in 2009.

**Sales** (unaudited, amounts will change after accounting review by CPA)

- Beer Game (only) sales in 2010 were \$64,084 (\$65,610 in 2009). Sold 557 boards in 2010; average annual sales over past 10 years are 874 boards per year.
- Sales of other products totaled \$3886 (Forrester Seminar Series, MIT SDG Literature Collection, Electronic Oracle, and Fireside Chat) and in 2009 these sales totaled \$5277
- Proceedings and back issues sales, 3 year history: \$1110 in 2010, \$750 in 2009, \$591 in 2008
- Bibliography is updated and has over 9,500 references.

**Society Sponsorship**

- 2010 Society Sponsorship: \$33,500, decreased slightly from 2009: \$34,400
  - 5 new sponsors in 2010, 2 in-kind sponsors
- Pledges to date for 2011: \$34,000 (5 new)

**Website**

- Site has been with Cirtex since December 2010.
- Site is being continuously updated thanks to VP Electronic Presence and Home Office staff.
- Conference submission/review system continues to be upgraded, more automated.

**Allocation of Effort**

- Cost centers are Core (includes Web), Sales, Conference, and Publications

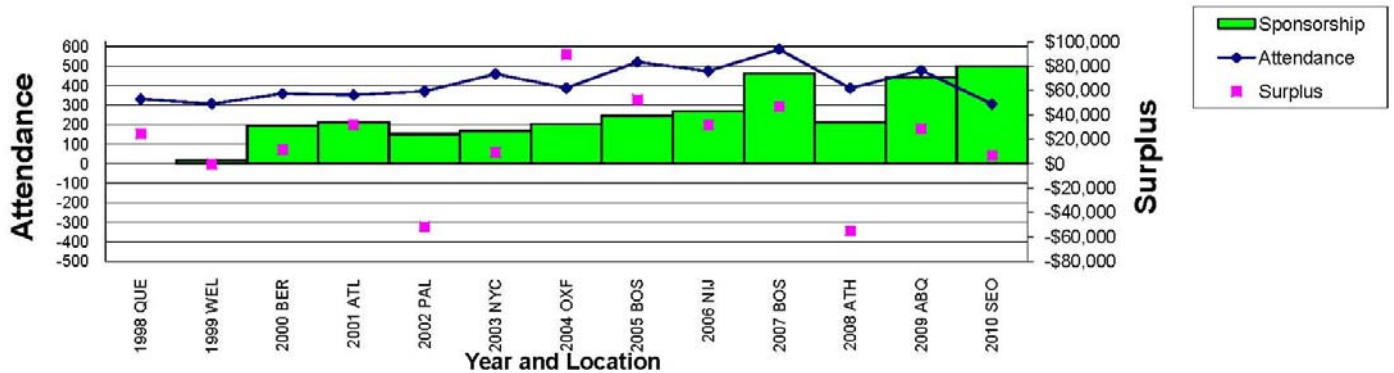
**Finances** (amounts will change after accounting review by CPA)

- Refer to VP - Finance Reports (Pre-CPA Year End Adjustments) Net Gain for 2010: \$79,147
- Vanguard Funds (unrestricted): Investments: \$0; Dividends: \$16,673; Unrealized Gain: \$83,284; Total value: \$589,864, original investment \$480,385
- Dana Meadow Award Funds Investments: Dividends: \$1075; Unrealized Gain: \$2,988; Total value: \$76,386, original investment \$65,752

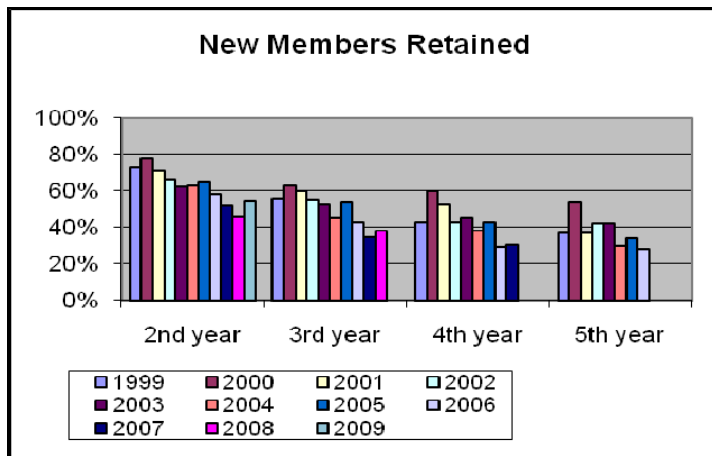
See next page for charts.

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**Chart 1: Conference Attendance, Surplus and Sponsorship**



**Chart 2a and b: Renewing New Member (Graphic)**

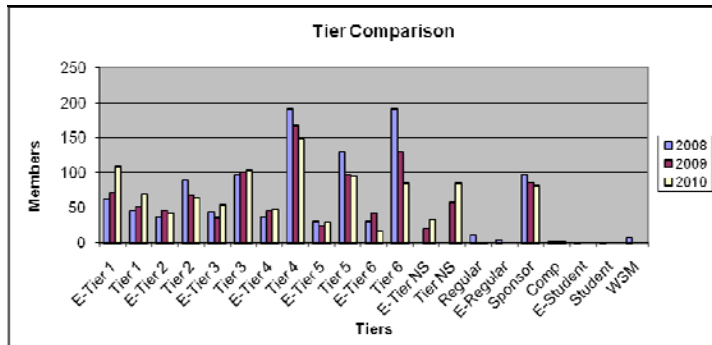


**2b: Renewing New Members (Percentages)**

	2nd year	3rd year	4th year	5th year
1999	73%	56%	43%	37%
2000	78%	63%	60%	54%
2001	71%	60%	53%	37%
2002	66%	55%	43%	42%
2003	62%	53%	45%	42%
2004	63%	45%	38%	30%
2005	65%	54%	43%	34%
2006	58%	43%	29%	28%
2007	52%	35%	30%	
2008	46%	38%		
2009	54%*			

\*54% of the new 2009 members renewed for 2010

**Chart 3a: Tiered Dues Structure Trends 08-10**



**Chart 3b: Fees Per Tier**

Tier Name	Fee	Tier Name	Fee
E-Tier 1:	\$15	Tier 1:	\$30
E-Tier 2:	\$35	Tier 2:	\$45
E-Tier 3:	\$50	Tier 3:	\$60
E-Tier 4:	\$85	Tier 4:	\$95
E-Tier 5:	\$110	Tier 5:	\$120
E-Tier 6:	\$140	Tier 6:	\$150
E-Tier NS*:	\$140	Tier NS*:	\$150

\*Income Not Specified (Same as Tier 6)

Does anyone have any questions or comments? Thanks, Roberta