



**System Dynamics Society**  
**SPRING POLICY COUNCIL MEETING**  
**Wednesday, April 17, 2019**

**AGENDA**

**Virtual Participation Information**

You will access the meeting via GoToMeeting.  
*The line will be open 15 minutes prior to the start of the call  
and will remain open during any breaks.*

**SDS 2019 Spring Policy Council Meeting**

Wednesday, April 17, 2019 12:00 PM - 2:00 PM EDT

**Please join our meeting from your computer, tablet or smartphone.**

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**AGENDA**

1. Call to Order/Roll Call [12:00-12:05 p.m.]
2. Welcome by President: Martin Schaffernicht [12:05 – 12:10 p.m.]
  - a) President's Update
  - b) Plan for the Meeting
3. Update: Information from Wiley Presentation [12:10-12:30]
4. Finance Update: Eliot Rich [12:30 – 12:40 p.m.]
5. Secretary's Update: Bradley Morrison [12:40 – 12:45 p.m.]

*If there are any updates on motions, etc.? If not, we can add this time to discussion.*
6. Focus Item/Discussion: Governance Transition [12:45 – 1:30 p.m.]

*15 min: Update from Organization and Bylaws*  
*30 min: Discussion/Q&A*  
*More information will come from the Organization & Bylaws Committee prior to the meeting. This will likely build upon the initial discussion presented at the Winter PC Meeting.*

7. Strategic Focus Discussion Follow-Up from Winter Meeting [1:30 – 1:45 p.m.]  
*A chance to discuss the ideas and recommendations that came out of these groups— and craft plans to make progress on these important areas.*
  - a) New Member Retention and Engagement
  - b) New Revenue Generations/Fundraising
  - c) Chapter & SIGs
8. Old Business/New Business [1:45 – 1:55 p.m.]
  - a) Proposal for a New SIG (Complexity) – Asmeret Naugle
9. Closing & Adjournment [1:55 – 2:00 p.m.]

<b>Addendum 1: Electronic Votes after 2019 Winter PC Meeting</b>
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<b>Motion</b>	Vote			
	Y	N	A	NV
<b>216.</b> Motion to approve the minutes from the Summer 2018 Winter PC Meeting.	13	0	3	9
<b>217.</b> Motion to accept the results of the 2019 Conflict of Interest Report.	15	0	3	10
<b>218.</b> Moved: That the revised 2019 budget be adopted as presented.	10	1	1	13
<b>219.</b> Moved: That the Harassment Prevention Policy for the Society be adopted as presented.	11	1	0	13
<b>220.</b> Moved: To adopt the Code of Conduct for Meetings as presented.	11	1	0	13
<b>221.</b> Moved: To adopt the Code of Conduct for Members as presented.	10	1	0	14
<b>222.</b> Moved: That the Society will adopt a diversity statement as presented.	10	1	0	14
<b>223.</b> Moved: To direct the Executive Director and VP of Meetings to formally incorporate core ancillary programs that happen at the annual conference into the Society's set of programmatic offerings.	10	0	2	13
<b>224.</b> Moved to allow three persons with no prior Program Chair experience to be accepted as Program Chairs when the Program Chairs for the year prior to theirs agrees to mentor and support them as needed.	12	0	0	13
<b>225.</b> Moved that the 2020 program chairs be Sara Metcalf, Brad Morrison, and Etiënne Rouwette.	12	0	0	13
<b>226.</b> Moved: To approve the Nominations Committee's recommended slate of candidates for terms beginning January 1, 2020. Barring additional nominations from the membership, the slate will be declared officially elected at the start of the Summer 2019 Policy Council Meeting.	11	0	1	13
<b>227.</b> Transfer of incorporation from MA to NY.	12	1	0	12



**System Dynamics Society**  
**WINTER POLICY COUNCIL MEETING**  
**Thursday, February 21, 2019**  
**MINUTES OF THE MEETING**

**Chair:** Martin Schaffernicht, President 2019  
**Parliamentarian:** J. Bradley Morrison, Secretary 2019

**Roll Call**

<b>VOTING MEMBERS</b>					
<b>Present</b>	<b>Method</b>	<b>Position</b>	<b>Last Name</b>	<b>First Name</b>	<b>Unable or not present for entire meeting</b>
x	Virtually	President	Schaffernicht	Martin	
x	In-Person	President-Elect	Kopainsky	Birgit	
x	Virtually	Past President	Martinez-Moyano	Ignacio	
x	Virtually	Secretary	Morrison	Brad	
x	In-Person	VP Finance	Rich	Eliot	
x	Virtually	VP Chapter Activities	Armenio	Stefano	x
x	In-Person	VP E-Presence	Eberlein	Bob	
x	Virtually	VP Marketing & Communications	Farr	Warren	
x	Virtually	VP Meetings	Malczynski	Leonard	
x	Virtually	VP Membership	Naugle	Asmeret	x
x	Virtually	VP Pre-College Education	Fisher	Diana	
x	Virtually	VP Professional Practice	Homer	Jack	x
x	Virtually	VP Publications	Stave	Krystyna	
x	Virtually	Policy Council 2017-19	Ansah	John	x
x		Policy Council 2017-19	Hayden	Nancy	x
x	Virtually	Policy Council 2017-19	Kapmeier	Florian	
x	Virtually	Policy Council 2017-19	Videira	Nuno	x
x	Virtually	Policy Council 2018-20	Gary	Shayne	x
x	Virtually	Policy Council 2018-20	Martinussen	Hilde	
x	Virtually	Policy Council 2018-20	Musango	Josephine	x
Unable to Attend		Policy Council 2018-20	Zaini	Raafat	N/A
x	Virtually	Policy Council 2019-21	Els	Sharon	x
x	Virtually	Policy Council 2019-21	Husemann	Elke	x
x	Virtually	Policy Council 2019-21	Metcalfe	Sara	x
x	Virtually	Policy Council 2019-21	Stuntz	Lees	
<b>NON-VOTING MEMBERS</b>					
Unable to Attend		AVP Chapter Activities	Ciobanu	Natalia	N/A

Unable to Attend	AVP Electronic Presence	Özgün	Onur	N/A	
Unable to Attend	AVP Finance	Andersen	David	N/A	
Unable to Attend	AVP Marketing & Communications	Zaini	Raafat	N/A	
Unable to Attend	AVP Membership	Guneralp	Burak	N/A	
Unable to Attend	AVP Pre-College Education	LaVigne	Anne	N/A	
<b>STAFF &amp; GUESTS</b>					
x	Virtually	SD Review Exec. Editor	Barlas	Yaman	x
x	In-Person	Executive Director	Nelson	Mark	
x	In-Person	CHMS Vice President	Buff	Brian	
x	In-Person	Administrator	Breslin	Mike	
x	In-Person	Counsel	Vero	John	x
x	In-Person	Counsel	Dowling	Joanmarie	x
x	In-Person	Controller	Murray	Jon	x
x	In-Person	Sr. Staff Accountant	Boss	Jeff	x
x	In-Person	Director of Conferences	Johnson	Donna	x
x	In-Person	Meeting Planner	Ritter	Patty	x
x	Virtually	Guest	Cooper	Ken	

### 1. Call to Order/Roll Call

President Martin Schaffernicht called the meeting to order at 8:35 a.m. and the roll call was conducted.

### 2. Welcome by President: Martin Schaffernicht

The President welcomed everyone to the meeting and thanked them for their time in moving the Society forward. For the President's Update, a number of slides were offered that looked at past Society reports. The President hopes this information will help the Society project to the future.

The President also spoke of board responsibilities and the need to be engaged in planning the Society's future. He reviewed the plan for the day and how the proceedings would run. No votes are taken during this hybrid session. Voting will be done electronically following an on-line discussion period after the meeting. Some motions will gain seconds during the in-person session, while others may get seconded during the on-line session.

### 3. Secretary's Report: Bradley Morrison

**Minutes:** The Minutes from the 2018 Summer Policy Council Meeting were presented.

**Motion** Error! Reference source not found.: Moved: To approve the Minutes of the 2018 Summer Policy Council of August 6, 2018, as presented.

