

Annual Report on
Home Office Operations
for Fiscal Year 2011



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Annual Report on Home Office Operations
Fiscal Year 2011
System Dynamics Society

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Part I: Narrative Summary

From the Executive Director

The *System Dynamics Society* is an international, nonprofit organization devoted to encouraging the development and use of system dynamics and systems thinking around the world. With members in seventy-two countries, the Society provides a forum in which researchers, educators, consultants, and practitioners in the corporate and public sectors interact to introduce newcomers to the field, keep abreast of current developments, and build on each other's work.

2011 was a very productive year. At the home office, we worked diligently to provide service to all of our members, plan and administer the conference in Washington, D. C., provide prompt delivery of our products, and maintain and improve our web presence.

I would like to thank staff members Erin Sheehan and Robin Langer, who along with additional support from a graduate student at the University at Albany, volunteers, and outside contractors Joan Yanni and LouAnne Lundgren, keep things running smoothly. I would also like to extend a special thank you to Navid Ghaffarzadegan, our graduate assistant for five years, who received his PhD in December.

The home operations fall into five categories: Conference, Core, Publications, Sales, and Web Presence.

Conference

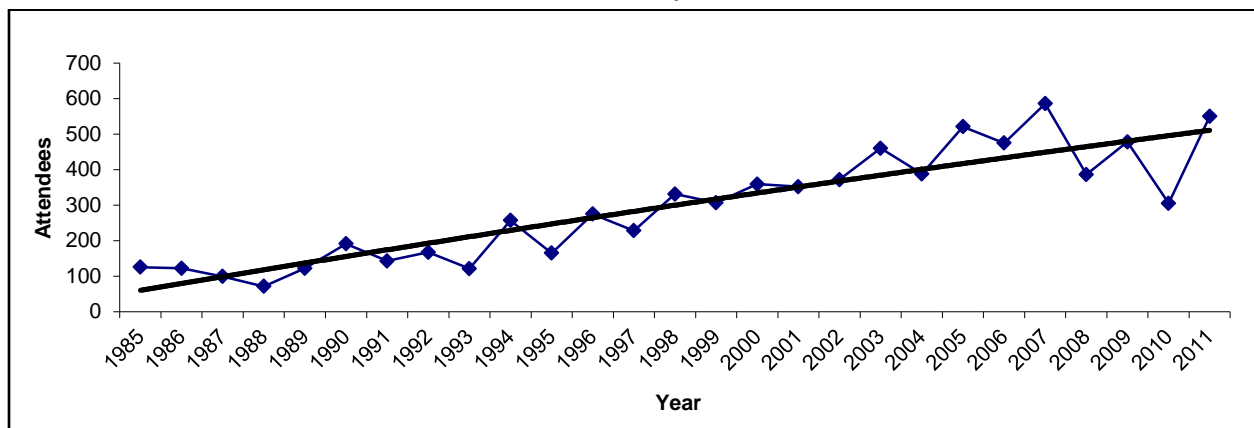
Conference management is a major part of home office operations for the first seven months of the year. At any one time, work is being done on the past year's conference, the current conference, and planning for future conferences. Time spent on conference management is always a substantial percentage 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 are ongoing as always.

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. The North American default site is Boston and the European site is still being considered. Locations outside these will be considered, on a case by case basis.

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

Future planning is actively ongoing for the Cambridge, Massachusetts (2013) Conference to be held from July 21 to July 25, 2013. See the preliminary *Call for Papers* with your conference materials.

Conference Attendance by Year, 1983 – 2011



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For all other Conference-related graphics and lists please Attachment I – Conference, page 7.

A-Conference Attendance Statistics

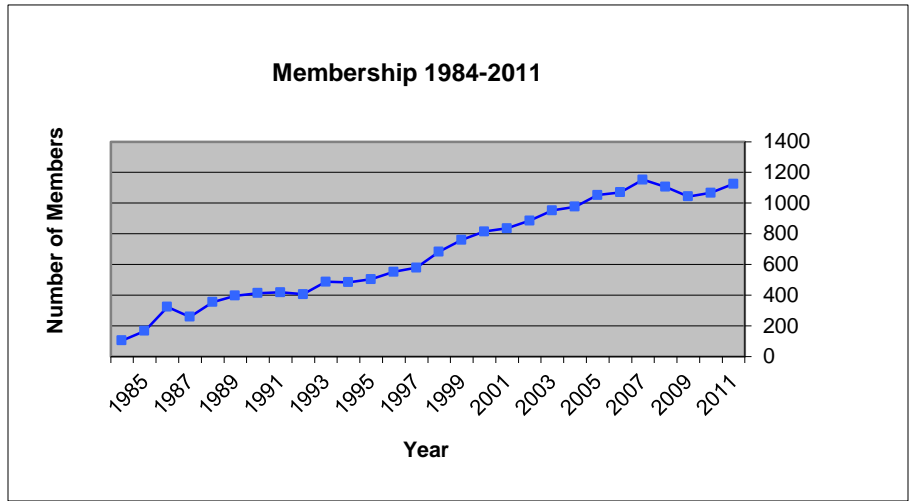
1. Conference Attendance by Year, 1983 – 2011
2. Conference Attendance by Continent Representation, 2002 – 2011
3. Conference Registration Fee Structure, 2002 – 2011
4. Conference Attendees by Type of Payment/Support, 2002 – 2011

B-Conference Management

Core

Membership constitutes the primary core activity of the Society. In 2011, our membership totaled 1,125. All memberships are processed through this office. The home office goal is to provide accurate, prompt and personal service to all members and prospective members.

Membership Growth, 1984 – 2011



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At the end of 2011 we had 8,870 valid records for members, non-members, conference registrants, authors and others who have contacted this office for products or information. We actively contact those people in the database to provide Society information.

