



2025

Policy Council Meeting

November 19, 2025

3:30pm NYT

CHECK-IN

If you had the time to model any
real-world issue, what would it be
and why?

QUESTIONS OR COMMENTS

Enter HU in chat OR enter your question
or comment

<http://bit.ly/SDSpcnotes>

President Welcome



- Welcome everyone!
- System Dynamics Society was selected by Google to receive an additional grant that doubles our December Ad Grants budget to \$20K.

Asmeret Naugle

Sandia Laboratories

2025 Policy Council Meeting

0:05 Welcome & Introduction (Asmeret)

0:05 Motions (Asmeret)

0:05 Executive Director Report - Chapter/SIG Relaunch (Raquel)

0:25 2026 Budget Discussion (Eliot)

0:25 Voice & Response Committee (Scott)

0:25 ISDC2028 Conference Location Discussion (John)

Adjournment

2025 PC Motions Summary (Asmeret)

VOICE VOTE TODAY

- Minutes
- Committee Appointment

ONGOING - electronic voting (webportal.systemdynamics.org)

PASSED (**bold** items passed in or since last meeting)

- (1167) Motion to approve the Dana Meadows Scholarship Proposal (Inge)
- (1164) Motion to update the referral process (Lees)
- (1163) Motion to appoint Nici Zimmerman to the Organizations & Bylaws Comm (Allyson)
- (1161) Motion to accept VP Finance report for FY 2024 (Eliot)
- (1159) Motion to adopt the revised Dana Meadows Fund Charter (Bob)

Motion to Approve Policy Council Minutes

October, 2025

Moved by Lees Stuntz

To approve the Policy Council Meeting Minutes October, 2025

Motion to Appoint...

Moved by Allyson Beall King

Hazhir Rahmandad (2025-2027) and Yaman Barlas (2026-2028) to the Awards Committee.

Relaunch of Ch/SIGs (Office Update - Raquel)

- 4 SIGs were completely inactive (Business, Education, Model Analysis, Social Impact)
 - Blessing of previous leadership
 - Interest form
 - Relaunch meeting
 - Leadership meeting
- Snowballed interest
 - Swiss Chapter - new interest
 - Housing SIG, Student Chapter - strengthen leadership board

2026 Budget Proposal



Eliot Rich
University of Albany

- 2025 actuals are projected to come in closer to +\$40K versus the **-\$40K** budget.
- Projecting slightly lower revenues for 2026.
 - Conference and Journal
- Projecting slightly higher expenses for 2026.
- Biggest expense changes are \$25K for Strategy Committee projects, \$25K for Website Revamp (with add'l \$30L available to repurpose from webmaster cost), and add'l \$10K for StFF.
- Planning for a **-\$30K** operation loss to be funded from reserves/expected \$50K in interest income.

2026 Budget - Revenues

	2026 Budget	2025 Actuals and YE Estimates (11/18/2025)	2025 Budget
REVENUE		OK	
Journal	\$66,416	\$67,157	\$72,416
Membership	\$125,000	\$131,242	\$110,000
Conference	\$224,830	\$260,990	\$284,780
Sponsorships (Conference)	\$42,500	\$38,500	\$25,000
Products	\$50,800	\$50,997	\$48,300
Services	\$11,000	\$257	\$11,000
Learning	\$36,500	\$39,181	\$36,500
Sponsorships (Society)	\$40,000	\$32,670	\$40,000
Other Fundraising	\$3,500	\$5,455	\$3,500
TOTAL REVENUE	\$615,546	\$626,447	\$631,496
TOTAL COGS	\$19,300	\$18,095	\$25,550
GROSS PROFIT	\$596,246	\$608,353	\$605,946

- Expected reduction in journal revenue.
- Increased membership to reflect current history.
- Conference presumes \$11,100 in local sponsorships and 350 live and 160 virtual attendees, in line with historical numbers.
- Expect stable product sales.
- Unsure about facilitation income, but assume it continues.
- Somewhat aggressive sponsorship numbers.