Moved by: Eliot Rich; Seconded by: Bob Eberlein

**2019 Conflict of Interest Review:** The Secretary presented the results of the annual Conflict of Interest Review. He reminded the Policy Council of the importance of disclosure, including related-parties transactions. All were satisfied that currently there are no conflicts of interest as presented.

**Motion** Error! Reference source not found.: Moved: To accept results of 2019 Conflict of Interest Report.

Moved by: Bradley Morrison; Seconded by: Shayne Gary

**Electronic Votes after 2018 Summer Policy Council Meeting:** The Secretary also reviewed the votes that occurred following the last PC Meeting. All motions passed. They are:

**Motion 215: Subject: Motion to approve committee chair appointments**

Moved by Len Malczynski; Seconded by Birgit Kopainsky.

Voting Dates: January 28 – February 6

Formal motion:

Moved: That the following persons be appointed chairs of Standing Committees:

- Administrative Committee: Bob Eberlein
- Awards Committee: Erling Moxnes
- Organization and By-Laws Committee: Brad Morrison
- Society Program Oversight Committee: Ignacio Martínez-Moyano

Resolution: 16 Yes; 0 No; 2 Abstain; 7 No Vote

**Motion 214: Subject: Motion to nominate Standing Committee Members for 2019 - 2021**

Moved by Martin Schaffernicht; Seconded by Len Malczynski.

Voting Dates: December 23 – December 29

Formal motion:

Moved: That the following persons be appointed members of Standing Committees for the term 2019-2021:

- Bob Eberlein: Administrative Committee
- David Lane and Hahir Rahmandad: Awards Committee
- Bob Eberlein: Organization and Bylaws Committee
- Navid Ghaffarzadegan: Publications Committee
- Ignacio Martínez-Moyano and Jürgen Strohhecker: SPOC

Resolution: 8 Yes; 0 No; 1 Abstain; 15 No Vote

**Motion 213: Subject: Approval of budget for outside support in governance and compliance**

Moved by Leonard Malczynski; Seconded by Ignacio Martinez-Moyano.

Voting Dates: October 29 – November 7

Formal motion:

Moved: That an additional budget of \$25,000 be allocated for outside support in issues related to Society governance and compliance with state, federal and international law. The Executive Director, with the approval of the Administrative Committee, will be responsible for managing the money. This money is in addition to already approved budgets.

Resolution: 15 Yes; 1 No; 2 Abstain; 6 No Vote

#### **4. Finance Update: Eliot Rich**

The Vice President Finance reported that his narrative report was filed. He reviewed with the Policy Council the latest update on the Society's finances. He discussed that future financial reporting will be done via net operating incomes and that it is important to view through this perspective as including investment accounts, etc. can sometimes skew the actual financial picture.

The VP Finance also reported that with Finance Office assistance, Society financial reporting is adjusting to come in compliance with the latest changes in GAAP (Generally Accepted Accounting Principles). These changes will help maintain transparent reporting of finances.

The VP Finance feels that the Society's current financial picture offers some somber news, but he is not disheartened—and sees this as a call to do good things, such as capitalizing on underdeveloped assets. The Society must build up a fundraising structure that will encourage people to donate in order to create an endowment to support for long-term growth and success.

**Motion 218:** Moved: That the revised 2019 budget be adopted as presented.

As requested at the 2018 Summer Policy Council Meeting, the VP Finance and new Executive Director reviewed and revised the 2019 budget. Please see report from VP Finance regarding recommended budget adjustments.

Moved by: Bob Eberlein;

#### **5. Executive Director Update: Mark Nelson**

The Executive Director provided a detailed update and overview of his first 6 months in office. He used the information gained from a recent Membership Survey and interviews, as well as data from the Society's member database and feedback received from members to provide an overview of the Society's current membership and diversity. . Additionally, he reviewed the top factors that go into deciding to renew and indicated that the Society needs to address the impact of low new member retention.

The Executive Director then addressed priorities for 2019—presenting them through the acronym: BLISS:

Broaden Educational Offerings  
Leverage Program Opportunities  
Improve New Member Retention  
Stabilize Operations  
Strengthen Governance

#### **6. Strategic Focus Discussions**

At this point of the meeting, participants self-selected one of the groups listed below and participated in-person or virtually in these breakout discussions.

The three focus areas were:

- New Member Retention and Engagement
- New Revenue Generation/Fundraising

- Chapters & SIGs

Notes from each of the breakout groups have been filed for sharing with the Policy Council. Follow-ups on the ideas and recommendations from each group will occur following the Policy Council Meeting, and the focus areas will be further discussed on the Spring Policy Council call.

## 7. Work in Process Update: Mark Nelson & Legal Counsel

The Executive Director introduced John Vero and Joanmarie Dowling, who are currently serving as Counsel to the Society. The three then reviewed progress being made on board and association compliance.

Compliance Issues in Progress:

- Transition of Incorporation from MA to NY
- Chapters & Liability
- Harassment Prevention Policy and Code of Conducts
- Diversity Statement
- Legacy Fund

To support the discussion, Brad Morrison for the Organization & By-Laws Committee presented its report.

Background: For a variety of reasons, the Society governance structure does not meet our needs. We need:

- Transparency
- Compliance with state and federal laws
- Clear and more nimble decision-making processes
- Means to seek, accept and manage gifts and grants
- More engagement of officers and other members

Emerging Recommendations:

- Re-incorporate in New York State
- Adopt a set of revised by-laws
- Create 3 standing committees: Executive, Finance, and Stewardship
- Adjust process of creating and retaining Chapters for requisite autonomy
- Rethink board member roles, term limits, and Vice President positions

These issues and suggestions brought forth a good deal of discussion. The Organization & By-Laws Committee will continue to work on these governance topics in the months ahead and prepare recommendations for the Policy Council to consider.

**Motion 219:** Moved: That the Harassment Prevention Policy for the Society be adopted as presented.

The Harassment Prevention Policy is a new policy required of all organizations operating in New York State. In consultation with the Administrative Committee, the Society adopted a temporary policy in October, 2018 to meet State requirements. The Policy Council is required to vote on adoption of the policy. The current policy [separate document] contains revisions to the temporary policy based on recommendations by our legal counsel.

Moved by: Ignacio Martinez-Moyano;

**Motion** Error! Reference source not found.: Moved: To adopt the Code of Conduct for Meetings as presented.

In response to complaints and/or alleged incidents at the last two annual meetings, the Society wishes to send a clear statement that harassment in any form is not acceptable behavior. The

new Executive Director, in consultation with the ad-hoc “respect” committee, crafted a Code of Conduct for Meetings comparable to that adopted by other professional and academic societies. All members will be asked to acknowledge the Code of Conduct for Meetings in order to register for the annual conference.

Moved by: Ignacio Martinez-Moyano;

**Motion Error!** Reference source not found.: Moved: To adopt the Code of Conduct for Members as presented.

As part of the response noted in the prior motion, the new Executive Director, again in consultation with the ad-hoc “respect” committee, crafted a general Code of Conduct for Members. Professional conduct based upon ethical standards is an important consideration for experts in all fields. One hallmark characteristic of the membership organizations which represent established and respected professions is the adoption of a Code of Ethics or a Code of Professional Conduct. A Code of Conduct does not guarantee ethical or appropriate behavior. Rather, such codes consist of aspirational guidelines for members in recognition of the responsibility of the field to uphold high ethical standards on behalf of society, our organizations, and the profession. The adoption of such a code provides evidence that the organization recognizes its obligation to society and the public good beyond economic self-interest.