Valid Records, by year, 1997 – 2011

Year	Valid Records	Year	Valid Records
1997	1,200	2005	6,500
1998	2,200	2006	7,100
1999	2,700	2007	7,115
2000	3,140	2008	7,832
2001	4,200	2009	7,977
2002	4,700	2010	8,381
2003	5,300	2011	8,870
2004	5,850		

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We include a membership option on the conference registration. For the Washington, D.C. (WDC) conference, we processed 69 memberships, of which 45 were **new** members. Please see Attachment I – Conference, **A-Conference Attendance Statistics**, *Conference Registration Fee Structure, 2002-2011* (table 3), page 8.

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

We began offering memberships with electronic-only delivery of the *System Dynamics Review* in 2006. That year only 4% of members chose electronic-only but this has increased steadily to 36% in 2011.

The Society receives and processes membership for a particular year from September of the previous year to March of the following year (19 months). In 2011, 74% of our 2010 members renewed, which is a similar rate to the last few years. (The average over the last 13 years is 78%.)

Other Core services include support to Chapters and Special Interest Groups. In 2011, the Chapter Development Fund was established and the home office processed the first fund request.

For other Core-related graphics and lists please see Attachment II – Core Operations, page 10.

A-Membership Statistics

1. Membership Over time, 1984 – 2011
2. Membership Distribution by Sector, 2005 – 2011
3. Percentage of Membership by Continent, 1997 – 2011
4. Membership by Continent, 1997 – 2011
5. Geographic Distribution, ten years through 2011: 72 Active Countries of 99 Total Countries

B-Chapter and Special Interest Group Statistics

1. New Chapters, 1990 – 2011
2. Special Interest Groups (year approved)

C-Routine Operations-Other Processes

Publications

Publication of the System Dynamics Society newsletters, the Bibliography, and support to the editors in the publication of, as well as, support to the members in the access of the *System Dynamics Review* are other home office duties.

The *System Dynamics Review* is published by Wiley-Blackwell four times a year. In January of 2011 a new contract commenced. As part of that contract a reduced e-subscription rate for members was introduced. Also in 2011, work began on a new access arrangement that was launched in January 2012.

We continue to build on the existing, successful partnership we have with Wiley-Blackwell. The current contract runs from 2011 until 2018.

There are usually four newsletters produced each year by home office staff. The March, September, and October newsletters feature a message from the president of the Society and other Society news. In June there is a Special Issue on Sponsor News. Conference reports are the mainstay of the October newsletter. Three newsletters were produced by office staff in 2011.

The System Dynamics **Bibliography** is maintained by an in-office bibliographer with scheduled published updates. The System Dynamics Society Bibliography is downloadable from our website. The bibliography has been updated to include the *Proceedings of the 29th International Conference of the System Dynamics Society* and the *System Dynamics Review* Volume 27, Number 1-4. New entries and corrections are continuously being made, as the bibliography is always a work in progress; currently there are 9,873 entries.

Number of Bibliography Records, by year, 2002 – 2011

Year	Number of Records	Year	Number of Records
2002	6,630	2007	app. 8,800
2003	7,076	2008	8,800+
2004	7,461	2009	9,319
2005	7,754	2010	9,538
2006	7,951	2011	9,868

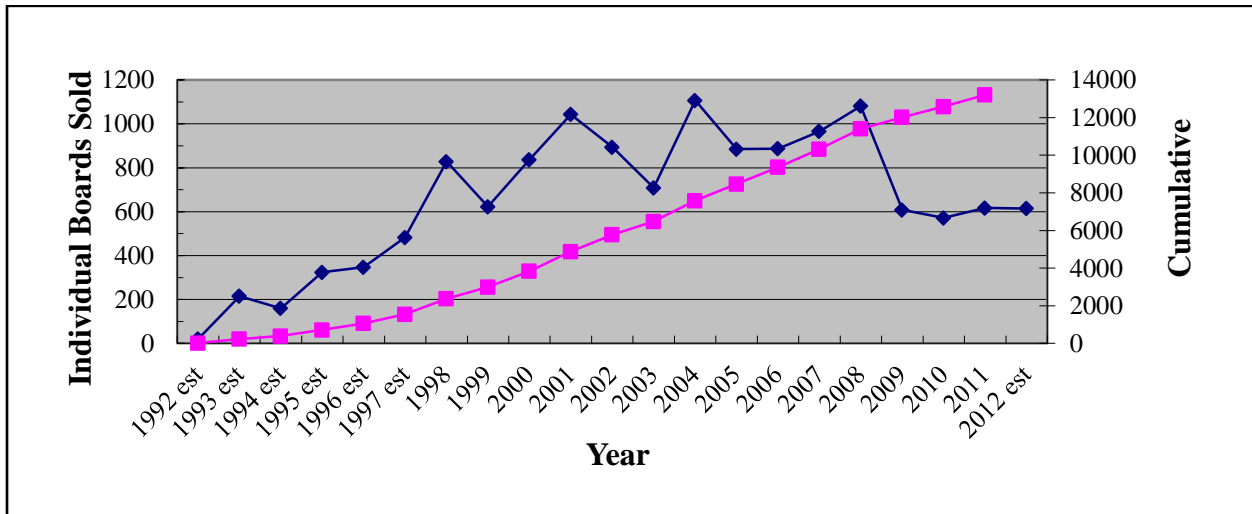
source: rls folders\statistical information\attachforye-report\bibrecordsbyyear

Sales

The **Beer Distribution Game**, **Conference Proceedings**, **Journal**, **Bibliography**, **PhD Seminar Series** and **MIT Literature Collection** can all be purchased from the Society.

Interest in the Production Distribution Game (Beer Game) increased slightly in 2011; the Society sold 570 boards in 2011 after a record setting 1,086 in 2008.