2026 Budget - Expenses

	2026 Budget	2025 Actuals and YE Estimates (11/18/2025)	2025 Budget
EXPENSES			
Awards	\$11,500	\$10,550	\$8,845
Bank Charges	\$20,000	\$19,567	\$13,539
StFF Fund	\$20,000	\$1,800	\$10,000
Strategy Committee Efforts	\$25,000	\$0	\$0
Conference	\$96,132	\$129,761	\$170,533
Summer School	\$10,000	\$12,504	\$10,000
Insurance	\$3,806	\$1,076	\$3,806
Journal	\$27,416	\$20,524	\$27,416
Marketing	\$12,165	\$14,003	\$12,165
Learning	\$0	\$0	\$5,000
EPresence	\$60,000	\$35,069	\$56,250
Miscellaneous	\$500	\$113	\$0
Professional Development	\$500	\$0	\$500
Office	\$9,000	\$9,153	\$6,000
Product Development	\$0	\$89	\$0
Professional Fees	\$194,775	\$185,893	\$194,509
Payroll Expenses	\$135,402	\$127,400	\$131,895
TOTAL EXPENDITURES	\$626,196	\$567,503	\$650,458
NET OPERATING INCOME	-\$29,950	\$40,850	-\$44,512

- \$25K fund established for Strategy Committee projects
- Doubling of STFF funds - two projects already committed for 2026
- Conference currently estimated to contribute \$21K above the requirement of \$125K overhead and \$25K profit.
- Journal editorial payments are assumed to be used completely.
- EPresence includes \$25K for website revamp and \$30K webmaster that can also be used to support that project.

2026 Budget - Other Income and Expenses

	2026 Budget	2025 Actuals and YE Estimates (11/18/2025)	2025 Budget
NET OPERATING INCOME	-\$29,950	\$40,850	-\$44,512
Extraordinary Income (eg Bequests)	\$0	\$100,000	\$0
Stewardship Donations	\$15,000	\$5,200	\$15,000
Student Chapter Donations (Designated)	\$1,000	\$1,285	\$0
Investment Income (Unrestricted)	-\$3,000	\$112,820	-\$2,577
Investment Income (Restricted DMA)	\$0	\$63,105	\$0
OTHER REVENUE	\$13,000	\$382,410	\$12,423
Stewardship	\$15,000	\$5,162	\$15,000
Student Chapter	\$1,000	\$0	\$1,000
Dana Meadows Award Expenses	\$20,000	\$5,192	\$20,000
TOTAL OTHER EXPENSES	\$36,000	\$10,354	\$36,000
NET OTHER INCOME	-\$23,000	\$372,056	-\$23,577
NET INCOME	-\$52,950	\$412,906	-\$68,089

- Non-Operating expenses have been reorganized to below the NOI line to help us better understand our finances.
- In 2025 a \$100K bequest.
- Stewardship, Student Chapter, and Dana Meadows Award income and expenses are separate from our operations.
- New \$15K Dana Meadows Scholarship added
- While we do not budget for investment income including gains and interest earned, we have had substantial amounts in past few years and can expect a 5% rate of interest to bring in \$50K

2026 Budget Next Steps



- Budget report and proposal from Finance Committee to be filed
- Send questions to finance@systemdynamics.org
- Will call for a vote before end of year.

Eliot Rich

University of Albany

SD Society, Politics, and Social Issues (President-Elect)

The SD Society encounters political and social issues due to:



Scott Rockart

Duke's Fuqua School of Business

- World events affecting members such as the invasion of Ukraine (see Policy Council notes from March 30, 2022) and conference location risk (visas, boycotts...)
- Our mission to promote a field where highly influential work often touches on key societal and often politicized topics (e.g., the environment, economy, urban planning, and public health)

Society response and non-response can be consequential to our members and mission, and controversial

President proposes an ad hoc committee, diverse in composition, to review policy options and make recommendations (e.g., when should the society make statements, what should we promote on social media and our website, when and how do we support members affected by world events...)