Moved by: Ignacio Martinez-Moyano;

**Motion 222:** Moved: That the Society will adopt a diversity statement as presented.

*Diversity Statement:*

*The System Dynamics Society embraces and is committed to promoting equality and diversity in the field of System Dynamics as both an ethical and operational imperative. We will continue to promote a culture that recognizes and develops the potential of all members. We will take proactive steps across all our activities and initiatives to ensure the adoption of processes and practices that enable access to opportunities for inclusion and engagement across all segments of our diverse membership. We will strive to eliminate potential sources of discrimination, harassment, and victimization within our membership. We recognize the benefits of having a diverse community of members and volunteers who value one another and realize the contribution they can make to achieving the Society’s mission to encourage the development and use of system dynamics and systems thinking around the world.*

Diversity statements are an increasingly common part of an association’s policy framework as an important signal, particularly to younger or underrepresented members, that they are welcome within the organization. Younger association members often see such policies as part of the social responsibility of an association for its field, profession or industry, and the absence of such a policy may influence their membership decisions. Besides being the right thing to do, it can have financial implications as a growing number of corporate and foundation funding sources look to see if an association has such a policy in place. Improving diversity can be a catalyst for improved decision making, increased productivity, and a competitive advantage. Incorporating a philosophy based on diversity across an association’s activities and initiatives has been linked to improving relations between a profession and those they serve, the quality of work produced by a field or profession, membership growth, and the impact of a field or profession on society. The adoption of a diversity statement would also be consistent and supportive of other motions before the Policy Council related to Harassment Prevention and Codes of Conduct (General and Meetings).

Moved by: Ignacio Martinez-Moyano;

## **8. Vice President Reports**

**Chapter Activities: Stefano Armenia (includes Student Chapter)**



Written report submitted. The VP Chapter Activities reported that he is interested to learn more about the what is needed to bring the Society's Chapters into compliance. He also spoke of the need for Chapters to head into a "professional" direction and to integrate the Chapters into using the Society's website as a resource for communications and reporting.

**E-Presence: Bob Eberlein**

Written report submitted. The VP E-Presence also reported that he works with Administrator Mike Breslin on making sure everything is operating correctly on the main website on MemberClicks, and that the overall conference system that was moved to X-CD seems to be working well. Conference record generation results in similar work product. The archives have been created and partially organized, and the old web server has been taken out of service.

The VP E-Presence is working to reorganize ancillary web content not supported by MemberClicks, including the conference record and tools. He is working to adjust the conference record creation process to reduce hand work. He is also coordinating with archiving activities occurring at UAlbany.

**Marketing & Communications: Warren Farr**

The VP Marketing & Communications reported that AVP Raafat Zaini was hard at work digitizing the Society's collection of videos and interviews and they hope to see that work completed this Spring. He also discussed the possibility of promoting the Society and the field through "SimTalk" podcasts. He has also worked on the new blog and assisted with the messaging on a number of initiatives. He is now looking at other ways to raise the Society's profile. The proposed \$10,000 marketing budget will greatly assist in this effort.

**Meetings: Len Malczynski**

Written report submitted.

**Update on 2019 & 2020 Conference Planning:** the VP Meetings provided an overview of progress made on this year's and next year's conferences, in Albuquerque, New Mexico and Bergen, Norway, respectively. He also spoke of the need to address Summer School and its connection to the Society.

**Presentations by 2021 Conference Venue Candidates:** Slide presentations were made by 2 possible member host groups hoping to host the Society's 2021 Conference. Diana Fisher narrated the presentation for Portland, Oregon, and Ignacio Martinez-Moyano narrated the presentation for Chicago, Illinois.

The VP Meetings thanked the presenters and remarked how pleased he was that members are reacting positively to the new format for submitting interest in hosting the conference. He is working with the Conference Planning Staff in projecting for venues in 2022 and beyond.

**Motion Error! Reference source not found.:** Moved: To direct the Executive Director and VP of Meetings to formally incorporate core ancillary programs that happen at the annual conference into the Society's set of programmatic offerings.

Operationally, there are many reasons that programs that occur alongside the conference, such as Summer School and the System Dynamics Colloquium (Student Colloquium), are better placed inside of the Society. These include factors related to financial management, brand reputation, organizer liability, and cost efficiency. These programs are already perceived by many to be "Society-owned." Currently, these programs operate on a pass-through basis, meaning that they must show up in our finances (income and expense) even though they are not "our" programs. We collect the funds, manage registrations, and promote these programs alongside the main

conference. We disperse payments as directed. With the Summer School we also retain some of the income as overhead depending on the agreement in a given year with the organizers. These programs may fall outside our insurance coverage, and organizers must personally contract and incur financial liabilities against the program. We have other constraints in how we can assist these efforts because they are outside initiatives. We can help streamline the operational aspects of these programs if we officially make them Society initiatives.

Separate from the operational aspects, by incorporating programs like Summer School into the Society's core programs we can move to structure these programs in a way that balances the need for consistent basic instruction with the desire for some flexibility for advanced topics based on student and instructor interest. We can more proactively solicit volunteers for the next two years in concert with the conference committee. We can package it into member benefits in a way that adds additional value to being a member of the Society or improves access to a wider range of members.

Motion by: Leonard Malczynski;

### **Membership: Asmeret Naugle**

Written report submitted. The VP Membership reported that she is working hard to learn the position. She assisted with the Membership Survey and in analyzing its results, and she is looking at ideas in promoting membership. Her main aims for this year are to develop and begin to implement a membership attraction and retention strategy, and work closely with the President, other Vice Presidents, Executive Director and staff.

### **Professional Practice: Jack Homer**

The VP Professional Practice has recently begun this position and has been discussing it with our interested parties for several months. He has reviewed this Vice President's role in raising "standards for the practice of SD"—standards that are rigorous, clear, and fair—applying to both non-academics and academics. He has discussed opportunities for improvement around the website, the conference, the journal, member education, and mentorship. His current focus is on how we might change evaluation standards for the annual conference. He recently (with the help of the President and Executive Director) modified the wording of the paper Contribution Requirements to emphasize the role of science and evidence. Beyond that, we will need to change the paper evaluation criteria so that they are focused more on scientific presentation and less on other extraneous criteria. He will be working with the appropriate Vice Presidents and Committees to continue this work.

### **Pre-College Education: Diana Fisher**

Written report submitted. The Vice President Pre-College Education reported that the *Splash!* app has been fully funded, is now released, and is being enhanced. She is looking for funding for 3 pre-college education projects and the committee is focused on devising assessments re: learning from SD. She thanked the Executive Director for his assistance in looking at some possible funding sources.

## **9. Standing Committee Reports**

### **Administrative Committee: Bob Eberlein**

Written report submitted. The Chair also reported that the committee has offered some guidance on governance adjustment and dealing with fundraising and its requisite support. The committee is meeting weekly to discuss active issues and is supporting the President, VP Finance, and Executive Director. This year, the committee will continue to offer support for active issues, including financial, procedural, governance and compliance. The committee has looked to

potentially transition to a pure Finance Committee, but this will depend on overall committee restructuring.

**Awards Committee: Erling Moxnes**

No Report.

**Nominating Committee: Len Malczynski**

The Chair presented the slate of candidates for 2020:

For President Elect: Paulo Goncalves (2020), President (2021), Past President (2022)

For VP Chapter Activities: Stefano Armenia (2020-2022)

For VP Pre-College Education: Diana Fisher (2020-2022)

For Members At Large: Munaf Aamir (2020-2022); Carl Smith (2020-2022);

Thomas Fiddaman (2020-2022); Will Glass-Hussein (2020-2022)

All candidates have been contacted and have agreed to serve if elected.

**Motion** Error! Reference source not found.: Moved: To approve the Nominations Committee's recommended slate of candidates for terms beginning January 1, 2020. Barring additional nominations from the membership, the slate will be declared officially elected at the start of the Summer 2019 Policy Council Meeting.

This slate, once approved by the Policy Council will be announced to the Membership in the March Newsletter, with a solicitation for new nominations. If no new nominations are received the slate will be declared elected at the Summer General Business meeting.

Moved by: Ignacio Martinez-Moyano:

**Publications: Kryss Stave (includes SDR Executive Editor Report: Yaman Barlas)**

The VP Publications reported that the Society has renewed (rolled over) the contract with Wiley for publishing the *System Dynamics Review (SDR)* for the next 5 years and developed contract addenda with updates to pricing structures for subscriptions, annual expenses, and other costs.

The major change is reduction in the next contract term from 8 years to 5 years. She reports that the Executive Editor is doing amazing work to overcome technical publication issues with Wiley, as well as improve flow and volume of papers in the *Review's* pipeline. This year, the committee is seeking to increase awareness of Wiley resources for authors, to work with Wiley and otherwise to recruit more submissions to the *SDR*, and to explore potential new publication types and outlets as suggested in the recent Publications Strategy document.