Beer Game Boards Sold, 1992 – 2011 and Cumulative



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

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 in 2010.

In 2011, the \$51,624 net income from the sales “cost center” helped support all operations offered by the Society office.

For the chart, *Sales, Ten years through 2011*, please see Attachment III – Sales, page 15.

Web Presence

As part of the project to use a content management system (CMS) for our website, we met with a web design/development firm to learn about some alternatives. The design firm proposal also included training so staff could perform routine tasks and develop new pages for the web site. The 2012 conference page, along with all links and companion pages, was launched in 2011. Additional new pages using content management include one for the Case Repository. The redesign is an ongoing effort at the home office and we are working to make new features available as soon as possible.



The Society office website has been hosted by CirtexHosting since December 2010. 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, in February, a Facebook page was created.

For more details about our web presence, please see the report from the Vice President Electronic Presence.

Cross Category Issues

Sponsorship

Of the 36 Society sponsors that sent a gift or traded services, there were six new sponsors in 2011. Our sponsors are very committed, 23 of our 2011 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 also to cultivate a relationship, to involve our members and others in the field of system dynamics. E-mails sent for the 2012 Society Sponsorship Campaign totaled 815.

A sponsor receives up to three personal memberships with a sponsorship and can purchase additional memberships at a discount. A total of 99 new or renewed members joined the Society for the calendar year 2011 as a result of the Society Sponsorship incentive.

For a list of *All Sponsors by Type, 2007 – 2011*, please see Attachment IV – Sponsors, page 16.

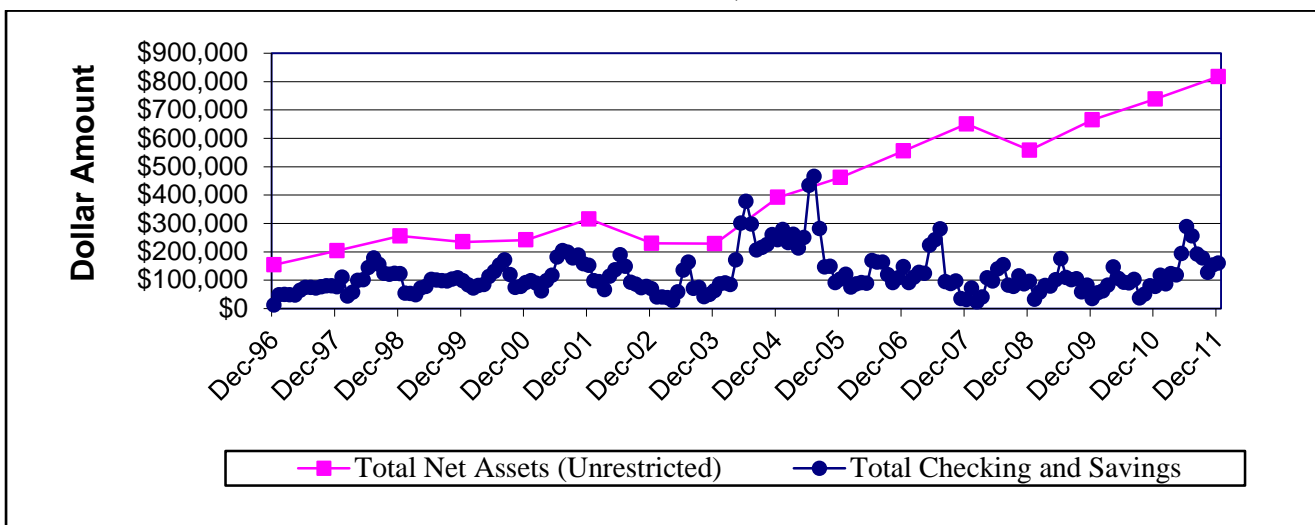
Finances

As stated earlier above, the Society is managed around five cost centers: conference, core operations, publications, sales and web presence. Please refer to the VP Finance report for full details. All bookkeeping files are maintained in QuickBooks. In 2011, the Society interviewed, hired, and transferred to a new CPA, Tom Hosey of Lubbe & Hosey, PC.

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

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.

Year-end Balances for Non-Investment Accounts & Unrestricted Net Assets, 1996 – 2011



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For other Finance-related graphs please see Attachment V – Finances, page 17.

Governance

In 2011, under the advisement of our CPA, we began developing a set of guidelines to address items on the new, longer IRS Form 990. These guidelines deal with records retention and destruction as well as conflict of interest issues and are consistent with the operation of the Society as a not for profit organization.

Part 2: Supporting Attachments

Attachment I – Conference

A-Conference Attendance Statistics

Conference Attendance by Year, 1983 – 2011

Year	Location	Attendees	Guests
2011	Washington DC	550	36
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

Year	Location	Attendees	Guests
2001	Atlanta, GA USA	352	22
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: \rls folders\statistical information\conference related\attendees.xls\all attendees

Conference Attendance by Continent Representation, 2002 – 2011

	2011 WDC	2010 Seoul	2009 ABQ	2008 Athens	2007 Boston	2006 Nijmegen	2005 Boston	2004 Oxford	2003 NYC	2002 Italy
Africa	1%	6	3	10	2	2	1	1	1	4
N America	61%	17	62	22	53	28	60	31	57	22
C/S America	5%	3	5	5	4	3	2	2	2	5
Asia	10%	45	8	5	8	9	8	7	8	11
Pacific	2%	4	2	4	4	3	3	7	4	6
Europe	21%	25	20	54	29	55	26	52	28	52
Total %	100%	100	100	100	100	100	100	100	100	100

