System Dynamics Society Policy Council Guidebook

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WELCOME TO THE POLICY COUNCIL

Dear System Dynamics Policy Council Officers and Members,

Welcome to the System Dynamics Society Policy Council. We are delighted that you have chosen to work with us.

The leadership and governance of the System Dynamics Society rests with its Policy Council (PC), which acts as the Board of Directors on behalf of the Membership. During your time on the PC, you will help to promote the values described in the System Dynamics Society mission and vision statements. Working with the PC, you will provide guidance to the System Dynamics Society and maintain Society goals and objectives.

In this guidebook, you will find a synopsis of roles and responsibilities for officers, general members of the PC and the Society executive administration. This includes both general obligations of PC members and specific duties of individual officers.

We are excited to have you on the Policy Council and look forward to your contribution.

Sincerely,
Administrative Committee, on behalf of the President

Reasons for Guide

The System Dynamics Society is a professional society, supporting the use of System Dynamics through conventions, publications, journals and other activities. The Society promotes the development of the field of System Dynamics and the free interchange of information about systems as they are found in all fields. The duty of PC members is to advance these values and to offer strategic leadership to the organization.

In 2014, the System Dynamics Society took part in a Policy Council assessment, designed to identify strengths and challenges that the PC faces. One of the key findings of the assessment was that the PC would benefit from a guidebook that outlines the responsibilities of the PC and the responsibilities of individual PC officers and members-at -large.

The purpose of the guidebook is to provide officers and members-at-large with information necessary to fulfill their responsibilities on the PC. It is suggested that PC members prepare for meetings by reading through the guidebook to ensure a basic understanding of Council procedures. Key documents include the Society mission statement, role of policy council, and conflict of interest policy.

WHAT IS THE POLICY COUNCIL?

The PC (referred to in the Articles of Organization as the Board of Directors) is the governing body of the System Dynamics Society. It is composed of the officers and twelve members-at-large.

The PC is the chief legislative, policy-making, judicial, and review body of the Society. It has preemptive authority in matters over all officers, members, applicants, committees, chapters, special interest groups, and other bodies created by the Society. The PC establishes policies, objectives, and programs for the Society and authorizes their implementation by means of issuing directives, suitable budgets, resolutions, and authority for contracts and expenditures; by creating and staffing positions and committees; by approving appointments; through amendments to the Bylaws and Policies; and by such other actions as it may deem necessary. The PC shall review the manner in which the officers of the Society carry out their respective duties.

Important governing documents of the Society are the Articles of Organization, Bylaws, and Policies. All of these documents can be found on the Society website under "Governance." ***Officers and PC Members should review these important documents for a full understanding of the Policy Council and your role as an officer or member. http://systemdynamics.org/Governance.htm.***

The PC provides strategic leadership. The PC appoints individuals and committees to execute governance strategies and appoints an Executive Director for running the Society's operations. This allows the PC to focus on the longer term, identifying opportunities for the organization to grow and new ways for the organization to fulfill its goals, while resolving key issues such as when and how Society actions no longer fit its mission.

Governance is the strategic leadership of an organization by the establishment of policies and monitoring their proper implementation through:

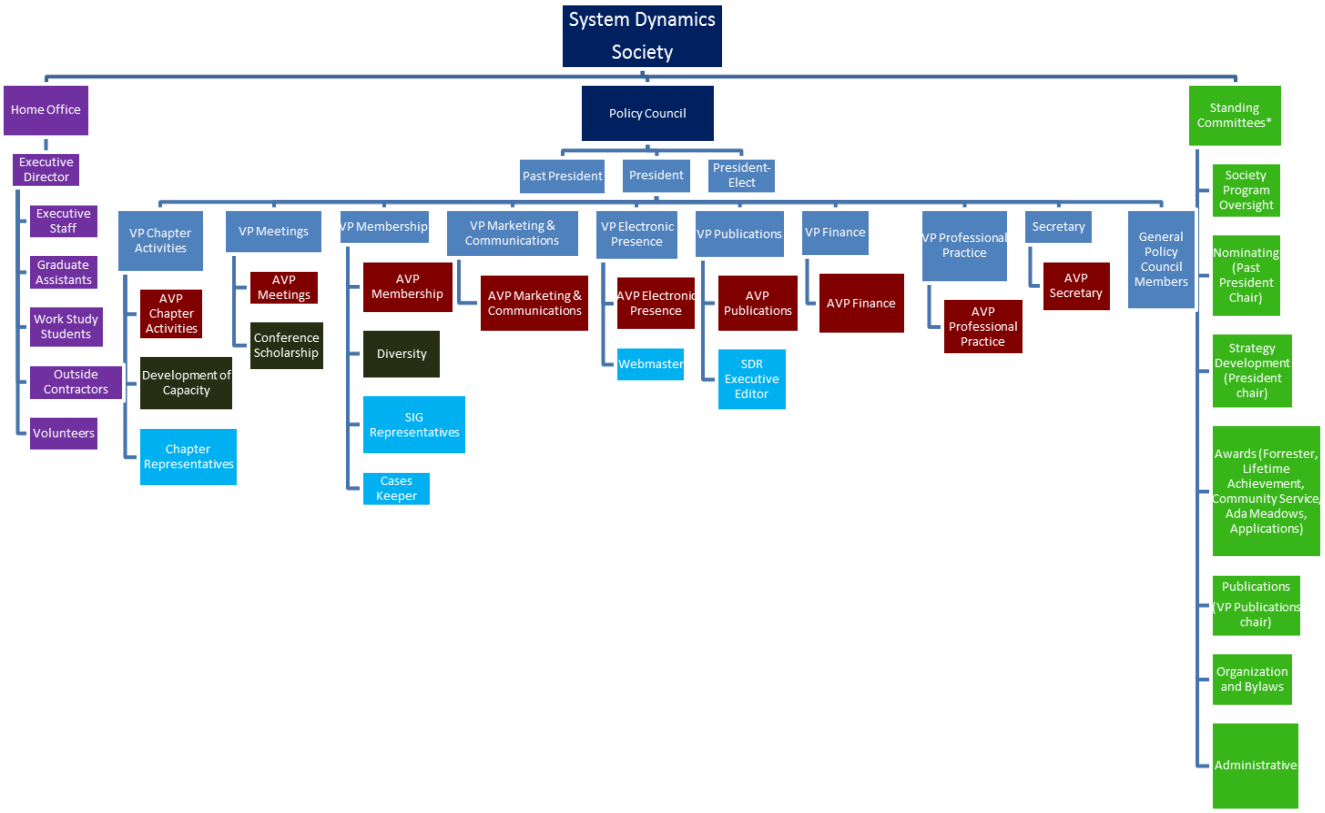
- **accountability** – the capacity for decision makers to be answerable for their actions;
- **transparency** – timely access by stakeholders to accurate and relevant information about the organization;
- **predictability** – the consistent application of policies; and,
- **participation** – the involvement of electors in planning, decision-making, and evaluation of outcomes.