The Executive Editor reports that the *Review* is finally on schedule, after struggling for many years. All issues of 2018 have been published. He expects to publish the first issue of 2019 in late March. A new and general Call for Papers has been added under 'Submit Your Research to *SDR*' at the *SDR* online site (among some other aesthetic changes). Together with Wiley, we are taking actions to increase the visibility of *SDR* in non-SDS circles (through websites, search engines and social media). We have compiled a list of societies, conferences, and sites that Wiley will reach out to regarding our general call for papers. We are starting to send automatic emails to all members as soon as an issue is out, with the table of contents and abstracts of papers. We started implementing a new automated "reviewer locator" tool that would present our managing editors with a list of potential reviewers automatically pulled through from Web of Science. We are about to start a thorough cleaning and updating of our reviewer database in S1/MC system. Finally, we will be recognizing the "Reviewer of the Year" and/or "Associate Editor" of the year. Our very first recipient will be Laura Black.

**Society Program Oversight Committee: Ignacio Martinez-Moyano**

Written report submitted. The Chair provided an overview of the report, which included the following motions:

**Motion** Error! Reference source not found.: Moved to allow three persons with no prior Program Chair experience to be accepted as Program Chairs when the Program Chairs for the year prior to theirs agree to mentor and support them as needed.

This recommendation was passed by SPOC in June 2018. The rationale is that we need to develop a larger and younger Program Chair pool to alleviate the difficulty in finding experienced chairs who are willing to chair again. Note: We have already put this into effect with the 2019 Program Chairs.

Moved by: Leonard Malczynski

**Motion** Error! Reference source not found.: Moved that the 2020 program chairs be Sara Metcalf, Brad Morrison, and Etienne Rouwette.

Moved by: Leonard Malczynski

**Strategy Committee: Ignacio Martinez-Moyano**

The Chair provided a brief update.

**Asia Pacific Coordinating Council (APCC): Lakshminarayanan Samavedham**

No Report.

**10. Other Committee Reports**

**Strengthening the Field Fund Committee: Eliot Rich**

The VP Finance provided an update. Awards in 2018 included: K-12 – Support of workshop at Conference (\$1,606.38) and Transportation SIG – Support of workshop (\$381.60); Awards in 2019 (to date): SYDIC – Support of Italian translation and publication of “Thinking in Systems” (\$4,500). Awards under review: Asia Pacific Chapter – 2020 Conference Support \$10,000 (governance info needed). The main aims of the fund this year are to complete revisions to guidelines that reflect governance and risk concerns, and improve transparency and results reporting. He also reported that the Executive Director has identified significant risks to be addressed under bylaws update.

**Ad Hoc Committees on Summer School: Len Malczynski**

The Chair reported that the Ad Hoc Committee on Summer School delivered its report in June 2018.

**11. Old Business/New Business**

**Meetings Between Winter and Summer Meetings:** President Schaffernicht stated that with much going on with governance transition, he would like to see the Policy Council meet in between the standing bi-annual meetings. It was agreed that a Doodle poll would be distributed to select a date and time for a Spring Meeting in April. An agenda would be determined.

**Next Steps:** The Staff reviewed the timeline for motions and voting using the Society website. A notice will be sent to members of the Policy Council once everything is uploaded and ready for action.

## **12. Closing & Adjournment**

President Schaffernicht thanked everyone for their presence and participation and wished those traveling a safe trip home.

The face-to-face portion of the Winter Policy Council Meeting adjourned at 4:30 p.m. with a motion by Eliot Rich; seconded by Birgit Kopainsky. All were in agreement.

The meeting will convert to the online version to continue the work of the Policy Council.

*View of PC Meeting Participants at Society Office as seen from virtual meeting attendee.  
(Photo provided by Warren Farr.)*



**The next Policy Council Meeting is scheduled for  
July 21, 2019  
in Albuquerque, New Mexico at the  
37<sup>th</sup> International Conference of the System Dynamics Society.**

## System Dynamics Society

## Balance Sheet

As of February 28, 2019

	<u>Feb 28, 19</u>	<u>Feb 28, 18</u>	<u>% Change</u>
<b>ASSETS</b>			
<b>Current Assets</b>			
<b>Checking/Savings</b>			
Key Bank	11,869.50	0.00	100.0%
Bank of America Checking 2474	0.00	21,138.39	-100.0%
BOA - Companion Savings	0.00	3,865.33	-100.0%
Elec. Transfer BOA Check 5757	0.00	14,833.25	-100.0%
Pioneer Checking (...4952)	92,766.88	63,367.90	46.39%
Pioneer Elec Transfer (...4960)	13,603.11	10,547.23	28.97%
Pioneer Savings (...4978)	0.00	-20.00	100.0%
Bank Paypal	437.45	3,215.91	-86.4%
Travel Cash	69.23	304.23	-77.24%
Fidelity-Legacy Fund (3 Edge)	25,724.75	25,726.63	-0.01%
Fidelity-Society (3 Edge)	239,956.73	244,830.03	-1.99%
Vanguard Society (88008478957)	459,346.48	712,731.91	-35.55%
<b>Total Checking/Savings</b>	<u>843,774.13</u>	<u>1,100,540.81</u>	<u>-23.33%</u>
Accounts Receivable	59,886.00	60,141.15	-0.42%
<b>Other Current Assets</b>			
Accounts Receivable - Wiley	57,337.00	57,337.00	0.0%
Inventory	14,226.89	14,226.89	0.0%
Prepaid Expenses	72,032.51	88,456.87	-18.57%
Transfers in Transit	-725.00	-725.00	0.0%
Cash-Undeposited Funds	0.00	17.60	-100.0%
<b>Total Other Current Assets</b>	<u>142,871.40</u>	<u>159,313.36</u>	<u>-10.32%</u>
<b>Total Current Assets</b>	<u>1,046,531.53</u>	<u>1,319,995.32</u>	<u>-20.72%</u>
Fixed Assets	574.00	0.00	100.0%
<b>Other Assets</b>			
Vanguard DMA (88006930361)	178,369.42	157,042.43	13.58%
<b>Total Other Assets</b>	<u>178,369.42</u>	<u>157,042.43</u>	<u>13.58%</u>
<b>TOTAL ASSETS</b>	<u><u>1,225,474.95</u></u>	<u><u>1,477,037.75</u></u>	<u><u>-17.03%</u></u>
<b>LIABILITIES &amp; EQUITY</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts Payable	126,915.49	25,817.28	391.59%
<b>Other Current Liabilities</b>			
Deferred Revenue	6,183.43	13,278.43	-53.43%
Due to Conference Host	4,325.00	4,475.00	-3.35%
Membership Sub Payable 2005+	24,058.08	10,461.16	129.98%
PPD Journal Editor	31,101.18	9,012.43	245.09%
Restricted Conf.Scholar/Awards	1,292.00	967.00	33.61%
Sales Tax Payable	5.19	58.04	-91.06%
<b>Total Other Current Liabilities</b>	<u>66,964.88</u>	<u>38,252.06</u>	<u>75.06%</u>
<b>Total Current Liabilities</b>	<u>193,880.37</u>	<u>64,069.34</u>	<u>202.61%</u>
<b>Total Liabilities</b>	<u>193,880.37</u>	<u>64,069.34</u>	<u>202.61%</u>

## System Dynamics Society

## Balance Sheet

As of February 28, 2019

	Feb 28, 19	Feb 28, 18	% Change
Equity			
*Net Assets (QB)	-145,186.68	253,081.70	-157.37%
Net Assets - Temp Rest (DMA)	157,042.43	157,042.43	0.0%
Net Assets - Temp Rest (DMA2)	30,000.00	30,000.00	0.0%
Net Assets - Temp Rest (Legacy)	0.09	0.09	0.0%
Net Assets-Designated	1,022,118.50	992,118.50	3.02%
Net Income	-32,379.76	-19,274.31	-67.99%
Total Equity	1,031,594.58	1,412,968.41	-26.99%
TOTAL LIABILITIES & EQUITY	1,225,474.95	1,477,037.75	-17.03%

