

2025 Policy Council Meeting

December 10, 2025

9am 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!



Asmeret Naugle

Sandia Laboratories

2025 Policy Council Meeting

0:05 Welcome and Agenda (Asmeret)

0:05 Motions (Asmeret)

0:05 Reflecting on 2025 & Recognition of Officers (Asmeret)

VP & Committee Reports

0:20 VP Finance: Budget (Eliot)

0:10 Strategy Committee (Asmeret)

0:05 Program Guidelines (Bob)

0:25 ISDC2028 Conference Location Discussion (John)

0:15 Website Discussion (Rebecca)

Adjournment

2025 PC Motions Summary (Asmeret)

VOICE VOTE TODAY

- Minutes

ONGOING - electronic voting (webportal.systemdynamics.org)

PASSED (bold items passed in or since last meeting)

- **(1169) Motion to appoint Hazhir Rahmandad and Yaman Barlas to the Awards Comm (Allyson)**
- (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)

Motion to Approve Policy Council Minutes

November, 2025

Moved by Lees Stuntz

To approve the Policy Council Meeting Minutes November, 2025

<http://bit.ly/SDSPCNotes>

2026 PC Meeting Times



PollEv.com/sdspolls877

3rd Thursday of each month

First 6 months (2nd half of year scheduled later)

Please complete the survey if you have not already

- What times will you usually be available?
 - 7am Los Angeles | 10am New York | 3pm London | 11pm Singapore
 - 8am Los Angeles | 11am New York | 4pm London | 12am Singapore
 - 12pm Los Angeles | 3pm New York | 8pm London | 4am Singapore
- Are you open to rotating times to be more inclusive?

Reflecting on 2025 (President)



Asmeret Naugle

Sandia Laboratories

- Recognition of retiring officers
- 2025 strategic planning wrap-up

Recognition of Retiring Officers (President)



Asmeret Naugle

Sandia Laboratories

- **Allyson Beall King**, Past President
- **Martin Kunc**, Policy Council Member
- **Camilo Olaya**, Policy Council Member
- **Jeroen Struben**, Policy Council Member*
- **Willem Auping**, Policy Council Member

** Continuing in the role of President Elect in 2026*

2025 Strategic Planning Wrap Up



Asmeret Naugle

Sandia Laboratories

- 2025 strategic planning report will be posted soon
- Planning electronic vote on proposed 5-year goals:
 - 1: Build and support local system dynamics groups
 - 2: Increase attendance at system dynamics events
 - 3: Increase number of society members
 - 4: Broaden awareness of system dynamics
 - 5: Increase availability of system dynamics in education

Finance Committee - 2026 Budget Proposal



Eliot Rich

University at Albany

- Budgeting for operating loss of **-\$38,393** which is less than last year's planned loss of **-\$44,512**
 - Investments in capability building in SIGs, Website, and Strategy Investments
 - Membership and Conference net contribution increased
 - Journal and Services contribution reduced.

Planned 2026 Revenues

	2026 Budget	2025 Actuals and YE Estimates <small>(12/1/2025)</small>	2025 Budget	2025 Diff Act - Bud
REVENUE		OK		
Journal	\$66,416	\$67,157	\$72,416	-\$5,260
Membership	\$125,000	\$131,580	\$110,000	\$21,580
Conference	\$224,830	\$260,990	\$284,780	-\$23,790
Sponsorships (Conference)	\$42,500	\$38,500	\$25,000	\$13,500
Products	\$50,800	\$51,196	\$48,300	\$2,896
Services	\$8,000	\$8,257	\$11,000	-\$2,743
Learning	\$36,500	\$39,706	\$36,500	\$3,206
Sponsorships (Society)	\$40,000	\$32,670	\$40,000	-\$7,330
Other Fundraising	\$3,500	\$5,465	\$3,500	\$1,965
TOTAL REVENUE	\$612,546	\$635,519	\$631,496	\$4,023
TOTAL COGS	\$19,300	\$18,536	\$25,550	-\$7,014
GROSS PROFIT	\$593.246	\$616.983	\$605.946	\$11.037