STRUCTURE OF THE POLICY COUNCIL

The Society is governed by a Policy Council composed of the officers and twelve other members.

ORGANIZATIONAL CHART: (Source: http://systemdynamics.org/PolicyCouncil/SDS_org_chart.pdf)

[NOTE: The organizational chart requires revision to clarify that the PC serves the Membership and oversees all aspects of the Society's business.]



2016 POLICY COUNCIL OFFICERS:

President: Etiënne A.J.A. Rouwette (2016)
President Elect: Leonard Malczynski (2016)
Past President: Jürgen Strohhecker (2016)
Founding President: Jay W. Forrester
Secretary: J. Bradley Morrison (2015-2016)

Vice President Chapter Activities: Martin Schaffernicht (2014-2016)
Vice President Electronic Presence: Robert L. Eberlein (2015-2017)
Vice President Finance: David F. Andersen (2014-2016)
Vice President Marketing & Communications: Peter Hovmand (partial term 2016-2018)
Vice President Meetings: Erik Pruyt (2016-2018)
Vice President Membership: Özge Pala (2015-2017)
Vice President Professional Practice: Kenneth G. Cooper (partial term 2016-2018)
Vice President Publications: Pål Davidsen (2015-2017)

ROLES & DUTIES OF POLICY COUNCIL OFFICERS: (Review Policy 6 of the Policies)

The Society's policies provide that the officers of the Society include a President, President Elect, Past President, Founding President, one or more Vice Presidents as specified by the Policy Council, and a Secretary.

1. **President** serves as the strategic leader of the Society for a term of one year. The President presides at all meetings of the PC and of the Society; plans and supervises the affairs of the Society; and ensures any vacancies in Standing Committees are filled, subject to Policy Council approval. At the conclusion of the term in office, the President serves as a member of the Policy Council for one year with the title of Past President. In addition, the President is an ex-officio member of the Administrative Committee. The President's responsibility to oversee the activities of the Society requires that s/he maintain regular communication with the Home Office, usually by a weekly phone call with the Executive Director.
2. **President-Elect** is an ex-officio member of the Administrative Committee and a general assistant to the President for a term of one year. The President Elect prepares a program of activities for the ensuing year and presents this to the PC at either the annual conference or early in the fourth quarter of the fiscal year, which ends December 31. In the fourth quarter, the President-Elect submits names of members to chair and to fill vacancies in all Standing Committees (except the Nominating Committee) for approval by the PC. These appointments become effective when the President-Elect advances to President. At the close of his or her term in office, the President-Elect automatically becomes the President.
3. **Past President** serves as a general assistant to the President for a term of one year. The Past President, in the temporary absence or incapacity of the President, presides at PC meetings and represents the Society before the public and in the relationships of the Society with other persons or organizations, and is an ex-officio member of the Administrative Committee. The Past President may carry out his or her duties by engaging in regular scheduled communication with President via Skype or in another agreed upon way.
4. **Founding President** serves as an advisor to the System Dynamics Society.
5. **Secretary** serves for two years. The Secretary keeps official notes and minutes of the meetings for which the President presides. The Secretary keeps a record of all proceedings, actions, and meetings of the Society and of the PC, recording the votes and minutes; gives notice of all meetings of members and of the PC; has the general supervision of arrangements for meetings of the PC and for general business meetings of the Society; ensures that there is a current list of Society members maintained at its business office; has custody of the Society's Articles of Organization, Bylaws, Policies of the Society, and all amendments; and keeps other records and performs other duties normally assigned to an organization secretary, such as official correspondence.
6. **Vice Presidents, who serve for three years,** plan, administer, and monitor the affairs of the Society in designated areas under the supervision of the President. They report and make recommendations to the Council on matters pertaining to their designated areas, and assist the President with respect to the discharge of presidential duties. Vice Presidents update the annual report to be presented at the Winter PC meeting, and participate in online Winter PC Meeting discussion and voting. Vice Presidents are present in meetings (including the Winter PC Meeting and the Summer PC Meeting on Sunday before annual conference), and actively participate in voting. Each Vice President is responsible to direct succession planning, including directly communicating their experiences with the new Vice President. Vice Presidents may appoint Assistant Vice Presidents.
    a. **Vice President Finance** (VPF) is the Society's Chief Financial Officer (CFO) and is responsible for the commercial affairs of the Society. VPF participates in negotiation of the annual services contract with University at Albany (UAlbany), and may oversee cash receipts and disbursements. In addition, the VPF is

responsible for preparation of bi-annual financial reports, arranging for independent review of the annual financial reports (with certification and audit by public accountants as required), and maintenance of a prudent reserve of cash and investments in accordance with Administrative Committee oversight. In consultation with the Administrative Committee, the VP Finance prepares and presents to the Policy Council, at its annual conference or early in the fourth quarter of the fiscal year, a proposed budget for the next fiscal year; is responsible for assessing the financial implications of proposed programs, activities, projects, policies, and office practices in light of the financial resources of the Society; forecasts trends in revenue and cost; monitors the accounting and financial practices followed by the home office, the editorial offices, and the chapters of the Society; monitors all Society contracts and operations of the home office; is authorized to co-sign bank checks and withdrawal slips for the Society; assists the Vice Presidents in preparing the financial implications of their planned programs; and serves as an ex-officio member of the Administrative Committee.