**System Dynamics Society**  
**Profit & Loss**  
 January through February 2019

	<u>Jan - Feb 19</u>	<u>Jan - Feb 18</u>	<u>% Change</u>
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
<b>INC Conferences</b>	22,425.00	31,858.33	-29.61%
<b>Journal Income</b>	10,000.00	0.00	100.0%
<b>Membership Dues</b>	28,599.12	35,748.84	-20.0%
<b>Other Income</b>	0.00	12.95	-100.0%
<b>Products</b>	6,971.00	6,980.00	-0.13%
<b>Shipping and Handling Income</b>	729.91	646.64	12.88%
<b>Sponsor Dues and Donations</b>	10,100.00	7,005.00	44.18%
<b>Summer School Income</b>	1,350.00	1,550.00	-12.9%
<b>Total Income</b>	<u>80,175.03</u>	<u>83,801.76</u>	-4.33%
<b>Cost of Goods Sold</b>			
<b>Cost of Goods</b>	740.00	8,184.89	-90.96%
<b>Total COGS</b>	<u>740.00</u>	<u>8,184.89</u>	-90.96%
<b>Gross Profit</b>	79,435.03	75,616.87	5.05%
<b>Expense</b>			
<b>Bank &amp; CC Fees</b>	1,599.33	1,324.27	20.77%
<b>Contracted Expenses at UAlbany</b>	0.00	46,953.93	-100.0%
<b>Contracted Expenses CHMS</b>	57,813.98	10,000.00	478.14%
<b>R Spencer Special Projects</b>	12,588.30	0.00	100.0%
<b>EXP Conferences</b>	39,305.53	6,104.96	543.83%
<b>Insurance</b>	1,684.57	3,541.65	-52.44%
<b>Marketing (Sponsor Trade)</b>	0.00	1,000.00	-100.0%
<b>Miscellaneous Expense</b>	15.30	25.00	-38.8%
<b>Office Expense</b>	968.46	921.84	5.06%
<b>Officer Expenses (=Travel CPA)</b>	480.39	2,748.24	-82.52%
<b>Professional Fees</b>	6,558.10	22,719.25	-71.13%
<b>Total Expense</b>	<u>121,013.96</u>	<u>95,339.14</u>	26.93%
<b>Net Ordinary Income</b>	-41,578.93	-19,722.27	-110.82%
<b>Other Income/Expense</b>			
<b>Other Income</b>			
<b>Legacy Fund Income</b>	0.00	0.00	0.0%
<b>Investment Income</b>	9,199.17	447.96	1,953.57%
<b>Total Other Income</b>	<u>9,199.17</u>	<u>447.96</u>	1,953.57%
<b>Net Other Income</b>	9,199.17	447.96	1,953.57%
<b>Net Income</b>	<u><u>-32,379.76</u></u>	<u><u>-19,274.31</u></u>	<u><u>-67.99%</u></u>



# Summaries & Notes from the Strategic Focus Discussions Held at 2019 Winter Policy Council Meeting

## Summary of the “New Member Retention and Engagement” Group on 2/21/2019

In attendance: Asmeret Naugle (co-chair), Diana Fisher (co-chair), Mark Nelson, Krys Stave, Lees Stuntz, Hilde Martinussen, Ignacio Martinez-Moyano, (others?)

### Summary:

For the purposes of this dialogue, the group decided to use the division of SDS members into the two categories suggested by Asmeret’s Winter Policy Council report on membership. The two categories are “high quality researchers” (HQR) and everyone else, designated “general interest” (GI) professionals, interested in using systems thinking (ST) and/or System Dynamics (SD) in their work.

### Suggestions for the HQR<sup>1</sup> group:

- Reserve a thread of the ISDC each year to allow new collaborative, or closely related topics, for SD attendees (systems engineering, agent-based modeling, discrete systems modeling, or other analytical methods that could coordinate with the use of SD in solving problems).
  - This could stimulate professionals from other disciplines that are closely related to SD to attend our conference and could provide HQR members in our community a chance to grow in areas that might be stimulating and/or useful for their work.
  - It also allows for greater integration of local groups or sources of expertise based in a region.
- For academic in this area there is a need for:
  - An opportunity to collaborate on topics of interest, since many SD academics are often “lone wolves” in their institution (with regard to the use of SD). So if there were some sessions at the ISDC that allowed academics to put forth some “collaboration” ideas to see if others wanted to start research projects, that would be helpful.
  - SD academics (and perhaps other SD professional) have developed instructional materials that would be useful to share with others in the SD community. Would it be possible to design another SD journal (or create a sub-category within the SDR) for peer-reviewed teaching materials? Another possibility (from Mark Nelson) would be to “piggy-back” on the NCWIT (National Center for Women & Information Technology) computer science repository, which might provide greater visibility among instructors. This is a peer reviewed repository that also checks for biases around gender and ethnicity. The only question would be whether university professors could count this as a peer-reviewed publication. Would that be determined by individual universities?
  - It would be useful to have a set of short videos (about 5 minutes) created by SD experts explaining a particular problem that is ripe for study by undergraduate students. (Forrester Academy concept. See bullet 1 suggestions for GI group, sub-bullet 1))
- Should we have training/tutorials for this group related to the trendy topics in SD (SD & Systems Engineering, SD & Agent Based Modeling, SD & R, ...) ?
- HQR people want quality research visible at the ISDC. To achieve that we need them to become supporters of those opportunities that will help guide people in the GI group to

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<sup>1</sup> It was suggested that persons in this group have the characteristic that they can build correct SD models that can apply or have been applied to real world problem(s).

produce better work. A great example of this is the quality of instructors of the “Summer School” offerings. That said, we cannot always call upon the same HQR people to do this work forever. It is a responsibility for all HQR people.

#### Suggestions for the GI group:

- Online training available at a nominal charge could be used to help professionals new to SD become informed about proper implementation of the SD method. This includes the SD process of problem analysis, the proper techniques in developing an SD model, proper communication of the output of SD models, etc. Some suggestions were:
  - Creating a “Forrester Academy” similar to the “Khan Academy” where short videos are created on special subtopics relevant to increasing knowledge of SD for new and/or untutored members.
  - There could be an inexpensive beginners course (organized sequence of videos) in SD available via the SDS website. This could be offered without credit or perhaps a micro-credential could be offered upon completion (Mark N.). Possibly there could be an “SD self-assessment” tool to help individuals assess their competency in different areas of SD (Mark N.) and perhaps suggest a roadmap or resources where they could improve their skills. Another idea is to consider an “SDS-Wiki” (Mark N.) that helps map out the field as a reference source. (See more detail about Mark’s ideas about this “beginner’s course” in the appendix.[1])
  - Maybe people who are taking this first course at a reduced fee must agree to mentor a person who takes the course in the future. If they do this more than once perhaps they could get a reduced membership fee option or could donate the reduced membership fee to provide scholarship options for others who need such support.
- Having some short videos that present interesting problems for people new to SD to practice on could be part of the previous training idea or could be independent just for practice.
- Have a video showing one example of the group model-building process.
- Young professionals have expressed a need to learn more about how to write professional papers capable of being published. The ISDC has had some workshops in the past addressing this topic, which were VERY well attended. Perhaps this type of workshop should be offered at every ISDC.
- A list of journals that are receptive to SD type articles could be published on the SDS website.
- Having some resources available in different languages would be helpful, especially beginning materials that have been shown to be useful for instructing beginners in SD (Spanish and Mandarin Chinese would reach a large population doing SD). Maybe this could be an STFF proposal.
- The Creative Learning Exchange has some short videos that could be useful for beginners (i.e., what is a causal loop, what are BOTGs, using stocks and flows, etc.)
- New members need an opportunity to interact with experts in the field.
- Could there be a “Mentor Award” established (and presented at the ISDC) for those SD experts who are willing to work with one or more professionals new to SD? Maybe “registered” mentors could get a reduced membership fee.
- Perhaps we could create a list of books that would be useful for people new to SD to read and place that list on the SDS website. What about a “concierge” – like landing

page (Mark N.) for members (especially new members) when they log in. (See more about this idea in the appendix. [2])

- If we have a “newbie” page on the SDS website, perhaps it could include an introductory video about how to get started with the most-often used software for building SD models, and have a link to the software producer’s website.