Note: immediate pre-conference figures

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

Conference Registration Fee Structure, 2002 – 2011

	2011 WDC	2010 Seoul	2009 ABQ	2008 Athens	2007 Boston	2006 Nijmegen	2005 Boston	2004 Oxford	2003 NYC	2002 Italy
Member Registration - Early	\$500	\$450	\$450	\$450	\$425	\$425	\$425	\$1450	\$375	\$435
Non-Member Registration - Early	\$595	\$525	\$525	\$525	\$500	\$500	\$500	\$1525	\$450	\$485
Additional Cost for Membership	Dependent on Dues Tier				\$15	\$15	\$15	\$15	\$15	\$40
Half year membership	1,064	984	950	1,016	1,056	977	994	875	844	761
Memberships through registration	69	34	84	78	106	59	89	71	-	-
New members through registration	45	11	40	43	75	29	65	45	-	-

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

Conference Attendees by Type of Payment/Support, 2002 – 2011

	2011 WDC	2010 Seoul	2009 ABQ	2008 Athens	2007 Boston	2006 Nijmegen	2005 Boston	2004 Oxford	2003 NYC	2002 Italy
Paying Members	247	102	196	171	298	216	274	236	258	160
Paying Non-Members	68	48	73	44	54	48	57	41	74	82
Supported Members	18	21	19	13	25	0	0	0	0	0
Paying Day Passes	3	3	7	3	1	51	19	16	6	0
Paying Students	94	76	82	105	122	96	99	85	84	73
Educator Scholarships	20	0	32	0	0	0	0	0	0	0
Organizers/Volunteers/Awards	25	31	25	16	20	22	19	6	15	25
Financial Assistance	0	0	0	0	0	0	4	0	1	6
Program Invite	0	1	2	1	1	1	6	0	0	0
Conference Scholarship	10	10	10	10	12	9	10	0	0	0
Sponsor Complimentary	61	13	32	23	53	32	33	4	22	26
TOTAL	550	305	478	386	586	475	521	388	460	372

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

B-Conference Management

Management of our conferences is a major activity at the Society office.

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 and Excel
- 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 and 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 participants with: any attendance issues, including funding transfer issues and letters of invitation for visas; roommate contacts; finding appropriate lodging; and manage other unique site-specific challenges.

Attachment II – Core Operations

A-Membership Statistics

Membership Over Time, 1984 – 2011

Year	Society Database	Wiley-Blackwell	At June 30th	Regular/Student-Subsidized
2011	1125		829	819/306
2010	1067		984	783/284
2009	1043		950	807/236
2008	1106		1016	863/243
2007	1152	–	1056	888/264
2006	1070	–	977	839/229
2005	1052	–	994	852/200
2004	976	972	875	770/206
2003	953	952	844	750/202
2002	883	885	761	676/209
2001	1003	835	737	657/178
2000	946	814	720	643/171
1999	995	760	655	592/168
1998	808	683	600	547/136
1997	680	579		457/122
1996	572	552		443/109
1995		504		461/43
1994		484		400/84
1993		487		400/87
1992		406		320/89
1991		418		332/70
1990		413		328/85
1989		396		328/67
1988		354		307/47
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 Distribution by Sector, 2005 – 2011

Year	Academic	Military	Private	Public	Other
	%	%	%	%	%
2011	52	1	31	12	4
2010	52	1	30	12	4
2009	51	1	32	11	5
2008	52	1	31	11	5
2007	44	3	36	14	3
2006	43	3	38	14	2
2005	42	3	39	14	2

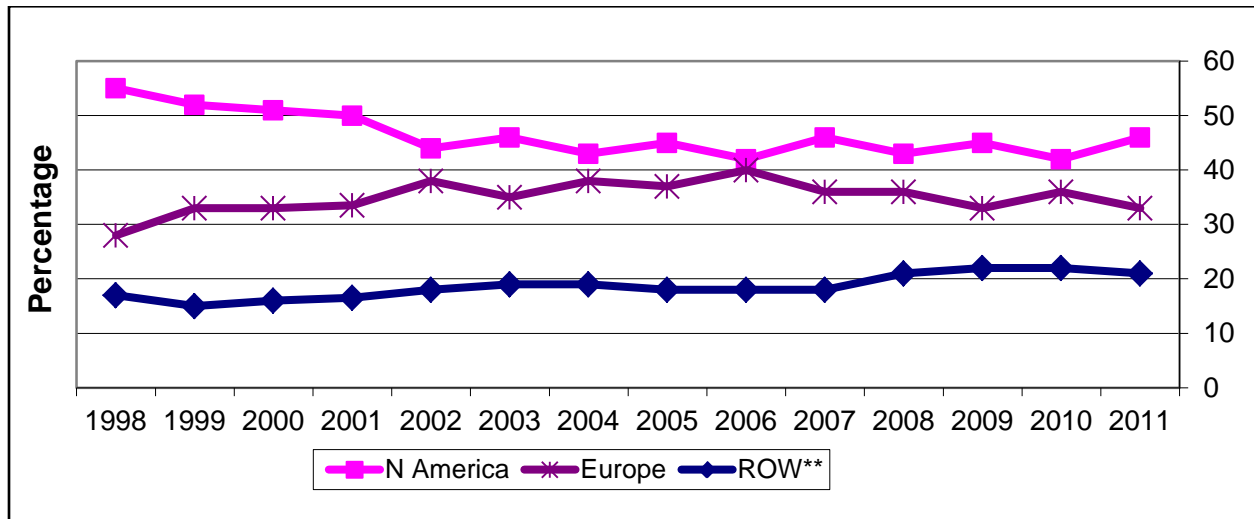
Before 2003, based on the institution name listed in the membership directory. 2003 on, self-reported by members.
 source: \rls folders\statistical information\growth indicators\membership stats.xls\membysector