b. **Vice President Chapter Activities** supports the creation and effective operations of Chapters including communicating with groups considering forming new Chapters, reviewing the details of new applications, and bringing proposals to the Council; communicating with Chapter chairs and committees to support their activities; and, monitoring of Chapter operations, ensuring each Chapter membership maintains the required complement of Society members in good standing and obtaining reports on continuing Chapter activities for the PC.
c. **Vice President Electronic Presence** is responsible for the Society Web presence.
d. **Vice President Meetings** is responsible for the planning and conduct of the meetings of the general membership of the Society organized on an international or a national basis; makes recommendations to the Policy Council regarding dates, sites, and general chairpersons for such meetings; makes recommendations to the Policy Council regarding policies and practices concerning meetings; reviews and updates the best practices in a Manual for Meetings; and coordinates with the Vice President - Chapter Activities with respect to meetings of chapters.
e. **Vice President Membership** monitors and reviews membership services and suggests initiatives to ensure that the Society provides appropriate and high quality service to its members. This includes offering the *System Dynamics Review* and other benefits within the membership fee, support for job seekers and SD job advertisers, and services for corporate members. The VP Membership will also extend to issues relating to the recruitment and retention of individual and corporate members, scholarship management and cross fertilization with related professional societies. In addition, the VP Membership oversees the development of Special Interest Groups.
f. **Vice President Marketing & Communications** works to raise the awareness, understanding, and impact of System Dynamics to increase recognition of and demand for work in the field; helps promote membership of the Society, its Chapters and Special Interest Groups; and develops and maintains a marketing strategy for the Society. The role includes working with members to encourage the creation of high-quality materials promoting the field and communicating the benefits that the Society offers its members and sponsors.
g. **Vice President Publications** is responsible for all matters pertaining to the publication of the Society journal and to the content and presentation of the Society's web site; ensures that the Council's publications policies are reflected

in the various journals, bulletins, web postings, and other publications of the Society and of its Chapters; represents the Society in all contractual negotiations with editorial offices and printers; oversees the work of the Executive Editor; coordinates the activities of the Executive Editor and Society Webmaster; makes arrangements with Wiley for the handling of distribution, promotion, advertising and subscriptions; and serves as an ex-officio chair of the Publications Committee; nominates the Executive Editor of the Society journal.

h. **Vice President Professional Practice** leads the definition and dissemination of good professional practice in the field of System Dynamics; in conjunction with the best professionals in the field, codifies and documents good practice; develops and maintains a strategy to create and sustain high standards for the practice of System Dynamics; assists professionals in the field with the adoption and deployment of standards; undertakes and encourages activities and events to assist practitioners in raising and maintaining high standards of practice; and promotes activities to ensure strong engagement by practitioners in the wider activities of the Society.

7. **Assistant Vice Presidents** provide assistance and support to Vice Presidents. Assistant Vice Presidents offer a means to engage Society members in the process of administering the Society, to support succession by encouraging their interest in VP roles as they become vacant, and to provide experience in what these roles entail. Assistant VPs are appointed by the President, are not officers, and cannot vote. Generally, terms are three years, in parallel with the VP.

POLICY COUNCIL MEMBERS AT LARGE

Members elected to serve on the Policy Council participate and vote in Council meetings and undertake special assignments from the President. Members serve for a term of three years, and their terms are staggered so as to assure continuity with respect to Policy Council affairs. Members begin their term at the start of the fiscal year.

COMMUNICATION AND PARTICIPATION

As soon after nominations have been announced, all new PC Members should become a member of the SD Discussion Forum. You may join (or confirm membership) through the SDS Web Portal at http://www.systemdynamics.org/web.portal or directly on the SD Discussion Forum site: http://systemdynamics.org/forum/ (If you are not a member already, please let the Society Office know when you have joined, so you can be added to the PC Discussion Forum.)

To be sure you continue to receive all messages from the SD and PC Forums, **each year** between July and October please login to the SD Forum and confirm that your email address is correct and up-to-date.

Members and Officers are expected to offer their experience, participate in agenda items, and make sure that the goals of the Society are properly executed by the officers and administration. Members and Officers have an obligation to:

- Participate in the Winter and Summer (during Conference) Policy Council Meetings either in person or online;
- Read and respond to emails from the Executive Director and officers in preparation for the Winter, Summer, and Special Policy Council Meetings;
- Read all minutes and reports that are posted on the Society website under “Governance”;

- Read all resolutions (also known as “motions) sent electronically or posted on the Society website; (A motion is a form of proposal that must be accepted or rejected. “To second” a motion means to express agreement or support of the motion.)
- Participate in discussions related to resolutions or other topics to provide insight and feedback;
- Vote on resolutions and issues as they arise;
- Volunteer on Ad Hoc Committees as needed;
- Research various topics as needed to provide informed guidance.

ELECTIONS, NOMINATIONS, & REMOVAL

1. **Elections:** There is an annual election to fill the office of President Elect. In addition, vacancies in the offices of Secretary, Vice President, or members at-large elected to serve on the PC are filled at the same time. Every member in good standing is allowed to vote for officers and PC candidates to represent them on the PC. For other than the office of President Elect, the PC may fill a vacancy by a temporary appointment made by a majority vote of the members of the PC present at a Council meeting. A member so appointed serves until the next regular annual election process has been completed. If the Nominating Committee has not concluded its business at the time a vacancy occurs, it submits nominations for that vacant office for the remaining term normal to that office. A vacancy in the office of President Elect is filled by election by the Society membership. The PC acts on nominations for President or President-Elect and for committee positions, including those on the various Standing Committees. (Bylaw VI; Policies, Policy 7)
2. **Nominations (and Nomination Procedure):** The Home Office notifies the Nominating Committee of the offices and the positions on the PC to be filled in the pending election. In addition, the PC notifies the Nominating Committee of vacancies that may arise while the Nominating Committee is still conducting its business.

   Before or during the Winter PC meeting, the chair of the Nominating Committee submits a single nomination to fill the expected open positions to the PC for its approval. In the nominating process, that Committee has a goal to ensure diversity on the PC in terms of geographic representation, gender, and other factors deemed representative of the Society.

   During the Winter PC Meeting, the PC approves the slate of candidates submitted by the Nominating Committee. During the first quarter of the fiscal year, the Home Office then publishes all approved nominations in a publication sent to all System Dynamics Society members.