Interim Report - Setup

- 7 Committee Members: Asmeret Naugle, Scott Rockart, Raquel Buzogany, Fredrick Elg, Shayne Gary, Gary Hirsch, Jeroen Struben
- 3 Questions
 - The Society's Mission and Vision – how do they affect what we should and should not do, considering how they compare to those of other societies and peer institutions. Asking, for example, is our mission much broader or narrower and what does this mean for Society responses and voice?
 - Current and Prior Society and Peer Institution Policies - how we have handled these issues in the past and what peer institutions plan to do (and actually do) on social and political topics?
 - Ways and Means – through what media and methods does the Society takes positions and provide support (e.g., on our website, LinkedIn, Instagram, Facebook, TikTok, email) and how it might be most effective for us to do so?

Interim Report - Process

- Committee members reviewed the University of Chicago committee report from 1967 “Kalven Report” chosen as a reference as it is brief and widely cited point of departure for discussion.
- With input from the home office and Policy Council identified a list of institutions for comparison, benchmarking, and ideas: Academy of Management, American Association for the Advancement of Science (AAS), American Sociological Association (ASA), Chicago, Columbia, Complex Systems Society, INFORMS, Institute of Electrical and Electronics Engineers (IEEE), International Federation for Systems Research, International Institute for Applied Systems Analysis (IIASA), International Society for the Systems Sciences, Kumu, National Science Foundation, Princeton, Santa Fé Institute, Strategic Management Society, Systems Innovation)

Interim Report – Policies

- One of the institutions reviewed takes direct positions and action: the ASA has an advocacy role including sending letters to the administration and congress and even joining a lawsuit against the DOE
- Others take positions to protect the interests of their own members. For example, the Academy of Management, Princeton, and Chicago have taken positions on academic freedom and the SMS and INFORMS have statements on diversity, equity, and inclusion.
- Societies closest in nature to ours (Strategic Management Society, Informs, Complex Systems Society, Santa Fe Institute, International Society for Systems Sciences, the IEEE) appear to simply take no positions and focus solely on promoting their own methodologies.

Interim Report – Emerging Recommendations

- To fulfill our mission that includes providing access to the latest research, best practices, and tools the Society should expand our role in providing a platform for high quality policy-relevant work.
- Work to be included in platforming (e.g., in curated collections) should be only as the result of a rigorous SD analysis. SIGs may be critical to supporting the effort required to develop and maintain platforms.
- The Society should adopt a clear policy (likely similar to that of INFORMS and the ASA but more detailed than what is publicly available) for home office decision making and a review and approval process for any material and topics that are potentially controversial

Interim Report – PC Meeting Notes

- Discussion ensued on the scope of the policy, quality, timeliness, reach, the difference between getting out work by academics (published) and non-academics (not peer reviewed),
- .. layers for what pieces go into each bucket with thresholds and different policies on what can be shared for each bucket,
- guiding principles and not a too complex policy
- ... personas for sharing different types of work - also reflecting how Dana Meadows was creative in her effort to share SD work.
- ... Rebecca asked about guidelines about what she personally can share considering her Executive Director position.
- ...Jenson suggested baseline rules: respectful, encourage perspectives, filters.
- ...Participants raised the fear of alienating members, especially if we are too political.
- ... Comments encouraged the new process is an opportunity to grow, without slipping on the way; being careful to not focus too much on the US

Additional Challenges and Opportunities

- Scope of the challenge becomes larger as we learn more
 - The Society receives a wider range of requests (about materials, sponsorships, links to peer institutions, links to member activities) for promotion across a wider range of platforms (LinkedIn, Society Web Pages, In the Loop...) than the committee initially examined
 - A suitably thorough process may be too slow, burdensome, and still controversial
 - Our guidelines will likely become outdated if difficult to apply and adapt
- Scope of the opportunity also grows as we reflect
 - Our processes could learn (becoming better, faster, and more efficient) with experience
 - Our policy could be used actively to identify additional materials and linkages



