

**Executive Director's Summary**  
**Winter Policy Council Meeting February 23, 2016**  
**by Roberta L. Spencer**

**Winter Report**

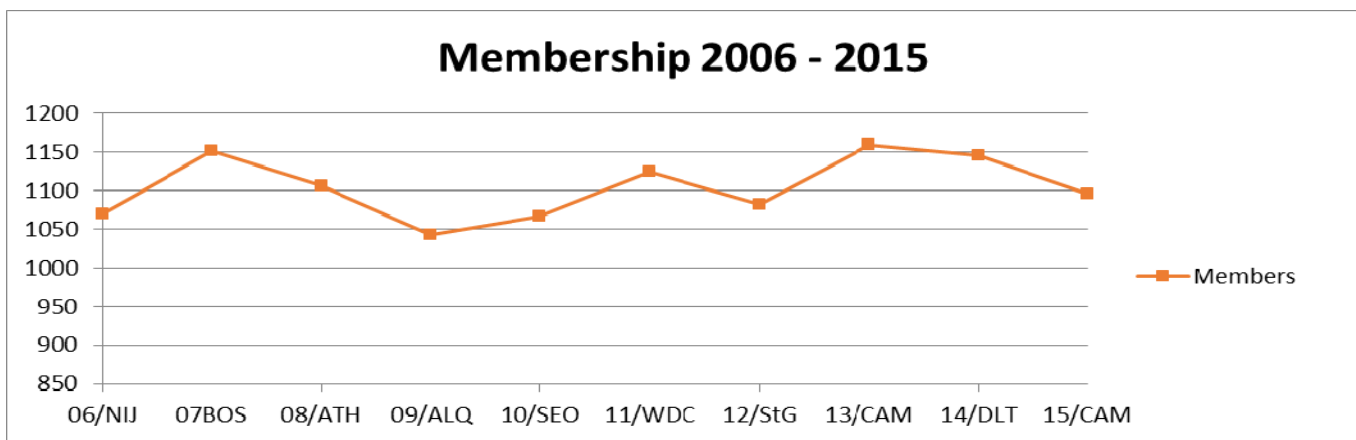
A full Annual Report on Home Office Operations for the FYE 2015 will be presented at the Summer Policy Council meeting at the 2016 Delft Conference. Below, please find bulleted items on Conferences, Membership Services and Recruitment, Sales, Society Sponsorship, Website, Allocation of Effort, and Finances. All statistics are early estimates and financial numbers are pre-CPA review; they are subject to change.

**Conferences**

- 2015 Cambridge Conference
  - Pre-CPA review, unaudited net revenue of approximately \$30,000; 490 attendees.
- Please see Chart 1 on page 3 for conference attendance, revenue and sponsorship since 1999.
- Future Conferences: 2016 Delft Conference preparation is successfully underway; 2017 planning is on schedule.

**Membership Services and Recruitment**

- 2015 Membership dropped from 1146 in 2014 to 1096.



source: V:\SDS\RLS Folders\Statistical Information\Growth Indicators\membership stats.xls\MemTotals (also see charts in MemOverTime tab)

- Countries with the largest increase in members were Brazil, USA, Norway, India, Denmark, and Canada; the largest decrease was in the United Kingdom, Netherlands, Switzerland, and Germany. New in 2015: Papua New Guinea.
- Breakdown: 719 non-students, 197 status unknown, 180 students (117 Doctoral, 47 Masters, 12 Other, 4 Undergraduate). Minimum percentage of student members in 2015: 16.4%.
- E-Memberships are, in general, increasing: 2015: 478 ♦ 2014: 485 ♦ 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% - 23%, reaching highest of 23% new memberships in 2007; lowest of 18% in 2012). 19% were new members in 2015.
  - Over the past 10 years an average of 55% of new members renewed for a second year (see Charts 2a and 2b on page 3).
  - Over the past 10 years an average of 75% of all members renewed (range 69% - 78%).
- Tiered Dues Overview
  - Please see Chart 3a and 3b on page 3 for tiered dues structure trends and fees for 2008 to 2015.
  - Dues revenue has increased an estimated total of \$42,923 for the past eight 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           |
| 2014            | \$86,765         | \$83,543                                 | \$3,222         | 1146              | \$75.71           |
| 2015            | \$82,245         | \$79,898                                 | \$2,347         | 1096              | \$75.04           |
| <b>Total</b>    | <b>\$686,120</b> | <b>\$643,197</b>                         | <b>\$42,923</b> |                   |                   |