   Society members may submit other nominations provided that:
   a. Each such nomination is accompanied by a petition signed by twenty-five members in good standing or ten percent of the total membership, whichever is less;
   b. Each nominee is a member in good standing;
   c. Written evidence is submitted to the effect that each nominee has agreed to stand for election; and,
   d. Such nominations reach the office within five weeks after publication of nominations received from the Nominating Committee.

   If no nominations are received from the membership at large, the slate of candidates submitted by the Nominating Committee and approved by the PC will be deemed elected**.** If the PC *has* received any nominations from the membership at large, during the second quarter of the fiscal year, the Home Office will send all members a ballot, plus a brief biographical sketch of each nominee., To be counted, ballots must be returned to the Home Office on or before October 31st, or 60 days from the date ballots were sent, whichever is earlier. The Secretary arranges to count the ballots after the close of the elections. A plurality is sufficient to elect.

Votes by proxy shall not be permitted either in a mail ballot, an internet based vote, or in meetings of the PC. (Voting by proxy means to have someone else vote for you because you cannot be present at the time the voting will take place. The person voting for you is the "proxy.")

The Home Office promptly announces the results of each election to the PC and to the nominees, and then publishes the names of the new officers and members elected to serve on the PC in a publication sent to all System Dynamics Society members. (Policies, Policy 7)

3. **Removal:** Any officer or other PC member may be removed from office with or without cause by a vote of two-thirds of the members of the PC then in office. Notice of a motion to propose such removal shall be provided to all Policy Council members at least one month in advance of the vote to remove. (Bylaw IV, Section 3)

MEETINGS

1. **Frequency:** There shall be at least one general business meeting of the Society each year open to all members and held in conjunction with a conference of the Society. At these general business meetings, the President renders a report on the status of the Society, entertains suggestions from members, and transacts other relevant items of business. The Policy Council may call other general business meetings. (Bylaw IX)

   The Policy Council meets at least twice per year - once in conjunction with the annual international conference (Summer Policy Council Meeting) and once during the first fiscal quarter of the year (Winter Policy Council Meeting). These Council meetings may be held in person and online. With a one-month advance notice, Council meetings may be called in response to a request by the President or by three PC members.
2. **Quorum:** A quorum is met with the presence of at least six members of the Council, including at least two officers.
3. **Mail and Internet Communication:** The Policy Council may transact business by mail or internet communication, provided that the President notifies all members of the Policy Council of any proposed resolutions together with a brief statement of any known arguments for and against said resolutions. Thereafter, the votes of each member of the Policy Council may be recorded by mail, or an approved internet voting process, to the Secretary, who counts the votes, notifies all PC members of the result, and records the result in the minutes. (See Policy 5, Section 2 "Meetings of the Policy Council")
4. **Minutes:** Minutes from the General Business Meetings and the Winter and Summer Policy Council Meetings, prepared by the Secretary, from 1995 to the present, are maintained on the Society website under "Governance."

COMMITTEES – CLARIFY TERMS AND DATES OF TERMS PER ROBIN

Committees consist of **Ad Hoc** and **Standing** Committees. The PC acts on the nominations of the President or President-Elect for committee positions, including those on the various Standing Committees.

1. **Ad Hoc** committees may be appointed by any officer wishing assistance in carrying out his or her prescribed duties and will terminate with the appointing officer's term of office. The responsibility of Ad Hoc committees shall be specified by the officer creating the Committee. Committee reports shall be made through and maintained by that officer.
2. **Standing Committees** are permanent and report directly to the PC and not to a specific officer. Standing Committees are as follows:
    a. **The Nominating Committee:** Unlike other standing committees, the Nominating Committee's term of office runs from August 1st to July 31st. The President, Past President, and President Elect in office on August 1st shall be on the committee with the Past President acting as chair. In addition, three other members shall be appointed to the committee for staggered three-year terms.
    The Nominating Committee has six members that nominate Society members for offices and positions. It maintains a file of members who are qualified to hold offices in the Society.
    b. **The Administrative Committee:** The Administrative Committee consists of the President, Past President, President Elect, Vice President Finance, and Secretary serving ex-officio along with three members serving three-year staggered terms. The Administrative Committee assists the Vice President – Finance in monitoring the financial affairs of the Society; assesses the long- and short-term financial effects of various programs launched by the Society and its Chapters as well as alternate methods for measuring, reporting, and monitoring costs; makes recommendations as to sources of revenue; maintains close relationships with financial officers of other professional groups so as to ensure that the Society is aware of the best financial practices; and is responsible for periodic audits of the Home Office.
    c. **The Organization and Bylaws Committee:** The Organization and Bylaws consists of three members serving staggered three-year terms. It observes the management of the Society from the point of view of compliance with the Bylaws and Policies of the Society. It studies all proposals for changes in the regulations and makes recommendations as appropriate. It makes recommendations to the PC concerning the organization and objectives of the Society. It examines all chapter Bylaws and changes thereto for conformity with the Bylaws and Policies of the Society.
    d. **The Publications Committee:** The Publications Committee consists of the VP Publications serving as ex-officio Chair and three members serving staggered three-year terms. It assesses the quality, timeliness, distinctiveness, and coverage of publications of the Society and its Chapters and of its web site, with respect to the objectives of the Society and its editorial policies. It reviews the policies and practices of the editors and webmaster. It recommends to the PC ways of effecting improvements in the publications of the Society and its web site. It submits to the PC, via the Vice President Publications, an annual written report on all publications sent to the members or sold to the general public.

e. **The Awards Committee:** The Awards Committee consists of six members, three of whom are former Presidents or recipients of the Jay Wright Forrester Award, and three of whom have served on selection subcommittees, serving staggered three-year terms. With the approval of the PC, the Awards Committee establishes awards, defines the procedures to be followed in making those awards, appoints selection subcommittees responsible for administering the awards, and oversees awards offered by external persons or organizations in conjunction with Society activities.
f. **The Society Program Oversight Committee:** The Society Program Oversight Committee consists of six members, three of whom are former or current Conference Program Chairs, serving staggered three-year terms. It recommends future Program Chairs to the PC, including choosing the thread chairs. It is responsible for overseeing and reviewing the performance of Program Committee members and the types and nature of sessions to be presented at the conference as well as the topic areas around which conferences are organized.
g. **The Strategy Committee:** The Strategy Committee consists of the President (chair), President Elect, Past President, and three members serving staggered three-year terms. The Committee collects and prioritizes initiatives to promote growth of the field of System Dynamics and makes an annual report and recommendations during the summer PC meeting.

