

**Executive Director's Summary**  
**Winter Policy Council Meeting    March 6, 2014**  
**by Roberta L. Spencer**

**Winter Report**

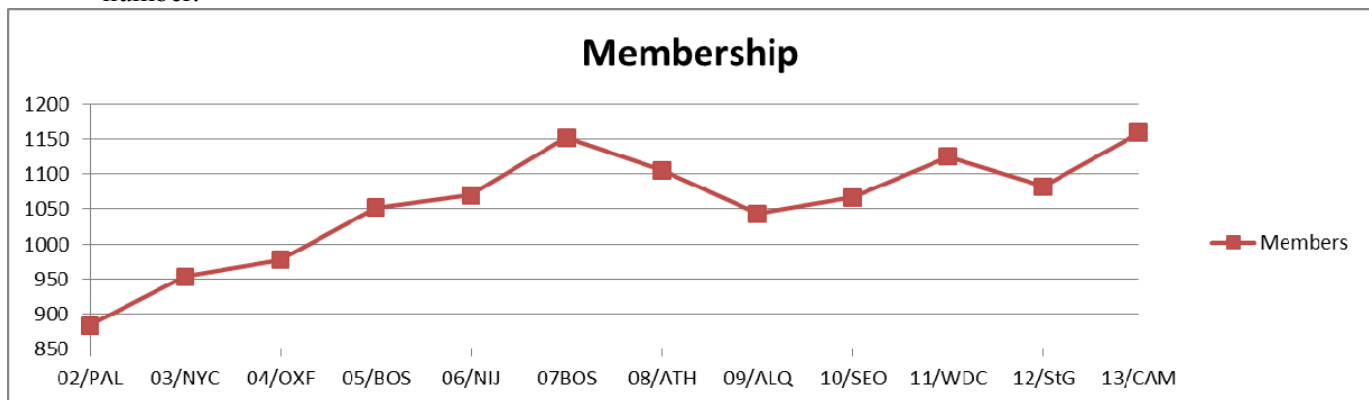
A full Annual Report on Home Office Operations for the FYE 2013 will be presented at the Summer Policy Council meeting at the Delft conference. Below, please find bulleted items on Conferences, Membership Services and Recruitment, Sales, Society Sponsorship, Website, Allocation of Effort, and Finances. All statistics are early estimates and financial numbers are pre-CPA review; they are subject to change.

**Conferences**

- 2013 Cambridge Conference
  - Pre-CPA review, unaudited net revenue of approximately \$44,000; 543 attendees.
- Please see Chart 1 on page 3 for conference attendance, surplus and sponsorship since 1999.
  - Future Conferences: 2014 Delft Conference preparation is successfully underway; 2015 Cambridge planning is on schedule.

**Membership Services and Recruitment**

- Membership in 2013 grew by nearly 7% from 1082 in 2012 to **1159**. This is our highest annual membership number.



- Countries with the largest increase in members were Indonesia, Japan, Mexico, the USA, and the UK; the largest decrease was in Germany, Egypt, India and South Korea. New in 2013: Barbados.
- Breakdown: 732 non-students, 271 status unknown, 156 students (100 Doctoral, 41 Masters, 9 Other, 6 Undergraduate). Minimum percentage of student members in 2013: 13.5%.
- E-Memberships are increasing: 2013: 456 ♦ 2012: 397 ♦ 2011: 401 ♦ 2010: 332 ♦ 2009: 282 ♦ 2008: 248 ♦ 2007: 55
- Membership Retention
  - Over the past 10 years new memberships each year average 20% (ranging between 18% - 24%, reaching highest of 24% new memberships in 2005; lowest of 18% in 2004 and 2012). 21% were new members in 2013.
  - Over the past 10 years an average of 60% of new members renewed for a second year (see Charts 2a and b on page 3).
  - Over the past 10 years an average of 76% of all members renewed (range 73% - 80%).
- Tiered Dues Overview
  - Please see Chart 3a and 3b on page 3 for tiered dues structure trends and fees for 2008 to 2013.
  - Dues revenue has increased an estimated total of \$37,354 for the past five 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	\$86,695	\$82,013	\$4,682	1125	\$77.06
2012	\$83,185	\$78,805	\$4,380	1082	\$76.88
2013	\$88,865	\$84,491	\$4,374	1159	\$76.67
Total	\$517,110	\$479,756	<b>\$37,354</b>		

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

- 2014 membership renewals are underway.
  - 626 members were recorded as of January 7 (compared to past years at approximately the same time: (2013: 596 ♦ 2012: 562 ♦ 2011: 628 ♦ 2010: 544 ♦ 2009: 562 ♦ 2008: 590 ♦ 2007: 628 ♦ 2006: 577).
- 8,741 active records in the contacts database as of January 1, up from 8,092 in 2013.

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

- Beer Game (only) sales in 2013 were \$43,120 (\$43,516 in 2012). Sold 379 boards in 2013; average annual sales over past 10 years are 750 boards per year. (declining since 2008)
- Sales of other products totaled \$5,417 (Forrester Seminar Series, MIT SDG Literature Collection, Electronic Oracle, and Fireside Chat); in 2012 these sales totaled \$3,239.
- Proceedings and back issues sales for the past two years is zero.
- Bibliography is updated and has 10,577 references.

**Society Sponsorship**

- 2013 Society Sponsorship: \$35,150 decreased from 2012: \$37,105
- Pledges to date for 2014 to date: \$31,000 (\$30,000 in 2013)

**Website**

- Site has been with Cirtex since December 2010; using content management system since 2011.
- Site is being continuously updated thanks to VP Electronic Presence and Home Office staff, including Graduate Assistant, Weijia Ran.
- Conference submission/review system continues to be upgraded with more automated and new features.