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

- 2016 membership renewals are underway.
  - 519 members were recorded as of January 8 (compared to past years at approximately the same time: (2015: 593 ♦ 2014: 626 ♦ 2013: 596 ♦ 2012: 562 ♦ 2011: 628 ♦ 2010: 544 ♦ 2009: 562 ♦ 2008: 590 ♦ 2007: 628 ♦ 2006: 577)).
- 9,014 active records in the contacts database as of January 1, slightly down from 9,084 in 2015.

**Sales 2015** (unaudited, amounts *will change* after accounting review by CPA)

- Beer Game (only) sales in 2015 were \$35,065 (\$43,860 in 2014). Sold 314 boards in 2015; average annual sales over past 10 years are 623 boards per year. (declining since 2008)
- Fish Banks sales: \$5,200
- Forrester Seminar Series sales: \$3,600
- Total books sales: \$3,397
- Sales of other products totaled \$586 (MIT SDG Literature Collection, past conference proceedings, past *Review* copies and Fireside Chat)

**Society Sponsorship**

- 2015 Society Sponsorship: \$43,090 - increased from 2014: \$37,345; Pledges to date for 2016: \$30,000

**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 Assistants, Weijia Ran and Babak Bahaddin.
- Conference submission/review system continues to be upgraded with more automated and new features.
- Bibliography is updated and has 11,337 references.

**Allocation of Effort**

- Cost centers are Core (includes Web), Sales, Book Sales, Conference (and Summer School since 2015), and Publications. We also track time spent on CPA/CPEs with NASBA.

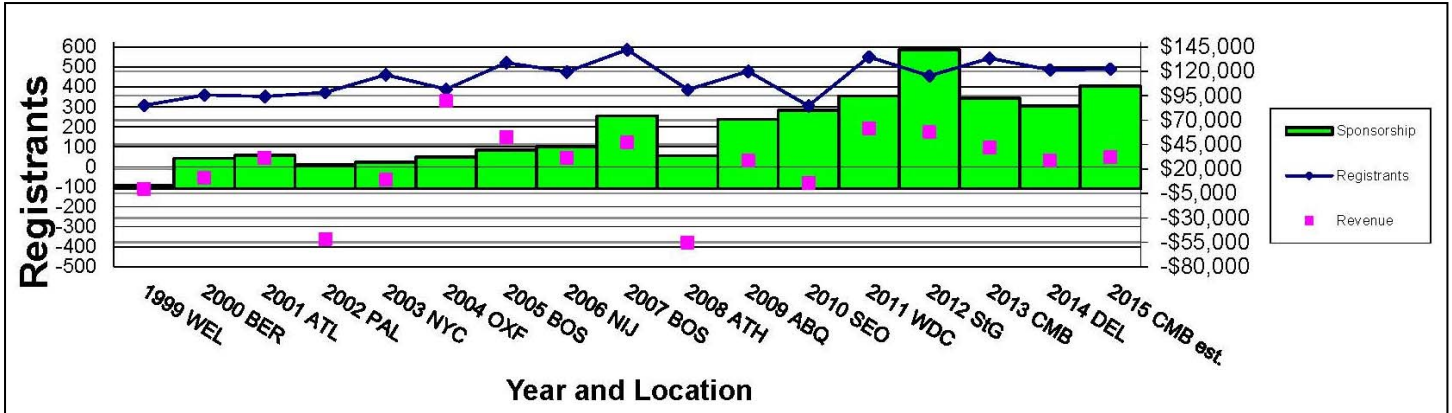
**Finances** (amounts *will change* after accounting review by CPA)

- Pre-CPA Year End Adjustments: Net Gain/Loss for 2015: -\$40,000 (*will change due to accrual accounting*). Investment funds have decreased in value.