SYSTEM DYNAMICS REVIEW

1. **EXECUTIVE EDITOR:** The Executive Editor (EE) of the Society's journal, *System Dynamics Review*, is responsible for the editorial content of the official journal. The EE is overseen by the VP Publications. The EE may, with the approval of the Vice President Publications, appoint a Managing Editor and/or Assistant Managing Editor. The EE oversees these other editors. These editors may be listed as Editors of the journal and serve at the pleasure of the EE to help:
    a. Review articles for journal
    b. Conduct initial assessment of research papers to see if they meet minimum requirements;
    c. Identify and recruit qualified reviewers for papers
    d. Reviewer selection and recruitment
    e. Update Journal Policies
    f. Work with the journal publisher, Wiley
2. **MANAGING EDITORS:** The Executive Editor may, with the approval of the Vice President Publications, appoint assistants. These assistants shall be listed as Editors of the official journal and shall serve at the pleasure of the Executive Editor.
    a. **Responsibilities:**
        i. Perform initial assessment to determine if a paper is ready to go out for review;
        ii. Request revision for author as needed;
        iii. Identify and recruit 2-3 qualified reviewers per paper;
        iv. Follow up with reviewers to ensure timely and thorough reviews;
        v. Provide a recommended decision on the paper;
        vi. Consult with Executive Editor;
        vii. Communicate with authors regarding the decision to revise or accept, and share individual reports from reviewers;
        viii. Distribute to all reviewers (while retaining their anonymity) copies of all the reviewers' reports and the recommended course of action for the author;
        ix. Meet once a year (at the ISDC), and other electronic meetings as may be required by the Executive Editor and Publications Committee.
3. **ASSOCIATE EDITORS:** The Executive Editor of the *System Dynamics Review* (*SDR*), in consultation with the Publications Committee, appoints the Associate Editors of the SDR. Each appointment is for three years, with unlimited opportunities for renewal.
    a. **Responsibilities:**
        i. Identify potential work suitable for publication in the SDR, and encourage and support potential authors to submit the work;
        ii. Consult with the Executive Editor as needed;
        iii. Generate at least two submissions per year, which may include the Associate Editor's own work;
        iv. Support the editorial team with prompt and comprehensive reviews;
        v. Participate in policy discussions with Executive Editor, Managing Editors, and the Publications Committee;
        vi. Meet once a year (at the International SD Conference), and other electronic meetings as may be required by the Executive Editor and Publications Committee.

HOME OFFICE:

The Home Office is open for business Monday through Friday during regular business hours. The office is in the Eastern Time zone. Email: office@systemdynamics.org. Phone: +1 (518) 442-3865.

1. **CONTRACTUAL RELATIONSHIP WITH THE UNIVERSITY AT ALBANY:**
    a. **Background:** The Society offices moved from the MIT System Dynamics Group in Cambridge and the Pugh Household to the U Albany campus in 1997 (UAlbany). At that time, UAlbany agreed with the Society to provide office space and, more importantly, administrative support. Terms of that agreement included that the Society pay a fraction of its operating budget to Albany to cover the operating cost of the space utilized and the overhead associated with compensation, e.g. healthcare insurance and payroll taxes.
    b. **Employee status:** The Policy Council appoints the Executive Director, and Executive Director's UAlbany work is overseen by Director of the Rockefeller College Center for Policy Research. Although the Society engages several employees, those employees are employed by UAlbany and are seconded to the Society. In 2015, these positions included the Executive Director Roberta Spencer, Assistants to the Executive Director Erin Sheehan and Robin Langer, and, from time to time one or two Graduate Assistants.

        The VP Finance and Executive Director meet with the Director of the Center for Policy Research from time to time to review services delivered by UAlbany and Home Office interactions with the University.

        Compensation rates for Home Office employees are set by a UAlbany union contract and may be recommended for modification by the VP Finance and Executive Director, advised by the Administrative Committee. The PC votes to accept or modify the compensation rates as part of the annual budgeting process. The Society may contract for services with independent contractors whose work is guided by the Executive Director.
    c. **Financial terms with UAlbany:** In broad terms, the Society pays UAlbany 55% on payroll and 15% (2015) of its operating budget to compensate UAlbany for employee overheads such as healthcare insurance and payroll taxes; and in lieu of rent for the 520 ft^2 (48.3 m^2) of office space, shared restrooms, common space, parking, building services, and other necessities such as electricity, heat, internet access, and IT support.

2. **EXECUTIVE DIRECTOR**
    a. **Purpose:** The Executive Director's purpose is to guide the System Dynamics Society in the fulfillment of its mission, and oversee and manage all aspects of the functioning of the Society from day-to-day operations of the Home Office, to maintaining and growing the overall presence of the field of System Dynamics around the world.
    b. **Responsibilities:**
        i. **Management of the System Dynamics Society, which includes the following tasks:**
            1. **Manage the Society office**, including plan, coordinate, and direct the Society's Home Office staff and service functions, and

all Home Office activities. Report to the Administrative Committee and PC. Ensure compliance within the policies and laws of the University, the states of NY and MA, and the federal government, as well as agencies such as credit card companies;

   a. **Supervise** assistants, students, volunteers, and others, including independent contractors and consultants who work in/for the Society office;
   b. **Maintain time record accounting system** including analysis of compensation time for all office staff;
   c. **Work closely with the Center for Policy Research (CPR) and Rockefeller College -** Keep CPR informed of all personnel and financial information; volunteer Fire Co-Marshall for Milne Hall, partner with CPR on fundraising projects; assist University with awards ceremonies when related to SD; organize "Special Guest Luncheons" with University personnel.

