

Executive Director's Summary
Winter Policy Council Meeting
January 5, 2012
by Roberta L. Spencer

Winter Report

A full Annual Report on Home Office Operations for the FYE 2011 will be presented at the Summer Policy Council meeting at the St. Gallen conference. Below, please find bulleted items on Conferences, Membership Services and Recruitment, Sales, Society Sponsorship, Website, Allocation of Effort, and Finances. All financial numbers are pre-CPA review and are subject to change; some amounts only include the first three-quarters of 2011.

Conferences

- 2011 Washington, DC Conference
 - Pre-CPA review, unaudited net revenue of approximately \$61,000; 550 attendees.
- Please see Chart 1 below for conference attendance, surplus and sponsorship since 1999.
 - Future Conferences: 2012 St. Gallen, Switzerland conference preparation is successfully underway; 2013 planning is advancing and on schedule; and we are actively searching for a 2014 European (default) site.

Membership Services and Recruitment

- Membership in 2011 increased by over 5% from 2010
 - In 2011 we had 1125 members in 72 countries, up from 1067 members in 69 countries in 2010 (+5.4%). (2009 – 1043 members in 70 countries; 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 members were the USA, Latvia and Brazil; the largest decrease was in Norway and South Korea. New in 2011: Ecuador, Georgia and Botswana.
 - Student breakdown of 2011 membership: 695 non-students, 150 students (97 Doctoral, 41 Masters, 8 Other, 4 Undergraduate) and 280 status unknown. Minimum percentage of student members in 2011: 13.3%.
 - 2011 new members paying \$45 or less: 95 (out of a total of 215 new members), compared with 2010: 106 (out of a total of 198 new members). This is a decrease from 54% to 44%.
 - E-Memberships are increasing: 2011: 401. (2010: 332; 2009: 282; 2008: 248; 2007: 55).
- Membership retention
 - Over the past 13 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 2011.
 - Over the past 12 years an average of 62% of new members renewed for a second year (see below Charts 2a and b).
 - Over the past 13 years an average of 78% of all members renewed (range 69% - 85%).
- Tiered Dues Overview
 - Please see Chart 3a and 3b on page 3 for tiered dues structure trends and fees for 2008 to 2011.
 - Dues revenue has increased an estimated total of \$28,450 for the past four years with the new tiered payment scheme over what the expected income would have been under the \$90/\$45 payment scheme. Please see the following chart.

continued on next page. . .

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Membership Services and Recruitment continued

Tiered Dues Comparison

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	\$82,525	\$77,785	\$4,740	1067	\$77.34
2011	\$86,635	\$82,013	\$4,622	1125	\$77.01
Total	\$345,000	\$316,460	\$28,450		

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

- 2012 membership renewals are underway.
 - 520 members were recorded as of December 28 (compared to past years at approximately the same time: (2011: 628, 2010: 544; 2009: 562, 2008: 590; 2007: 628; 2006: 577).
- 8,997 active records in the contacts database as of December 28, up from 8,523 in 2010.

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

- Beer Game (only) sales in 2011 were \$68,227 (\$64,084 in 2010). Sold 615 boards in 2011; average annual sales over past 10 years are 831 boards per year.
- Sales of other products totaled \$7,627 (Forrester Seminar Series, MIT SDG Literature Collection, Electronic Oracle, and Fireside Chat) and in 2010 these sales totaled \$3,886
- Proceedings and back issues sales, 3 year history: \$0 in 2011; \$1,110 in 2010, \$750 in 2009
- Bibliography is updated and has 9,865 references.

Society Sponsorship

- 2011 Society Sponsorship: \$41,000, increased from 2010: \$33,500
- Pledges to date for 2012 to date: \$30,000

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.
- Moved to content management system for 2012 conference.

Allocation of Effort

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

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

- Pre-CPA Year End Adjustments: Net Gain for 2011: \$93,000 (*will change due to accrual accounting*)
- Vanguard Funds (unrestricted) as of September 30: Total value: \$562,051, original investment \$480,385
- Dana Meadow Award Funds as of September 30: Total value: \$78,897, original investment \$65,752

See next page for charts.