**Allocation of Effort**

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

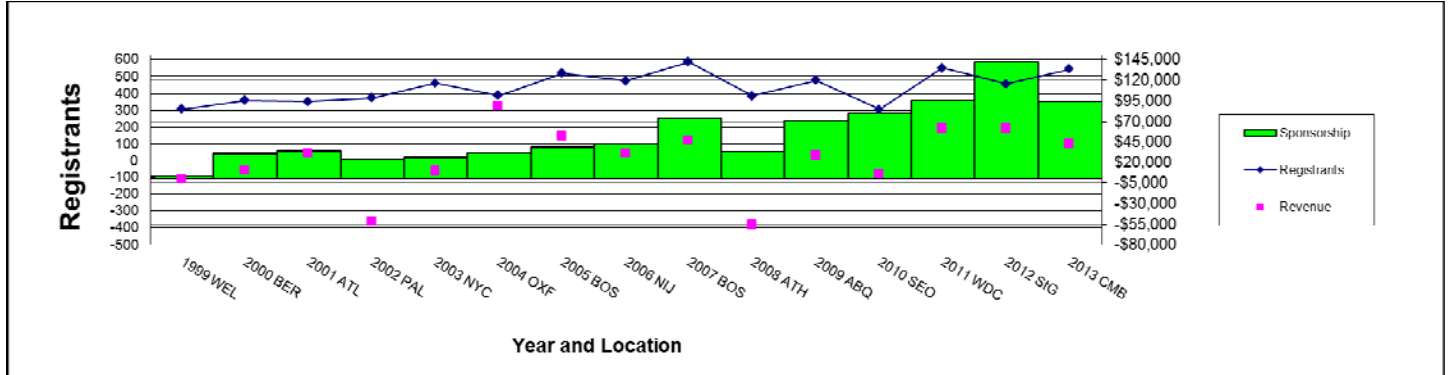
**Finances** (amounts *will change* after accounting review by CPA)

- Pre-CPA Year End Adjustments: Net Gain for 2013: \$166,888 (*will change due to accrual accounting*)
- Investment funds have increased in value.

See next page for charts.

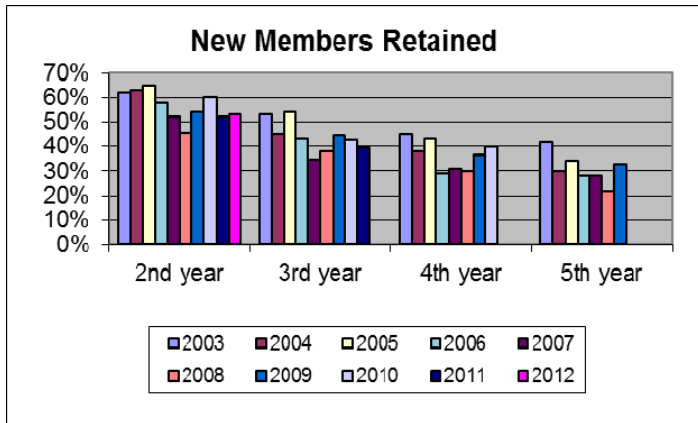
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**Chart 1: Conference Attendance and Finances**



source: rls/statistical information/conference related/attendees.xls/profit-loss

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



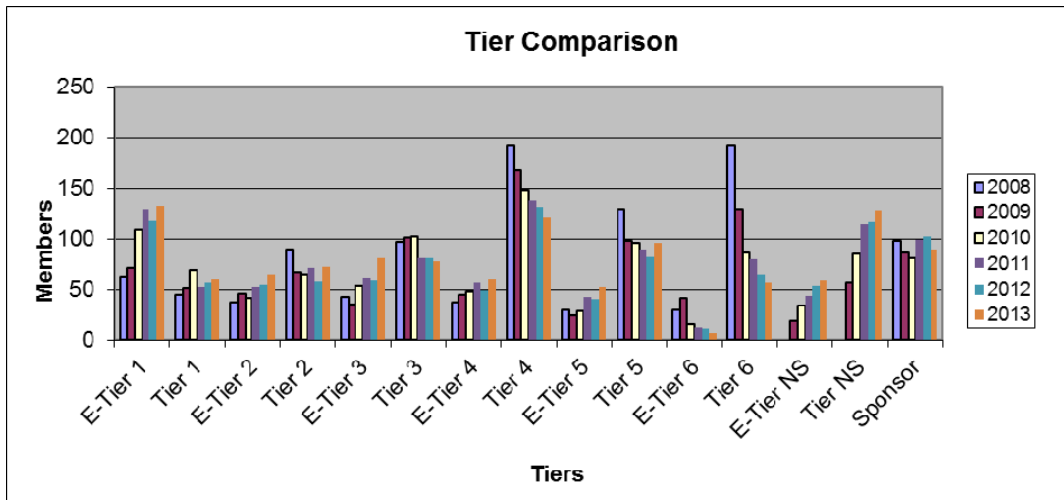
source: erin/membership/analysis/retention date.xls/retain new

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

	2nd year	3rd year	4th year	5th year
2003	62%	53%	45%	42%
2004	63%	45%	38%	30%
2005	65%	54%	43%	34%
2006	58%	43%	29%	28%
2007	52%	35%	31%	28%
2008	46%	38%	30%	21%
2009	54%	45%	37%	33%
2010	60%	43%	40%	
2011	52%	39%		
2012	53%			

\*53% of the new 2012 members renewed for 2013

**Chart 3a: Tiered Dues Structure Trends**



source: erin/membership/analysis/tier vs. non-tier.xls

**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