See next page for charts.

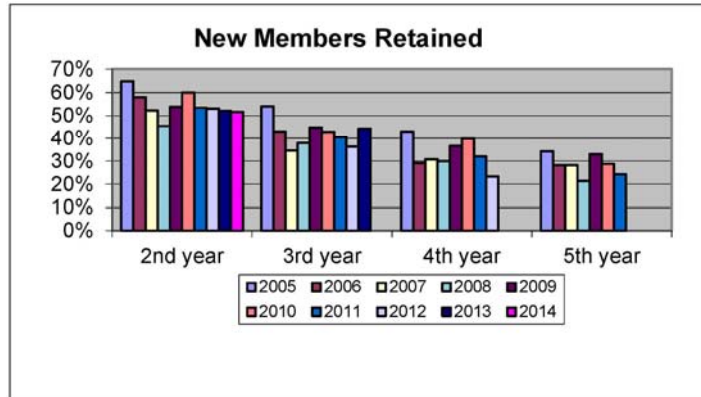
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**Chart 1: Conference Attendance and Finances**



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

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



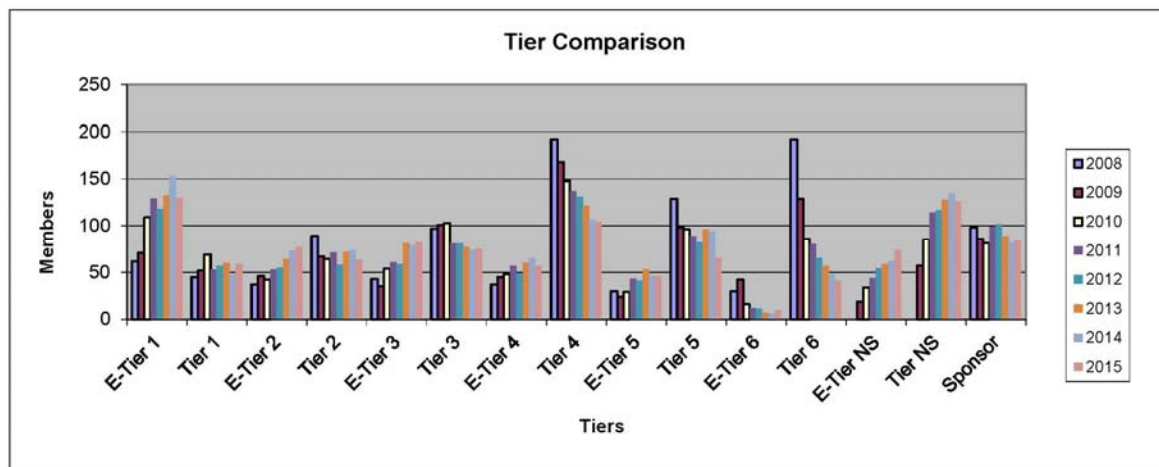
source: erin/membership/analysis/retention date.xls/retain new

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

|      | 2nd year | 3rd year | 4th year | 5th year |
|------|----------|----------|----------|----------|
| 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%      | 29%      |
| 2011 | 53%      | 40%      | 32%      | 24%      |
| 2012 | 53%      | 36%      | 23%      |          |
| 2013 | 52%      | 44%      |          |          |
| 2014 | 52%*     |          |          |          |

\*52% of the new 2014 members renewed for 2015

**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, first offered in 2009.

Does anyone have any questions or comments? Thanks, Roberta