2. **Oversee financial functions,** including accounting, budgeting, purchasing, taxes, and insurance issues. Revise the operating budget yearly. Oversee computerized bookkeeping for the Society. Working with the Society's CPA and Accounting and Purchasing Office at University at Albany, providing fiscal information and updated contracts;
3. **Oversee membership** and services to members and other interested parties, including development of strategies to make membership more valuable, renewal and new member campaigns, and resolve membership problems;
4. **Support all Officers of the Policy Council**, and confer with President and all VPs, for planning and growth, directing and coordination of programs, and implementing changes in procedure and policy. Work with Officers to organize meetings. Oversee archival of minutes. Serve on committees as appointed;
5. **Organize public relations campaigns** to maintain good will towards the Society, create new relationships, and increase global presence. Generate four issues yearly of the *Systems Dynamics Newsletter.* Review all marketing and other literature. Evaluate campaigns, and modify and create new initiatives. Organize continuous informative and community minded communications through electronic and hard copy mailings, publications, and meetings;
6. **Manage campaigns for growth,** Society Sponsorship, Conference Sponsorship, Membership, Chapter and Special Interest Group, Volunteer, Library, and Awards Endowment;
7. **Attend all Policy Council meetings** and present bi-annual status reports;
8. **Attend all Administrative Committee meetings;**
9. **Maintain relationship with publisher** regarding research journal and subscriptions for members. Attend annual meeting with

Executive Editor and/or VP of Publications. Assist with contract negotiations and keep abreast of other publishing offers;

10. **Assist in web development and presence** and ensure correct functionality of all Society websites, including Web Portal, Career Link, and SD Courses, and resolve any web related problems;
11. **Manage and attend annual International System Dynamics Conference** and provide support throughout all phases of conference planning. Create budgets, and track all conference finances, suggest and create methods of improving planning process; work with newly appointed program chair and conference chair each year. Monitor Web portal through all phases of submission and review. Obtain conference site proposals. Address conference population, present reports. Represent Society office at conference;
12. **Attend national and international System Dynamics events** to represent the Society;
13. **Attend training classes** to learn more about the field of System Dynamics and/or maintaining a non-profit organization;

ii. **Provide support to System Dynamics Initiatives**

1. Information management for correspondence, proposals, and contracts; attendance at meetings and conferences; supervise assistants, researchers, students, and others who work to support these initiatives;
2. Arrangements for System Dynamics visiting scholars to be at UAlbany;

iii. **Continue to secure funding sources to subsidize positions**

1. Develop contacts made through the Society and UAlbany ; develop fundraising strategies and oversee all aspects of fundraising programs; create goals and solicit funds to meet those goals; develop new products for sale by the Society to maintain income.

c. **Supervision:** The Executive Director's Society work is overseen by the Administrative Committee of the Society, which reports to the PC.

3. **WEBMASTER:** We do not have a webmaster. We have a VP E-presence who assumes this operational duty.
4. **SDS HOME OFFICE SUPPORT STAFF**

a. **Assistant to the Executive Director I (Full-time)**

1. **Membership management**
   a. Manage member renewal & acquisition campaigns
   b. Maintain and upgrade membership database
   c. Process new and renewal membership applications
   d. Manage accounts receivable, receipts and invoices
   e. Generate contacts with potential members and contact non-renewals
   f. Generate reports on membership stats, including renewal rate, retention rate, etc.

g. Coordinate sharing of membership list with journal publisher
h. Respond to member inquiries and issues
i. Develop Access database; coordination with online conference paper submission and reviews, conference registration, sponsorship solicitation, sales contacts, and mailing list
j. Facilitate export of data to the journal publisher, online directory, conference submission and review system, and publications such as Proceedings

2. **Conference submissions management**
    a. Receive and track submissions through review and assignment to sessions
3. **Conference correspondence management**
    a. Create and implement calendar for communications with thread chairs, and reviewers, including drafting and sending letters
4. **Conference volunteer coordination**
    a. Recruit, schedule and manage registration desk and conference volunteers.
5. **Conference registration management**
    a. Manage accounts receivable and provide receipts and invoices for approximately 500 annual conference attendees
    b. Produce all registrant-specific materials for conference: name badges, receipts, information packets, etc.
    c. Generate reports on registration stats, including participation rate, expected final attendance, etc.
    d. Assist conference attendees with obtaining visas and contacting roommates
    e. Oversee communications to scholarship recipients
6. **Publications**
    a. Lead person on design, editing and production of conference materials: registration forms, letterhead
    b. Lead person on editing and production of society materials: brochures, newsletters, new member letters, letterhead, etc.
    c. Review existing web pages for accuracy, completeness, and consistency
7. **Order fulfillment management**
    a. Track shipping costs and methods in order to calculate shipping costs for worldwide delivery
    b. Supervise the processing and shipment of orders for products, books, and publications
    c. Respond promptly to inquiries
8. **Accounting management**
    a. Enter and classify all sales transactions using QuickBooks
    b. Produce receipts and invoices, record payments, enter credits, refunds, etc.
9. **Process credit card slips and checks**

b. **Office management tasks**

5. Make travel arrangements for Executive Director
6. Arrange conference calls and face-to-face meetings as needed
7. Maintain manuals for database tasks, online submission system tasks, sales and shipping
    a. **Chapter/SIG assistance**
8. Update Chapter/SIG leadership lists, maintain contact with liaisons
9. Manage Chapter/SIG meetings and related events at conference
    a. **Social Media**
10. Maintain and update Society Facebook page
11. Maintain and update Society Twitter account
    a. **Policy Council Meeting**
12. Coordinate meeting details and logistics
13. Communicate with invitees regarding attendance and logistical information