Other general topics discussed:

- Is the SDS membership fee too high? Should we have free membership and then ask members to pay for those materials/conference papers/resources that would be available to them?
- Should we have a high-quality magazine-type publication that is only for members? Mark N. said there is a new magazine in the UK focused on CS education that is excellent and could be a good model for us if we decide this is what we want to do. He says some of the biggest names in CS write some outstanding pieces.
- Who are others in SDS who should serve on this committee? (Mark suggests Shayne Gary and perhaps Jack Homer.)
- It would be great to have some of the ISDC plenary talks videotaped and have those talks available for streaming on the SDS website for members. (It would be great if these videos could be close-captioned for different languages.)
- The timing of decisions related to the structure and content of the ISDC needs to be more transparent!! New ideas are sometimes put forward only to find that the time to make that decision has past. Some important decisions are made immediately after one ISDC with regard to the structure of the next ISDC.

Appendix:

[1] Mark Nelson’s ideas about helping professionals new to SD to become more proficient modelers:

- We could offer a micro-credential upon completion.
- Another idea would be to create an “SD self-assessment” tool to help individuals assess their competency in different areas of SD, and perhaps suggest a roadmap or resources (e.g., academic programs, papers, possible “Forrester Academy videos”, field experts, etc.) where they could improve their skills. [I can think of several ways where value could be added here]. This could be of value to more experienced people as well.
- To get there, another thing we might consider is an “SDS-Wiki” – a contained Wiki that helps map out the field as a reference source. As we get videos we could integrate those within the Wiki. It becomes a great way for the community to collaborate on things and sets up other future opportunities for growth and visibility. It might help identify areas for collaboration, give SIGs a particular activity on which to focus member attention, and enable the experts to engage in conversation around the more advanced dimensions of the field.

[2] Mark Nelson’s idea about a “concierge” – like landing page for members when they log in. This page considers organizing information around what people want to do or need when they come to the site, rather than around how we want to structure things. The current site needs some work. It looks like when the new system was adopted, everything was just ported over largely “as is” and no real change was made. We could create a couple different types of landing pages based on level of expertise—reflecting different needs.

# System Dynamics Society: Membership Strategy

## Categorizing Society Members

- One thing that makes the System Dynamics Society unique is that we draw both people with **general interest** in systems thinking/system dynamics modeling, and people interested in (and doing) **high quality research**
  - Not perfect categorizations
  - These groups need different things from the society
    - Categorization can help us think through whether we are meeting members' needs
- Another useful categorization is **new members** (including potential members and those in the society for <18 months) and **veteran members**

## How do groups interact?

- General interest group has desire to interact with well-known high quality researchers in the field
- High quality researcher group wants more people to know about system dynamics (ie: grow the general interest group)
- Note: if the two groups do not have a desire to interact, then the society/conference should split into two separate groups

## Motivations for Joining the Society

	General interest (GI) group	High quality research (HQR) group
New members	<ul style="list-style-type: none"> <li>• Learn about SD</li> <li>• See how SD can be applied to applications of interest</li> </ul>	<ul style="list-style-type: none"> <li>• Find out how SD can help with their research/other fields of interest</li> <li>• Network with other HQR people, develop collaborations</li> <li>• Learn about new research (especially as relevant to other fields/applications)</li> </ul>
Veteran members	<ul style="list-style-type: none"> <li>• See new ways SD has been applied to applications of interest</li> <li>• Spread general interest in SD</li> <li>• Interact with HQR group</li> <li>• Interact with GI group</li> </ul>	<ul style="list-style-type: none"> <li>• Present &amp; publish SD research</li> <li>• Network with other HQR people</li> <li>• Spread general interest in SD</li> <li>• Increase the amount and quality of high quality research in SD</li> <li>• Interact with other fields</li> <li>• Learn about new research</li> </ul>

## Potential Society Goals to Address *General Interest New Members' Needs*

- Online training
- Online videos on interesting SD problems/methods
- Opportunity to interact with experts
- Opportunities to interact with other GI people
- Videos of ISDC activities (eg: plenary talks)

	General interest (GI) group	High quality research (HQR) group
New members	<ul style="list-style-type: none"> <li>• Learn about SD</li> <li>• See how SD can be applied to applications of interest</li> </ul>	<ul style="list-style-type: none"> <li>• Find out how SD can help with their research/other fields of interest</li> <li>• Network with other HQR people, develop collaborations</li> <li>• Learn about new research (especially as relevant to other fields/applications)</li> </ul>
Veteran members	<ul style="list-style-type: none"> <li>• See new ways SD has been applied to applications of interest</li> <li>• Spread general interest in SD</li> <li>• Interact with HQR group</li> <li>• Interact with GI group</li> </ul>	<ul style="list-style-type: none"> <li>• Present &amp; publish SD research</li> <li>• Network with other HQR people</li> <li>• Spread general interest in SD</li> <li>• Increase the amount and quality of high quality research in SD</li> <li>• Interact with other fields</li> <li>• Learn about new research</li> </ul>

## Potential Society Goals to Address *General Interest Veteran Members' Needs*

- New conference threads on cross-field topics of interest
- Collaboration-enabling activities
- Opportunities to interact with experts
- Opportunities to interact with other GI people
- Platform for sharing instructional materials
- Venues for sharing general-interest work

	General interest (GI) group	High quality research (HQR) group
New members	<ul style="list-style-type: none"> <li>• Learn about SD</li> <li>• See how SD can be applied to applications of interest</li> </ul>	<ul style="list-style-type: none"> <li>• Find out how SD can help with their research/other fields of interest</li> <li>• Network with other HQR people, develop collaborations</li> <li>• Learn about new research (especially as relevant to other fields/applications)</li> </ul>
Veteran members	<ul style="list-style-type: none"> <li>• See new ways SD has been applied to applications of interest</li> <li>• Spread general interest in SD</li> <li>• Interact with HQR group</li> <li>• Interact with GI group</li> </ul>	<ul style="list-style-type: none"> <li>• Present &amp; publish SD research</li> <li>• Network with other HQR people</li> <li>• Spread general interest in SD</li> <li>• Increase the amount and quality of high quality research in SD</li> <li>• Interact with other fields</li> <li>• Learn about new research</li> </ul>

## Potential Society Goals to Address *High Quality Research New Members' Needs*

- Increase conference quality
- New conference threads on cross-field topics of interest
- Increase SD work presented at non-SDS venues
- Publication venues
- Publishing workshops/training
- Collaboration-enabling activities
- Opportunity to interact with SD experts
- Videos of ISDC activities (eg: plenary talks)
- Opportunities to interact with experts
- Job opportunities
- Funding opportunities
- Access to existing research (open access, bibliography, etc.)
- Mentoring

	General interest (GI) group	High quality research (HQR) group
New members	<ul style="list-style-type: none"> <li>• Learn about SD</li> <li>• See how SD can be applied to applications of interest</li> </ul>	<ul style="list-style-type: none"> <li>• Find out how SD can help with their research/other fields of interest</li> <li>• Network with other HQR people, develop collaborations</li> <li>• Learn about new research (especially as relevant to other fields/applications)</li> </ul>
Veteran members	<ul style="list-style-type: none"> <li>• See new ways SD has been applied to applications of interest</li> <li>• Spread general interest in SD</li> <li>• Interact with HQR group</li> <li>• Interact with GI group</li> </ul>	<ul style="list-style-type: none"> <li>• Present &amp; publish SD research</li> <li>• Network with other HQR people</li> <li>• Spread general interest in SD</li> <li>• Increase the amount and quality of high quality research in SD</li> <li>• Interact with other fields</li> <li>• Learn about new research</li> </ul>