Ideas and Alternatives: Input Requested

- Automating initial review with AI
 - Custom GPT based on our Mission, Vision, Strategy, and guidelines from the Voice and Response Committee (still subject to completion and PC review) and other materials
 - After testing, including ex-post review of prior decisions, any materials (sponsors, articles, posts, links to other societies activities...) without identified issues ('green-lit') by the custom GPT could be immediately approved for the head office to incorporate in specific ways
 - Materials flagged with warning signs by the GPT could require home office or PC member review based on the severity or nature of the issues raised
 - Outcomes from the review process, and any other information indicating strengths or shortcomings, then used to further customize the GPT
 - If successful, use the GPT to generate recommendations for how to place the materials and to identify additional materials and linkages for the Society (e.g., missed opportunities)
- PC member experience, concerns, recommendations for this idea?
- Possible alternatives to achieve similar ends (committees, voting...)?

Conference Location Discussion

September 2025: [Slide Deck](#) | [Meeting Recording](#)



John Pastor Ansah

Case Western Reserve

- At our last meeting, Rogelio Oliva and John Sterman presented an updated analysis of ISDC location choice on conference attendance.
 - Factors included membership, location, Covid, shift to hybrid, and others.
 - Goal was to set a conference policy that strengthens our field, including impact, reach, and quality.
 - Strong and highly statistically significant evidence that holding a conference outside Europe or the USA, or in remote European locations, substantially reduces conference attendance if taking into account data since 1983.
- We would like to make space for a discussion.
- This is NOT a vote, it is just a discussion and pulse check.

Open Questions

- 1. Should we keep the current policy of alternating between US and Europe and picking cities with major airports?**
2. Should we revitalize default locations for US and Europe?
3. Should continue with the virtual option?
4. How can we strengthen off-cycle smaller conferences and workshops and connect them more effectively with the Society?

ISDC2028 Options

STATUS	LOCATION	HOST	CHAIRS	NOTES
Draft Proposal	London, UK	University College of London	Daniel Arthur Nici Zimmerman Irene Pluchinotta	
	Palermo, Italy	University of Palermo	Carmine Bianchi	Prior difficulties.. Hard to get estimates
Interest	Paris, France	Sorbonne French Chapter	Arnaud Diemer	
	Johannesburg, S Africa	South African Chapter	Andries Botha Nilani Pillay	
	Toronto, Canada	York University	Hassan Qudrat-Ullah	Consider for 2029?
	Sao Paulo, Brazil	Insper	Vinicius Picanco Rodriguez	Consider for 2030?

Which of the following should we do with respect to choosing conference locations?

Continue current policy of alternating between US and Europe and picking cities with major airports.

36%

Consider venues in other locations (e.g. South America, Australia, Eastern Europe, Asia, Africa)

64%



Reasons To Stay in Major Europe and US Location

Higher Attendance	Strong and highly statistically significant evidence that holding a conference outside Europe or the USA, or in remote European locations, substantially reduces conference attendance.
Lower Financial Risk	If attendance is lower than anticipated in a new location, we may lose money.
Maintain Attention	If fewer attend, we may lose people's attention when they skip a year.
Reduced Disappointment	Conference might be undermined longer term because people are disappointed when people don't show up at other venues and perceive less value in the conference.
Other?	

Reasons To Go Beyond US and Europe

Attractive Destinations	Unique or “exotic” yet accessible locations can boost attendance by offering professional and cultural value. Attendees may be encouraged to combine conference with tourism, especially taking advantage of vacation period.
Fresh Experience	Changing regions periodically keeps conference engaging for returning participants.
Local Cost Advantages	Some regions offer lower venue, food, and accommodation costs.
Avoid Major Political Instability	Changing locations, particular away from the US, might minimize travel disruptions and reputational risk.
Regional Accessibility	Hosting outside traditional hubs allows more local and regional participants to attend who might not be able to afford US or European travel.
Local Sponsorship	Opportunities to attract new sponsors and institutional supporters within host region.
Demonstrate Global Leadership	Reinforce that System Dynamics is a global discipline, not centered only in US and Europe.
Other?	

Open Questions

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2. **Should we revitalize default locations for US and Europe?**
3. Should continue with the virtual option?
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ADJOURNMENT