14. **ASSISTANT TO THE EXECUTIVE DIRECTOR (ROBIN LANGER, PART TIME):**

    a. **General**
15. Provide administrative and technical support to the Executive Director
16. Oversee work of graduate assistants and undergraduate students working on special or long-term projects
17. Support activities of the Center for Policy Research as needed
18. Support faculty as needed with administrative tasks as well as organizing special projects
    a. **Accounting, Financial, and Human Resources**
19. Assist Executive Director and VP Finance developing the Society's annual operating budget and related IFR account budget
20. Assist Executive Director and VP Finance monitoring the Society's annual operating budgets and finances for all funding sources (the IFR and the Society's non-profit accounts)
21. Coordinate with Executive Director and CPAs for proper annual reports and filings compliance
22. Assist with annual contract requirements (from draft through final execution of contract, amendments or updates) between Society and UAlbany Contract Office
23. Enter and classify all income and expense transactions using QuickBooks for tracking IFR account balance and all related accounting activities including IFR reconciliation
24. Assist in preparation of IFR Spending Plan
25. Assist with UAlbany Procurement Card and NET travel card certification and filings
26. Assist with tracking and funding investment vehicles and funding
27. Assist Executive Director with Human Resources related activities.
    a. **Publications**
28. Collaborate on design, editing and production of a variety of Society and conference material
29. Collaborate on production and content of Annual Home Office, Executive Director's, and VP Finance Reports
30. Assist with order fulfillment of products and publications as needed
31. Work with publishers and manufacturing companies for final publications and products including annual conference materials
32. Create and update online proceedings
33. Ongoing review of existing web pages for accuracy, currency, completeness, and consistency
    a. **Other**
34. Manage equipment and computer software inventory; coordinate with UAlbany Office of Equipment Management as required
35. Coordinate purchase and installation of any new computing equipment with UAlbany ITS

36. Create presentations, gather data and information for reports, and create databases as necessary to track critical information for a variety of projects
37. Facilitate Product Distribution Game (Beer Game) events as needed
38. Manage and update Policy Council Forum lists and other Listserv's under the Society's umbrella
39. Coordinate with U Albany Facilities (Physical Plant) Dept as needed
40. Coordinate dispersal of advertising and marketing materials
41. Maintain and update insurance payments and records

42. **INDEPENDENT CONTRACTORS:** As needed with special skills.
43. **GRADUATE ASSISTANTS:** General office activity as required

GOVERNANCE

1. **Style**: The Society is governed by ten elected officers and a Policy Council (PC).
   Governance is the strategic leadership and implementation of vision and long term goals of an organization by the establishment of policies and monitoring their proper implementation. There are four key components of governance: accountability – the capacity for decision makers to be answerable for their actions; transparency – timely access by stakeholders to accurate and relevant information about the organization; predictability – the consistent application of policies; and participation – the involvement of electors in planning, decision-making, and evaluation of outcomes.

2. **Operations:** There are five main operations of the System Dynamics Society:

   a. **Conference**: Annual conference management is a major part of Home Office operations for the first seven months of the year. At any one time, work is being done on the past year's conference, the current conference, and planning for future conferences. The conference location policy has two default locations – one in North America (Cambridge, Massachusetts), and one in Europe (Delft University of Technology, Delft, Netherlands). Other locations will be considered by the Policy Council.

   b. **Core:** Membership constitutes the primary core activity of the Society. The Home Office goal is to provide accurate, prompt, and personal service to all current and prospective members. Other core membership services include support to Chapters and Special Interest Groups and sponsors

   c. **Publications**: Publication of the System Dynamics Society newsletters, the Bibliography, and support to the editors in the publication of, as well as, support to the members in the access of the Society Journal, *System Dynamics Review* are other Home Office duties.

   d. **Sales:** The Product Distribution Game (Beer Game), Conference Proceedings, Journal, Bibliography, PhD Seminar Series, MIT Literature Collection, Books, and Fish Banks Ltd. game can all be purchased from the Society and provide a source of revenue.

   e. **Web Presence:** The Society website has been hosted by an outside vendor since 2010. The Society uses a content management format to manage the Society and Conference sites. Web presence also includes the online Discussion Forum, Facebook, Twitter, and LinkedIn accounts, which are actively monitored for appropriateness of postings.

FINANCIAL

1. General

VP Finance may sign contracts on behalf of the Society. Executive Director signs hotel or conference related contracts. Wiley publication contracts are signed by Executive Editor, President, or other officer.

2. Bank relations

The Society maintains the following bank relationships:

Name of Bank	Type of account	Authorized signers (limit)
Bank of America	General Operating	Exec Director & VP Finance
Bank of America	Wire Transfers	Exec Director & VP Finance
Bank of America	Comp Savings	Executive Director & VP Finance

Bank statements are mailed to the office and kept in a file cabinet in a locked office. An independent bookkeeping company reconciles bank accounts. Check deposits are made to the Bank of America online check processing system by the office staff.

3. Investment accounts

Ad hoc Investment Committee directs investments which are executed by the VP-Finance.

Investments are reviewed once a year in time for the Winter Policy Council Meeting. The review is done by the volunteer investment advisor and the information is presented to the VP Finance. Then, this information is included in the PC report by the VP Finance. The VP Finance and the Executive Director are currently authorized to add/withdraw monies from investments. A change in the balance of the funds is advised by the volunteer investment advisor and the final decision to change the balance is by the VP Finance. The VP Finance would instruct the Executive Director to buy and sell funds and marketable securities.

The Society maintains the following brokerage accounts:

Name of Broker	Type of account	Authorized signers (no limit)
Fidelity	Investment	Executive Director & VP Finance
Vanguard	Investment	Executive Director & VP Finance

4. Sales of Publications and Games

Inventory (primarily books, back copies of *System Dynamics Review*, and Beer Game components) is stored within the office and in separate store rooms on the University at Albany downtown campus. Inventory is monitored visually and orders are placed as needed; a complete physical inventory is officially taken once annually for year-end financials. Sales are recorded in the accounting program QuickBooks, although QuickBooks is not used for inventory control.

All office staff may complete a phoned-in order form for a product. The Assistant to the Executive Director processes the credit card information which is transmitted to Bank of America regular checking account.

5. Auditors

The Society engages Lubee & Hosey CPAs, 187 Wolf Road, Albany, New York 12205, to review and render an opinion (beginning 2015) on its financial reports. Lubee & Hosey also assist with the preparation of U.S. federal income tax returns and other tax and statutory filings in the Commonwealth of Massachusetts (state of incorporation), State of New York (commercial domicile).

6. Travel Guidelines

The System Dynamics Society is seeking a clear set of rules to guide reimbursements for travel expenses. We choose to follow the basic rules of the University at Albany, since we have access to these.

Normal travel reimbursements by staff that follow the University at Albany travel rules will be approved by the Executive Director. If there is an exception to the University at Albany travel rules due to cheaper, better, or more efficient arrangements, the exceptions will be approved by the VP Finance. In all cases the travel by the Executive Director will be approved by the VP Finance.