## Potential Society Goals to Address High *Quality Research Veteran Members' Needs*

- Increase conference quality
- New conference threads on cross-field topics of interest
- Increase SD work presented at non-SDS venues
- Training for SD experts on related fields
- Publication venues
- Collaboration-enabling activities
- Platform for sharing instructional materials
- Opportunities to interact with experts
- Funding opportunities
- Access to existing research (open access, bibliography, etc.)
- Encourage publication for popular consumption (eg: pop science books)

	General interest (GI) group	High quality research (HQR) group
New members	<ul style="list-style-type: none"> <li>• Learn about SD</li> <li>• See how SD can be applied to applications of interest</li> </ul>	<ul style="list-style-type: none"> <li>• Find out how SD can help with their research/other fields of interest</li> <li>• Network with other HQR people, develop collaborations</li> <li>• Learn about new research (especially as relevant to other fields/applications)</li> </ul>
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## Other Membership Issues to Address

- Membership fee structure
  - Very high for top tier; most people declaring low tier
- Transparency of society decision-making processes
  - When to suggest new ideas? Who makes decisions? How to make changes?
- Diversity problems
  - Gender
    - Gender diversity reduction with increased age categories is concerning –can we track this over time (ie: attrition by gender)? How does this compare to related groups (simulation field, academic faculty, etc.)?
  - Age
- Member interaction dynamics & visibility of difficult relationships
- Calendar year membership model (disincentive to join after beginning of year)
- What is provided to members only versus general public?



## Revenue Sources Group Discussion

2019-02-21

Notes from Warren Farr and Jack Homer

Present were:

Jack Homer

Warren Farr

Bob Eberlein

Brad Morrison

Birgit Kopainsky

Eliot Rich

Ken Cooper

Jack opened and moderated the discussion. He framed the discussion as coming up with ideas about the What, Who, When of generating revenues for the SDS. He also provided information about current sources of revenue for the past couple of years in the form of a causal map. (See next page.)

The discussion focused on two main areas of revenue generation:

- 1) Keeping the doors open at the SDS (getting better at 'traditional' sources)
  - 2) Accomplishing important goals for the field of SD (large fundraising and grant-seeking)
- It was suggested that there could be separate ad-hoc committees for each of these two topics.
  - Each committee could be 3 to 6 members big.
  - The committees should report back to the PC during the Summer conference meeting.
  - The "doors open" committee should produce a 'pro-forma' 3-year statement of anticipated revenue growth as a result of proposed operational changes.

### 1. 'Doors open'/Traditional revenue sources:

- Traditional revenue sources are decreasing resulting in a structural deficit for which the Society has 3 to 5 years of savings left.
- How does the Society spend money? How should we spend money? Are we doing enough to create real value for members that they appreciate?
- Is the SDS conference and the SDR journal of sufficient quality to earn attendees and subscription revenues?
- There are several current sources of income; how can we improve or shift them to increase the revenue stream?
- Possible members of this ad-hoc committee include: those present on this call, other experienced SDS members, younger members of the SDS, e.g., Erika Palmer (student chapter), Travis Frank (Climate Interactive), Billy Schoenberg, Matteo Pedercini (T21), Sarah Boyer.

### 2. Important goals/Large Fund Raising and Grant-Seeking:

- This ad-hoc committee would be a bridging predecessor to the proposed standing Stewardship Committee.
- We understand that donors exist who would give 'substantial' funds once they believe that

the funds would be used for inspiring and impactful work.

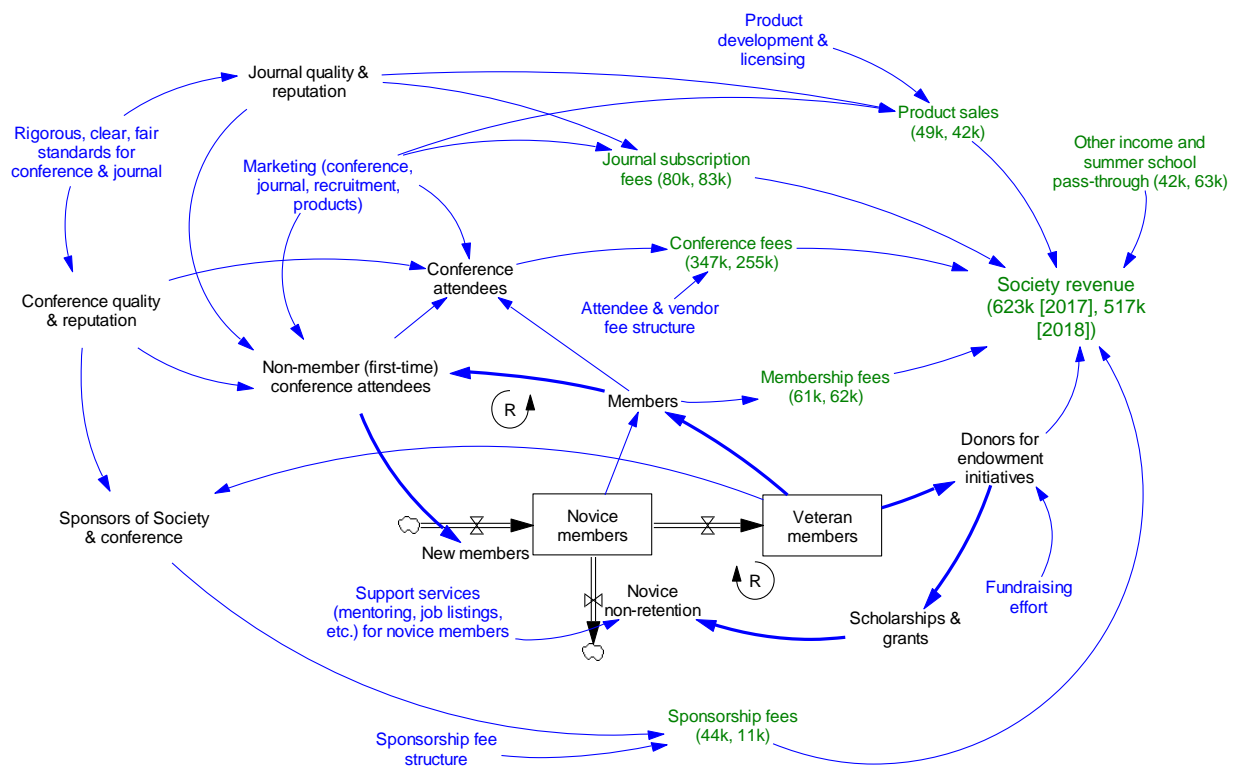
- Who should be on this ad-hoc committee? It should be populated by SDS members with some 'gravitas' who are able to seek substantial sources of funding.

- Who will be responsible for ideation of where to spend raised funds?

**3. Other: 'Visibility Initiatives' (not clear which ad-hoc committee this goes to):**

- 'Visibility Initiatives' would make the great work already being done highly visible to important target audiences. Visibility of SD success could also give potential donors the confidence to give (virtuous cycle). Visibility of high quality SD would be good to have within the general public as well.

- However, we must NOT shine a light on 'bad work'.



**A causal map: from initiatives to revenue**

# Strategic Issues Related to Chapters and SIGs

Winter Policy Council Meeting 2019

Lead by Stefano Armenia with the participation of Nuno Videira, Len Malczynski  
and Martin Schaffernicht

Summary by Martin Schaffernicht

## Previous description of the area

Historically, the Society has had a “hands-off” approach to its Chapters & SIGs. Among associations in general, managing Chapters & SIGs (called “component relations”) is often seen as one of the most difficult areas in the field of association management. Due to legal and liability concerns, we will be doing some restructuring around Chapters specifically in the near future. As part of that process, and within the context of the Society in general, it is a good time to *evaluate the relationship between the Society and its components*. The ad-hoc committee should help inform this conversation with recommendations to the Society around things like

- how we *communicate* with Chapters & SIGs,
- what *programs or services* might most benefit different groups,
- *changes to the expectations* for Chapters & SIGs, and so forth.

The challenge is to *develop an actionable plan* for how we improve the relationship between Chapters/SIGs and the Society and thereby *deliver greater value to our members*, recognizing that any new programs developed must have a *financially sustainable model*.