Percentage of Membership by Continent, 1997 – 2011

	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001
Africa	2%	2	2	2	2	2	2	1	2	3	1
N America	45%	42	46	42	45	43	46	42	45	43	46
S & C America	6%	6	5	4	4	4	3	3	3	3	3
Asia	12%	14	9	12	11	11	10	10	9	9	10
Europe	30%	32	33	36	33	36	36	40	37	38	35
Pacific	4%	5	5	4	5	4	4	4	4	4	5
# of countries	72	69	70	71	66	64	59	56	65	63	62

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

Membership by Continent, 1997 – 2011



**ROW - other than N Amer. & Europe

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

Geographic Distribution, ten years through 2011 (72 Active of 99 Total Countries)

Country	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002*
Argentina	4	4	4	3	3	3	1	1	2	3
Australia	36	39	39	33	40	34	33	33	32	28
Austria	8	6	5	6	4	4	3	3	3	2
Bahrain	0	0	0	0	0	0	0	0	1	1
Bangladesh	0	0	0	1	1	1	1	1	0	1
Belgium	6	9	8	10	10	14	9	8	8	9
Bermuda	0	0	0	1	0	0	0	0	1	1
Bolivia	1	1	1	1	0	0	0	0	0	0
Bosnia	1	1	0	0	0	0	0	0	0	0
Botswana	2	0	0	0	0	0	0	0	0	0
Brazil	30	23	19	16	18	21	21	15	15	11
Bulgaria	1	1	0	0	0	0	0	0	0	0
Cambodia	0	0	0	0	0	1	1	0	0	0
Canada	28	25	27	29	25	25	26	29	28	25
Chile	4	4	5	5	6	4	3	3	3	1
China	30	32	13	16	16	17	6	5	4	3
Colombia	15	15	14	11	12	6	5	5	7	5
Costa Rica	1	1	1	1	1	2	2	2	1	1
Cote d'Ivoire	0	0	0	0	0	0	0	0	0	0
Crete	0	0	0	1	0	0	0	0	0	0
Croatia	8	8	9	14	11	13	8	4	2	2
Cuba	1	1	1	0	0	0	0	0	0	0
Cyprus	2	2	2	3	2	3	1	0	1	2
Czech Rep	6	3	5	6	3	4	5	4	2	2
Denmark	6	6	4	4	4	5	4	4	3	5
Dom. Rep.	0	0	0	0	0	0	0	0	0	0
Ecuador	1	0	0	0	0	0	0	0	0	0
Egypt	13	8	5	7	9	8	9	7	11	16
Ethiopia	0	0	0	0	0	0	0	0	0	0
Finland	4	2	3	4	5	6	5	6	6	5
France	15	13	14	9	9	8	11	11	12	12
Georgia	1	0	0	0	0	0	0	0	0	0
Germany	47	50	55	56	60	57	54	50	47	40
Ghana	0	1	1	0	1	1	1	0	0	0
Greece	8	13	12	14	6	7	8	13	13	9
Hong Kong	0	0	3	3	3	2	2	2	2	1
Hungary	1	0	0	0	1	1	0	0	0	0
Iceland	1	1	1	1	3	0	0	0	0	0
India	15	17	15	14	14	11	6	5	5	3
Indonesia	10	12	7	6	10	9	8	8	8	4
Iran	6	6	5	11	7	3	3	2	2	2
Ireland	2	2	1	1	1	1	2	1	1	2
Israel	1	1	1	2	2	1	1	1	1	3
Italy	19	21	20	25	21	22	22	23	25	27
Jamaica	0	1	0	0	0	0	0	0	1	0
Japan	20	20	19	24	29	26	29	32	33	31
Jordan	0	0	0	0	0	1	1	2	1	0
Kenya	0	0	0	0	0	0	0	0	1	1
Kuwait	0	0	0	0	0	0	1	1	1	1
Latvia	11	4	2	0	2	1	0	0	0	0
Lebanon	1	1	1	1	1	1	1	1	1	1
Liechtenstein	0	0	0	1	1	0	0	0	0	0

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Country	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002*
Lesotho	0	0	0	0	0	0	0	0	0	1
Lithuania	0	1	0	0	0	0	0	0	0	0
Macao	0	1	1	2	0	0	0	0	0	0
Malaysia	7	6	4	6	8	5	2	11	3	2
Mauritius	1	2	0	1	0	0	0	0	0	0
Mexico	8	8	14	12	12	13	12	10	8	9
Mongolia	0	0	0	0	0	0	0	0	0	1
Myanmar	2	0	2	0	0	0	0	0	0	0
Nepal	0	0	1	0	0	0	0	0	0	0
Neth. Antilles	0	0	0	0	0	0	0	0	0	0
Netherlands	30	27	30	36	43	38	33	32	29	25
New Zealand	12	11	10	13	13	12	11	9	8	7
Nicaragua	0	0	0	0	0	0	0	0	1	1
Nigeria	2	2	2	3	1	1	1	1	1	1
Norway	21	28	18	24	24	28	24	24	23	23
Pakistan	1	1	1	9	9	9	10	1	0	0
Peru	4	5	2	2	1	1	1	2	2	1
Philippines	4	4	1	2	2	1	0	1	1	2
Poland	8	10	6	8	7	7	6	3	2	3
Portugal	2	0	3	5	6	6	9	7	6	7
Puerto Rico	3	3	4	2	3	2	2	1	1	1
Romania	0	0	0	1	0	0	0	0	0	0
Russia	7	7	10	11	9	6	8	2	2	2
Saudi Arabia	3	4	3	3	1	2	2	1	1	2
Senegal	0	0	0	1	1	1	0	0	0	0
Singapore	11	9	4	5	4	5	4	5	5	5
Slovak Republic	2	2	1	2	2	1	0	0	0	0
Slovenia	2	3	3	2	2	4	2	3	2	2
South Africa	8	8	7	8	8	6	6	5	6	4
South Korea	9	16	6	11	9	12	9	11	8	12
Spain	18	19	19	22	20	21	17	21	18	24
Sweden	8	12	14	14	11	10	12	15	15	14
Switzerland	28	32	24	29	30	34	33	39	30	29
Taiwan	7	9	7	7	9	11	11	6	7	7
Thailand	2	3	1	3	1	0	0	0	1	1
Trinidad	0	0	1	0	0	0	0	0	0	0
Tunisia	0	0	0	0	1	0	0	0	1	1
Turkey	13	10	6	8	7	8	11	10	6	4
Uganda	0	0	1	1	0	0	0	0	0	0
Ukraine	2	0	0	0	1	1	1	1	1	0
United Arab Emirates	2	3	4	2	2	1	0	0	0	0
United Kingdom	53	52	65	79	78	79	85	100	91	90
United States	472	409	441	426	482	420	445	374	384	338
Uruguay	2	2	2	1	0	0	0	0	1	0
Venezuela	2	2	1	3	4	2	2	0	4	4
Vietnam	2	1	1	1	0	0	0	0	0	0
Virgin Islands	0	0	0	0	0	0	0	0	1	0
Yemen	1	1	1	1	0	0	0	0	0	0
Totals	1125	1067	1043	1106	1152	1070	1052	977	953	883