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Chart 1: Conference Attendance, Surplus and Sponsorship

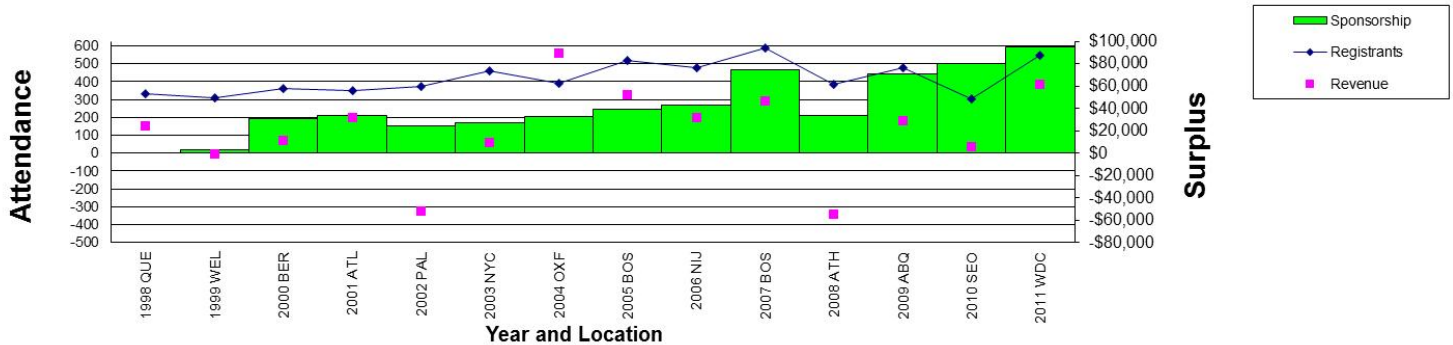
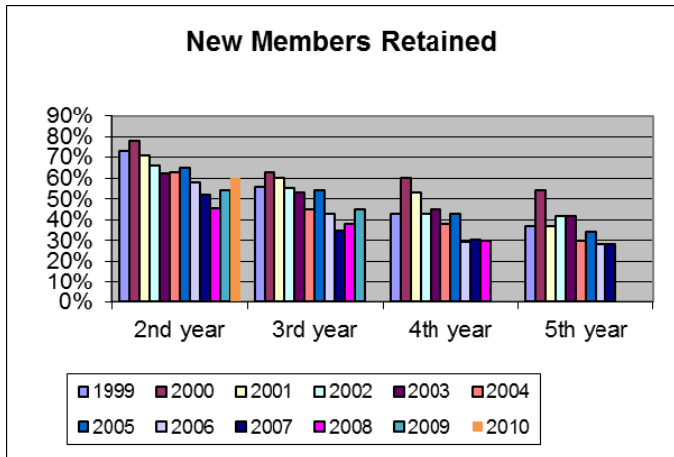


Chart 2a and b: Renewing New Member (Graphic)



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%	28%
2008	46%	38%	30%	
2009	54%	45%		
2010	60%			

*60% of the new 2010 members renewed for 2011

Chart 3a: Tiered Dues Structure Trends 08-11

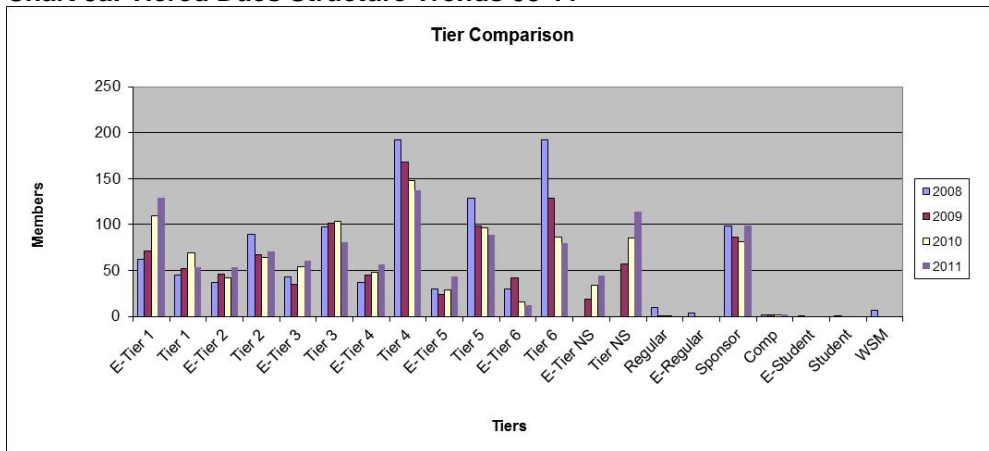


Chart 3b: Fees Per Tier

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

Does anyone have any questions or comments? Thanks, Roberta