## After the discussion

Description of the topic area

Chapters are usually related to specific languages or countries/regions, the only exceptions being the student’s chapter and the economics chapter. SIGs group together members who work in specific application areas. Mostly, members vary in an application area and live in a country, which is why they tend to be members of a chapter and one or several SIGs. SIGs could be an outstanding tool for the SDS to build bridges and links with other scientific and professional communities. Chapters could be the SDS’s most effective tool for introducing and growing system dynamics in countries other than North America and central Europe. However, a certain number of issues leads to kind of underperformance.

Key issues

1. There is a huge bandwidth of chapter development, ranging from locally incorporated associations collecting their own dues and organizing a well structured set of activities (and additionally being recognized as a chapter by the SDS) to rather informal groups which barely manage to keep at least 10 full SDS members together. Therefore, the strongest chapters do not seem to need a significant amount of support from the SDS. In the opposite direction, it is debatable if their activities are mainly activities of the locally incorporated association or of the chapter of the SDS. This reminds rather of a federation of societies in which the SDS appears at the central hub, but this viewpoint is not compatible with the currently dominating opinion inside the Policy Council.

2. Usually, chapters have “local” members are frequently not members of the SDS; most typically, the reason is that the local language in the respective countries is not English, and that the local members do not perceive a benefit which would justify paying the SDS membership due. In previous years, several PC members have argued that chapters should be urged to bring their local members into the SDS. However, as long as the SDS does not offer benefits that are valuable to individuals who have difficulties with English or who live too far away from the usual conference sites, it seems unlikely that the chapters can achieve this.
3. The SDS does not have access to the data concerning local members. This is due to a variety of reasons, ranging from legal or data protection issues in the diverse countries to the fact that some chapters do not store in the member data in electronic format. Changing this would enhance our marketing possibilities.
4. The current formal relationship between the SDS and its chapters is based on a Constitution which states that chapters are financially independent. However, there are no rules or incentives that would be helpful for chapters to design and develop a structured set of activities. This, together with the fact that the geographical, cultural and language distance between the respective VP Chapters and the chapter leadership leads to the *de facto* condition that chapters are on their own. This issue is closely related to issue number one.
5. The SDS does not provide automated tools for chapters or SIGs to query the membership database in order to answer the following questions:
  - a. What is the set of SIGs of my chapter’s members?
  - b. Which chapters (countries) do my SIG’s members belong to?
 This makes it hard for SIG and chapter members to take advantage of being members of the same society. It also makes it hard to send notifications of specific events to those members who are most likely to be interested.
6. Despite the fact that the formation of a SIG is easier than the formation of a chapter, SIGs also display a huge bandwidth of development and activities. Since the Vice President Members, who is responsible for SIGs, was not part of this discussion group, there was not enough information inside the group to dwell into the theme of SIGs.
7. SIGs and chapters are the two subgroups which SDS members can build. It is not clear why two different VPs are responsible for them. In the current organizational arrangement, any systematic work concerning subgroups of members needs the coordination between two VPs; it seems that unifying the management of both types of subgroups would make it easier to define and implement valuable services and to foster the development of both types of subgroups.
8. In the same line of reasoning, it is not clear why it would be important to have more formal rules and restrictions for chapters than for SIGs. This is consequences: for instance, the group of economists prefers to be a chapter in order not to forgo the possibility to raise dues. Otherwise, economics is rather an application domain than a country or language, and over the years, it has been suggested several times to make the economics chapter turning to an economics SIG (which the chapter declined for the above-mentioned reason).

## Opportunities

A number of possibilities for responding to the key issues have been mentioned:

1. Inviting and supporting SIGs and chapters to set up and run seminars and workshops based on GoToMeeting. This can be done in any language, and by supporting it, the SDS can offer a valuable functionality to virtually anybody on the globe. (Issue # 2).
2. SIGs could take responsibility for application field threads in the conference. They could be invited to provide threads chairs, as well as to invite their members and other individuals and

their social networks to submit work to the conference and to attend the conference. While this may mean a revision of the conference management processes (= extra work), can lead to a more systematic development of the thematic links, of submissions to the conference (so we can be more selective in the reviewing process) and of the number of conference attendees (additional revenues). (Issue # 2, but this also has an effect in “member retention and engagement “ and in “revenue generation”).

3. A large series of teaching and learning materials are currently available in English. The chapters can help providing human resources for translations and they can benefit from the availability of additional materials in their specific language - provided that the respective copyright owners except the fact of a translation. Whatever support the SDS can give (Field Development Fund or other) would be helpful.
4. Provided a legally sound set of rules can be defined between the SDS and chapters, the letter could become enabled process the SDS membership dues: in such a case, an individual who, say, subscribes to the (hypothetical) French Chapter could opt in to subscribe to the SDS in the same step. The chapter would then transfer the corresponding amounts to the SDS. This possibility has to be assessed in order to compare the necessary efforts with the possible benefits. (Issue # 4).
5. The SDS can provide software tools that help members of chapters and SIGs to answer the two questions mentioned above in issue number five. This functionality will also enable the SDS (as well as its SIGs and Chapters) to increase and improve the use of social media. (Issue # 5).
6. SIGs and chapters ought to be supported and developed and managed by one single VP. This would be a step towards dealing with issues # 1 - 4 and 6 – 8.

#### Data needed

The data needed is available in two different databases (the old membership database and the new membership database). Data concerning the chapters is available in the yearly chapter reports, if needed.

#### Boundaries and limits to scope

The current set of opportunities does not necessarily solve all the issues. Especially, capturing the fruits of the advanced degree of development of the strong chapters and SIGs, as well as becoming more efficient and supporting less active and less developed chapters and SIGs will take several years. In the context of the current trends in net operation of income and membership, it seems wise to set expectations with a fair degree of caution.

Opportunities # 1, 2, 5 and 6 can be implemented during 2019. Opportunity # 3 can be promoted starting in 2019, but it does not seem likely that concrete translation projects be carried out before the 2020. Opportunity #4 implies complex matters of liability and accountability, and if it is added to the set of possible changes in our governance, it may be decided upon in 2020.

#### Criteria for analysis of options

The only opportunity with a high degree of complexity appears to be #4. On the sides of potential benefits, it can be assumed that by making it easier for local chapter members to become SDS members, we would observe an incremental increase in no members. Since the variable cost per member is not big (according to personal information from VP Finance), this might improve our financial situation. However, such an arrangement would also have a high potential of increasing risks of accountability and

liability. This makes the question hard to evaluate because of the high difficulty we have in communicating with the leadership of any significant fraction of the chapters (Issues #1 and 6). The discussion group does not have enough experience to assess the respective likelihood of increasing revenues and the expected value of the legal risks stemming from such an arrangement. We can only recommend that the expected value of additional incomes (membership dues) be compared with expected value (damage) of possible liabilities.

Possible members of the ad-hoc committee

Different officers and committees are implied by the respective opportunities mentioned above:

1. Opportunities #1 and 3 require some work on behalf of the responsible VPs (Members and Chapters), assuming that the internal reorganization needed to have one single VP managed chapters and SIGs will take a considerable time (see point 3 below).
2. Opportunity #2 has to do with the conference and therefore involves VP Meetings (and possibly SPOC).
3. Opportunities #4 and 6 involve the Organization and Bylaws Committee and probably the assistance of legal advisors.
4. Opportunity #5 requires a revision of the database structure and the development of the corresponding query procedures. It is not clear if this involves VP E-presence or CapHill.

The discussion group does not see a potential benefit of grouping all the opportunities to one single ad-hoc committee. Rather, there should be a specific workgroup for each of the four points mentioned above.

Timeline

VPs Members and Chapters can prepare a proposal concerning point # 1 to be discussed at the 2019 PC Summer Meeting.

VP Meetings can prepare a proposal regarding point # 2 to be discussed at the 2019 PC Summer Meeting, too.

The Organization and Bylaws Committee can incorporate point # 3 into its ongoing work on governance structure (and therefore the point's timeline will be part of the general timeline for the Committee).

Point #4 can be developed without a PC decision and – ideally – would be available as prototype for the 2019 conference (but the concrete timeline must be defined with whoever is in charge for the membership database management and usage).