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

B-Chapter and Special Interest Group Statistics

New Chapters, 1990 – 2011

Year	New Chapter Name
2011	N/A
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

Special Interest Groups (year approved):

- Conflict, Defense and Security (name change 2011)
- 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

C-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, 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* up to 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
- Maintain a list of Courses in SD on the website

Attachment III – Sales

Sales, Ten years through 2011

Items Sold	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
Beer Game Boards including loaner boards	570	557	608	1,082	996	878	894	1,109	710	876
Proceedings	3	105*	0	2	6	190*	57	98	87	45
<i>System Dynamics Review</i>	5 single 1 set	19 single 6 sets*	19 single 1 set	6 single 0 sets	8 single 1 set	900* single 0 sets	5 single 0 sets	17 single 3 sets	13 single 5 sets	8 single 1 set
Forrester PhD Seminar	10	11 single 16 sets*	8 single 2 sets	5 single 2 sets	5 single 4 sets	5 single 6 sets	14 single 7 sets	15 single 14 sets	30 single 10 sets	13 single 14 sets
MIT Literature Collection	16	14	15	19	19	42	80	81	N/A	N/A
Electronic Oracle	3	59*	2	9	178					
Fireside Chat	4	30*	0	4	37					

* increase due to special sale

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

Attachment IV – Sponsors

Corporations:

Amber Blocks, Ltd. ^{1,2}
 Analytic Services Inc/ASysT ^{1,2}
 AnyLogic North America, XJ Technologies ^{1,2}
 Atkins Nutritionals, Inc. ³
 Atrivé
 The Boeing Company ^{1,2}
 Bolide Pty Ltd ¹
 Booz Allen Hamilton ^{1,2}
 BP
 Clif Bar Inc. ³
 Complexio ¹
 CROSSMARK ¹
 CRA International, Inc.
 CSArch Architecture | Construction Management ³
 CTN Management Development ¹
 Decisio Consulting Inc.
 Decision Advancement ¹
 Decision Dynamics, Inc. ¹
 e4 English
 e-integrate
 Electronics and Telecommunications Research Institute (ETRI)
 European Master Programme in System Dynamics
 Evans & Peck Pty Ltd. ^{1,2}
 The Expertool Paradigm
 FoodShouldTasteGood, Inc. ^{2,3}
 Forio Online Simulations ^{1,2}
 Forrester Consulting, LLC
 General Motors
 Georgia-Pacific Corporation
 Global Strategy Dynamics Ltd.
 Goldsim Technology Group ²
 Health Market Science
 Homer Consulting ¹
 Honest Weight Food Co-op ^{2,3}
 HSSR, Duke-NUS ²
 Huerfano Chapter, Navajo Nation ³
 IBM
 Idaho National Laboratory ²
 International Society for the Systems Sciences (ISSS) ^{2,3}
 isee systems ^{1,2}
 Jantz Morgan LLC ^{1,2}
 Korea Radio Promotion Agency(KORPA)
 Korea Research Institute for Human Settlements (KRIHS)
 Korea Tourism Organization (KTO)
 Lamans s.a. ³
 Lane Press of Albany ²
 LISTO bvba

source: \rls folders\statistical information\sponsor info\sponsors_by type 2007-2011.doc

All Sponsors by Type, 2007 – 2011

Corporations (continued):

The Manufacturing Game[®]/Ledet Enterprises ^{1,2}
 Millenium Institute ²
 Minase Consulting
 MITRE Corporation ^{1,2}
 Mohaseboon Financial and Business Consultants ¹
 Murphy-Hall & Company, CPA's ¹
 National Business Promotions, Inc. ³
 National IT Industry Promotion Agency (NIPA)
 National Research Foundation of Korea (NRF)
 Northwater Capital Management, Inc. ¹
 Nonni's Foods ³
 OBSSR, National Institutes of Health ²
 PA Consulting Group ^{1,2}
 Patni Holdings, LLC ¹
 Patterson America
 Paul Scherrer Institute ³
 Pearson New Zealand (with Kambiz Maani & Bob Cavana)
 Pegasus Communications, Inc. ^{1,2,3}
 Plug Power
 Ponte Consulting Group
 Powersim Software AS
 Powersim Solutions, Inc. ^{1,2}
 PROGNOZ ²
 Project Performance International
 Proverbs Corporation ¹
 Ratcliff Architects ^{2,3}
 Raytheon Integrated Defense Systems
 Sandia National Laboratories ²
 Sandia National Laboratories / Lockheed Martin
 Seaport Hotel ³
 Seoul Convention Bureau (SCB)
 Seoul Development Institute (SDI)
 SoL, the Society for Organizational Learning ^{2,3}
 Springer ²
 Swiss Reinsurance Company ³
 Synapse Energy Economics, Inc. ²
 System Dynamics Guild at Sandia National Laboratories
 SystemixG
 transentis management consulting GmbH & Co. KG ^{1,2}
 U. S. Department of Homeland Security, Science and Technology Directorate
 Vanguard Strategy
 Ventana Systems, Inc. ^{1,2}
 Ventana Systems UK