7. Reimbursement of Travel Expenses for the Winter Policy Council Meeting:

The Society will reimburse the President for travel related expenses to and from the Winter Policy Council site as noted. Travel Expenses are NOT reimbursed for the Summer Policy Council Meeting.
Travel Expenses to be Reimbursed (for travel to and from the Winter meeting site):
a. Economy Air Fare and Ground Transportation (including: mileage*, car rental, taxi, and /or parking) * mileage will be paid using the current IRS / UAlbany rate
b. Accommodations: A one or two-night hotel stay may be included in expenses depending on circumstances. Traditionally, a visiting President's visit to the Society office in

8. Computing Environment/ Accounting Controls

The Society's computer system is maintained by the SUNY-Albany IT Services, which performs nightly back-ups of business data files. IT Services maintains anti-virus software and monitors Internet activity to prevent file contamination. The computer system is password protected and employs security clearance checks and protocols.

The Society QuickBooks to manage its accounting operations. The Executive Director authorizes procedures performed by supporting staff including disbursements, receipts, and bank account reconciliations. Assistants to the Executive Director are primarily responsible for postings to accounts receivable and accounts payable.

The Society contracts with 25th Hour Accounting Solutions to provide accounting and bookkeeping services. Their staff makes a back-up of the QuickBooks company files on a secure drive to store offsite after each monthly visit.

Due to staff size, certain bookkeeping and accounting files are shared over the network system, and there is minimal segregation of duties. QuickBooks Pro 2014 “audit trail” features identify which computer was used to post journal and ledger entries, which provides basic oversight for outside accountants to review.

CONFLICT OF INTEREST GUIDELINE FOR THE POLICY COUNCIL

The purpose of the **Conflict of Interest Report** and the Guideline is to protect the interests of the Society when entering into a transaction or arrangement that might benefit the private interest of an Officer, Policy Council Member, committee member, or key employee. This Guideline lists procedures for monitoring, reporting, reviewing, and oversight, and approval or ratification of any action taken in connection with conflicts of interest and related party transactions. This Guideline, as a part of the Society's Policies, is intended to supplement but not replace any applicable state and federal laws governing a conflict of interest applicable to nonprofit organizations.

The New York Revitalization Act specifies that conflict of interest occurs when an organization member can personally benefit from a nonprofit's policy or action. For example, a board member who suggests that the nonprofit should buy a product from the member's company will have a conflict of interest as he can make profit from the organization's actions. Compensation can also be a cause for conflict if the person receiving compensation from the organization is a part of the decision making process. This does not mean that a board must avoid all conflicts of interest. When the conflict is in the best interest of the organization (a board member's product is the least expensive option), a board may consider it. On the broadest level, a conflict of interest guideline (with procedure for managing conflicts of interest) guides PCbehavior and decision-making to ensure decisions are always in the best interest of the System Dynamics Society.

1. **Background:**

The New York Nonprofit Revitalization Act of 2013 ("NPRA") introduced major regulatory changes for nonprofits in New York. It is the first major amendment to the Not-for-Profit Corporation Law in the last 40 years. The Society's status as a non-profit corporation is contingent upon compliance with all applicable laws, including the implementation and documentation of specific Conflict of Interest policies and procedures.

2. **Requirements:**

   All Policy Council Officers and Members shall carefully review and understand the Conflict of Interest Report which is found on the Society website:
   http://www.systemdynamics.org/PolicyCouncil/coi-report.pdf

3. **Required Forms:**

   a. **Annual Declaration of Conflict of Interest Form:**
   New York Nonprofit Revitalization Act of 2013 requires System Dynamics Society Policy Council President, officers, members, committee members, and key employees to ANNUALLY or at the time of their appointment, complete, sign, and submit to the Secretary a written statement declaring any conflict of interests that he or she may have.

   b. **Disclosure of Conflict of Interest Form:**
   This form is to be used when an officer, member, committee member, or key employee believes that a conflict of interest may exist, if said conflict has not already been disclosed in their Annual Declaration of Conflict of Interest Form (described above.)

Calendar

Month	Description
January	Prepare for Winter Policy Council Meeting
February – March	Winter Administrative Committee Meeting Winter Policy Council Meeting
April	Winter Policy Council Meeting, electronic follow-up
May – June	Develop Agenda for Summer Policy Council Meeting
July	Update Reports from VPs and Standing Committees Standing Committee Meetings Summer Policy Council Meeting Society General Business Meeting
August – September	Summer Policy Council Meeting, electronic follow-up
December	Publish nominations of officers and Standing Committees

APPENDIX A

Financial Procedures **as of May 2015**

Generally:
As a result of the CPA audit for FYE 2015, the Society Home Office implemented the following procedures:

1. Bank Reconciliation
    Review Monthly Executive Director, VP Finance, or AVP Finance
2. Cancelled Check Images
    Review Monthly VP Finance, or AVP Finance

3a. all invoices < $4,000
    Approve/initial and date for payment as needed Executive Director
3b. all invoices > $4,000
    Approve/initial and date for payment as needed two of Executive Director, VP Finance, AVP Finance
3c. all payments (check stubs / invoices)
    Review / initial and date Monthly / Quarterly 25th Hr Bookkeeper

Specific procedures:

1. Bank Reconciliation
    Review Monthly Executive Director, VP Finance, or AVP Finance
2. Cancelled Check Images
    Review Monthly VP Finance, or AVP Finance

Monthly, 25th Hr reconciles the bank statement

a. Reconciliation / statement left in a "Review" folder
b. Ex Dir, VP Fin or AVP Finance review, initial and date
c. VP Fin or AVP fin review cancelled check images and initial as well.
d. reconciliation / statement then moved to "To Be Filed" folder
e. filed in appropriate location.

As needed:
Invoices < $4,000

a. Invoice logged in by person receiving invoice
b. Invoice: approved - initialed and dated
    a. By Ex Dir review (except if written to Exec Director, then approval must be by VP Finance OR AVP Finance)
    b. If > $4,000, then 2nd approval by VP Finance OR AVP Finance, in advance if possible, otherwise afterwards.
c. check written
d. invoice and check stub in "Review" folder for 25th Hr Bookkeeper.
e. 25th Hr review, initial, and date
f. invoice and check stub moved to "To Be Filed" folder
g. item/s filed in appropriate location.