Corporations (continued):

ViaSim Solutions
 Whole Systems Partnership ¹
 Wiley-Blackwell ^{2,3}
 Windhaven Business Management, Inc. ¹

Universities and University Centers:

Center for Sustainable Ecosystem Nanotechnologies
 Delft University of Technology ¹
 Methodology Department
 Nijmegen School of Management, Radboud University Nijmegen
 Panteion University ³
 Rockefeller College of Public Affairs and Policy, University at Albany ^{1,3}
 Salford Business School, University of Salford ¹
 School of NRSM, the University of Queensland, Australia
 Social System Design Lab
 Washington University in St. Louis ¹
 System Dynamics Group, Massachusetts Institute of Technology ¹
 System Dynamics Group
 Nijmegen School of Management, Radboud University Nijmegen ¹
 System Dynamics Group, University of Bergen ¹
 Tecnológico de Monterrey
 Union Graduate College
 University of Patras ³
 Worcester Polytechnic Institute (WPI) ^{1,2}

Individual Sponsors:

Jay W. Forrester ¹
 Dr. Don Frazier ¹
 William Killingsworth ^{2,3}
 Edward and Nancy Roberts
 Toshiro Shimada
 Cindy and John Sterman
 Anonymous ^{1,2}

Individual Donors:

David F. Andersen
 Allen and Jane Boorstein
 Bill Braun
 Dennis Meadows
 George P. Richardson
 Anonymous ^{1,2}

¹ 2011 Society Sponsor

² 2011 Conference Sponsor

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

Attachment V – Finances

Balance Sheet Comparison, 15 years through 2011

including year-end adjusting entries	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997
ASSETS															
CURRENT ASSETS															
Cash (ckg/svg//PayPal)	\$ 179,969	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
Investments	\$ 616,709	603,166	560,117	460,374	595,364	474,826	358,897	167,412	163,506	156,853	159,117	146,535	135,149	132,089	125,634
Accounts receivable	\$ 0	0	30	1,171	-	-	-	-	-	-	-	-	-	-	-
Inventory (at cost)	\$ 25,970	20,807	23,447	10,695	-	-	-	-	-	-	-	-	-	-	-
Prepaid expenses	\$ 54,558	82,904	68,024	32,294	38,938	-	-	-	-	-	-	-	-	-	-
Total Current Assets	\$ 877,206	787,727	686,399	600,072	676,917	625,399	491,045	410,806	226,461	226,591	310,821	237,872	233,508	254,392	201,834
PROPERTY (Fixed Assets)															
Furniture and equipment	\$ 1,263	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	-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
Total Property (Fixed Assets)	\$ 0	0	0	0	21	83	356	1,053	2,064	3,041	4,636	3,557	1,051	1,157	1,929
OTHER ASSETS															
Restricted securities / funds	\$ 83,661	76,386	71,657	67,437	73,136	70,341	66,528	29,439	-	-	-	-	-	-	-
TOTAL ASSETS	\$ 960,867	864,113	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
LIABILITIES & NET ASSETS															
CURRENT LIABILITIES															
Accounts payable	\$ 5,574	2,863	612	1,282	-	-	-	-	-	-	-	-	-	-	-
Accrued expenses (conf related)	\$ -	-	-	-	-	32,536	1,060	1,285	2,525	-	-	-	-	-	-
Deferred revenue (conf/cust)	\$ 43,583	32,164	3,393	15,900	-	-	-	-	-	-	-	-	-	-	-
Membership Sub. Payable	\$ 10,679	13,287	12,517	19,957	21,823	32,068	23,190	14,640	-	-	-	-	-	-	-
Custodial account liability	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Misc. liabilities (sales tax, etc)	\$ 184	65	314	85	49	-	-	-	-	-	-	-	-	-	533
Prepaid editorial / travel	\$ -	-	-	-	-	-	-	3,054	-	-	-	-	-	-	-
Royalty Advance	\$ -	-	5,000	5,000	5,000	5,000	5,000	-	-	-	-	-	-	-	-
Total Liabilities	\$ 59,836	48,498	21,587	42,453	26,908	69,653	29,250	18,979	2,525	0	0	0	0	0	533
NET ASSETS															
Unrestricted - General fund	\$ 817,370	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
Temporarily Restricted	\$ 83,661	77,135	71,657	67,437	73,136	70,341	66,528	30,966	-	-	-	-	-	-	-
Total Net Assets	\$ 901,031	815,615	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
TOTAL LIABILITIES & NET ASSETS	\$ 960,867	864,113	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

source: \rls folders\executive director & vpf reports\2012\annual report\ multi yr balance sheet comparison thru 2011-correctedApr2014.xlsx

System Dynamics Society Annual Report on Home Office Operations, Fiscal Year 2011

Revenue and Expenses Comparison, 15 years through 2011

Including year-end adjusting entries	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997
REVENUE															
INC Conferences	303,463	173,561	233,148	156,401	264,081	214,907	219,255	216,501	185,229	163,733	142,580	140,248	49,913	111,510	35,883
Journal Income	85,514	56,292	51,963	43,499	44,375	39,900	41,122	20,546	19,530	16,655	15,651	15,070	12,302	10,848	9,540
Membership Dues	63,636	58,741	57,389	61,696	58,597	48,042	80,629	30,285	7,810	7,475	6,975	6,610	6,150	5,180	4,975
Misc (Conversion-Other Income)	0	0	0	-165	137	3,349	941	-2,131	-885	3,603	-3,417	69	481	-12	585
Products	75,106	69,590	71,654	126,685	112,988	114,296	111,622	139,548	96,706	103,406	120,706	96,955	69,521	82,856	47,418
Shipping and Handling Income	11,394	17,691	13,878	25,010	19,671	20,191	18,574	20,157	15,358	15,936	17,926	9,084	8,109	7,913	3,964
Sponsor Dues and Donations	41,001	18,500	30,125	44,375	27,595	40,284	35,952	32,190	38,445	19,519	29,660	22,262	12,910	12,738	3,568
Total Income	580,114	394,374	458,157	457,501	527,444	480,969	508,095	457,096	362,192	330,326	330,081	290,297	159,386	231,033	105,932
Cost of Goods Sold	14,246	10,214	3,564	14,874	30,247	33,768	30,062	31,871	12,522	24,875	29,807	23,572	14,699	14,413	16,877
Total COGS	14,246	10,214	3,564	14,874	30,247	33,768	30,062	31,871	12,522	24,875	29,807	23,572	14,699	14,413	16,877
Gross Profit	565,868	384,160	454,593	442,627	497,197	447,201	478,033	425,225	349,670	305,450	300,275	266,725	144,687	216,621	89,055
EXPENSE															
Accrued Interest Paid	0	0	0	0	0	0	0	0	0	0	0	0	0	641	58
Awards-Dana Meadows	1,200	1,200	1,200	1,200	1,200	0	0	0	0	0	0	0	0	0	0
Awards-Others	0	6,900	0	5,097	5,244	5,086	5,494	5,560	5,130	5,071	6,020	2,066	2,300	0	2,057
Bank & CC Fees	13,609	9,598	15,092	14,865	16,812	11,659	12,100	19,571	10,782	12,182	7,734	7,189	3,708	4,911	438
Chapter Dev (\$20K Max)	4,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contracted Expenses at UAlbany	279,400	261,719	253,739	190,610	203,356	203,355	207,855	165,788	183,014	182,550	111,211	105,295	86,772	83,374	0
Depreciation Expense	0	0	0	21	62	273	697	1,011	1,627	2,208	2,188	1,153	552	772	482
EXP Conferences	121,091	62,350	92,754	98,777	116,894	81,490	72,291	2,527	98,462	124,011	43,256	103,181	28,061	41,301	1,941
G Brown (Loss on Redemp/Closeout)	0	0	0	0	0	0	0	0	0	0	0	0	0	558	2,440
Insurance	2,013	1,354	0	0	0	0	0	0	0	0	0	0	0	0	0
Journal Expense	19,763	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	0
Less Capitalized Office Equip	0	0	0	0	0	0	0	0	0	0	-3,267	-3,659	0	0	0
Membership Directory Exp	2,170	2,074	1,958	1,872	1,812	1,800	1,526	907	1,209	4,516	3,782	4,738	7,046	0	5,071
Membership Services	0	1,060	2,765	1,220	955	1,165	0	811	250	2,842	2,995	1,892	1,462	0	0
Membership Subsidies	0	0	0	0	0	0	0	2,430	8,145	4,320	6,120	3,865	2,785	3,480	0
Miscellaneous Expense	816	1,886	311	379	341	486	25,427	120	224	125	15	-295	665	61	598
Office Expense	5,235	4,571	14,417	26,200	19,105	17,999	20,765	18,397	15,246	12,477	18,416	15,895	18,519	17,647	4,275
Officer Expenses (=Travel CPA)	10,197	5,417	5,955	5,153	6,108	6,633	7,748	3,121	3,031	4,346	5,511	5,566	1,683	2,700	3,412
Product Dev.	0	0	0	64	0	528	0	0	0	0	0	0	0	0	0
Professional Fees	38,953	32,338	40,284	35,642	61,411	58,573	56,016	33,758	21,895	24,443	18,897	13,379	8,424	4,132	3,721
Total Expense	498,446	410,467	448,475	401,100	445,300	401,046	421,918	266,000	360,015	390,091	234,878	272,265	173,978	171,576	24,493
Net Ordinary Income	67,422	-26,307	6,118	41,527	51,897	46,155	56,115	159,224	-10,345	-84,640	65,397	-5,540	-29,291	45,045	64,562
Other Income															
Investment Income	27,865	102,963	103,461	-142,709	42,147	48,417	15,373	5,566	6,713	-1,184	8,631	12,410	4,601	8,324	30,008
DMA Endow. Fund Camp.	0	0	0	0	0	100	34,125	31,528	0	0	0	0	0	0	0
DM Investment Inc	2,826	2,490	1,833	3,073	2,954	2,818	746	0	0	0	0	0	0	0	0
Total Other Income	30,691	105,453	105,294	-139,636	45,101	51,335	50,245	37,094	6,713	-1,184	8,631	12,410	4,601	8,324	30,008
Other Expense															
Prior Period Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Restricted DMA-DO NOT USE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Expense	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Other Income	30,691	105,453	105,294	-139,636	45,101	51,335	50,245	37,094	6,713	-1,184	8,631	12,410	4,601	8,324	30,008
Total Net Income	98,113	79,146	111,412	-98,109	96,998	97,490	106,359	196,318	-3,633	-85,825	74,028	6,870	-24,691	53,368	94,570

source: \rfs folders\executive director & vpf reports\2012\annual report\ multi yr revenue & expenses comparison thru 2011.xlsx

Attachment VI – 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.
- Complete filings in other states for tax-exempt purposes as required
- 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 through Memberclicks
- 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