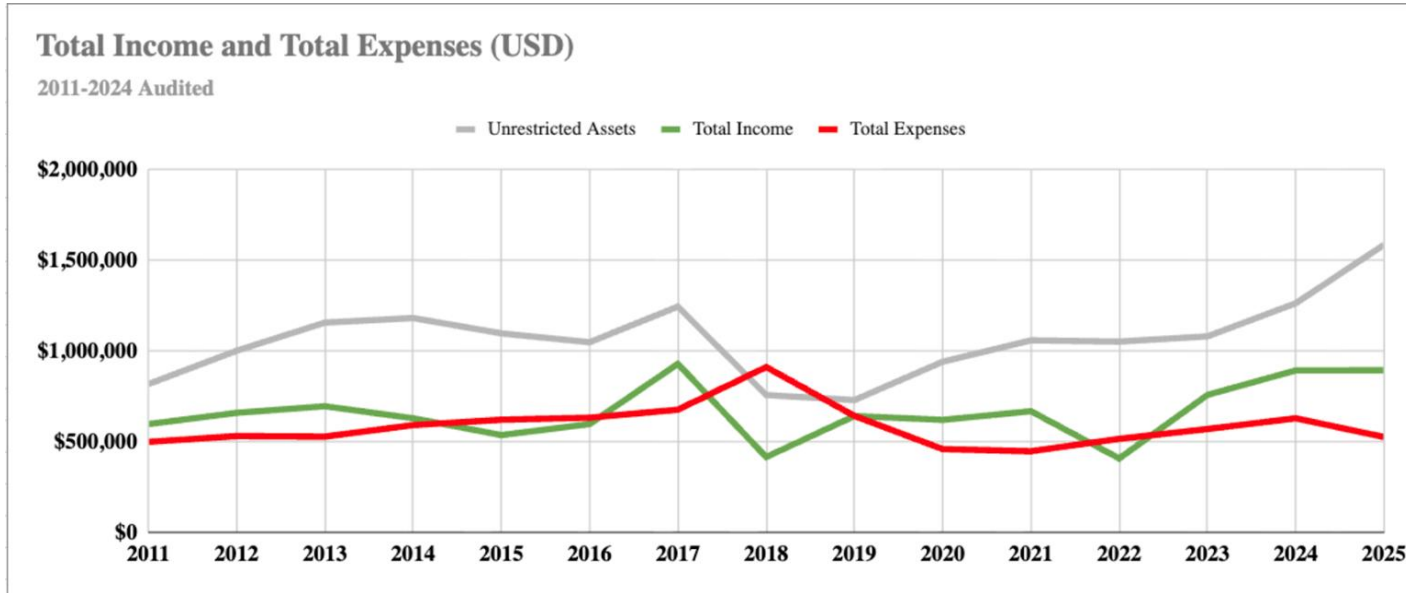
- Increased contribution expected from Membership (\$15K) and Conference (~\$19K above \$15K requirement) assuming 350 in person and 160 virtual attendee in line with historical numbers.
- Reduced expected Journal contribution by ~\$6K.

Planned 2026 Expenditures

	2026 Budget	2025 Actuals and YE Estimates (12/1/2025)	2025 Budget	2025 Diff Act - Bud
EXPENSES				
Awards	\$9,000	\$10,714	\$8,845	\$1,869
Bank Charges	\$20,000	\$19,806	\$13,539	\$6,267
StFF Fund	\$20,000	\$6,216	\$10,000	-\$3,784
Strategy Committee Efforts	\$25,000	\$0	\$0	\$0
Conference	\$98,428	\$133,061	\$170,533	-\$37,472
Summer School	\$12,500	\$12,503	\$10,000	\$2,503
Insurance	\$3,806	\$1,076	\$3,806	-\$2,730
Journal	\$27,416	\$20,524	\$27,416	-\$6,892
Marketing	\$17,812	\$16,096	\$12,165	\$3,931
Learning	\$0	\$0	\$5,000	-\$5,000
EPresence	\$57,500	\$32,717	\$56,250	-\$23,533
Miscellaneous	\$500	\$113	\$0	\$113
Professional Development	\$500	\$0	\$500	-\$500
Office	\$9,000	\$8,717	\$6,000	\$2,717
Product Development	\$0	\$89	\$0	\$89
Professional Fees	\$194,775	\$185,643	\$194,509	-\$8,866
Payroll Expenses	\$135,402	\$127,400	\$131,895	-\$4,494
TOTAL EXPENDITURES	\$631,639	\$574,675	\$650,458	-\$75,782
NET OPERATING INCOME	-\$38,393	\$42,308	-\$44,512	\$86,820
Extraordinary Income (e.g., Bequests)	\$0	\$100,000	\$0	\$100,000
Student Chapter Donations (Designated)	\$1,000	\$1,295	\$0	\$1,295
Stewardship Donations	\$15,000	\$5,200	\$15,000	-\$9,800
Investment Income (Unrestricted)	-\$3,000	\$124,730	-\$2,577	\$127,307
Investment Income (Restricted DMA)	\$0	\$74,418	\$0	\$74,418
OTHER REVENUE	\$13,000	\$305,644	\$12,423	\$293,220
Stewardship	\$15,000	\$5,162	\$15,000	-\$9,838
Student Chapter	\$1,000	\$0	\$1,000	-\$1,000
Dana Meadows Award Expenses	\$20,000	\$5,192	\$20,000	-\$14,808
TOTAL OTHER EXPENSES	\$36,000	\$10,354	\$36,000	-\$25,646
NET OTHER INCOME	-\$23,000	\$295,289	-\$23,577	\$318,866
NET INCOME	-\$61,393	\$337,597	-\$68,089	\$405,686

- Increased funds for Strengthening the Field Fund by \$20K
- \$25K provided for Strategic investments to be identified by Strategy Committee.
- \$25K set aside for website upgrade to Website - also some portion of \$30K to webmaster will be available for this.
- Add'l \$15K out of restricted accounts for DMA scholarship to be added to DMA Award

Unrestricted Assets, Income and Expenses over time

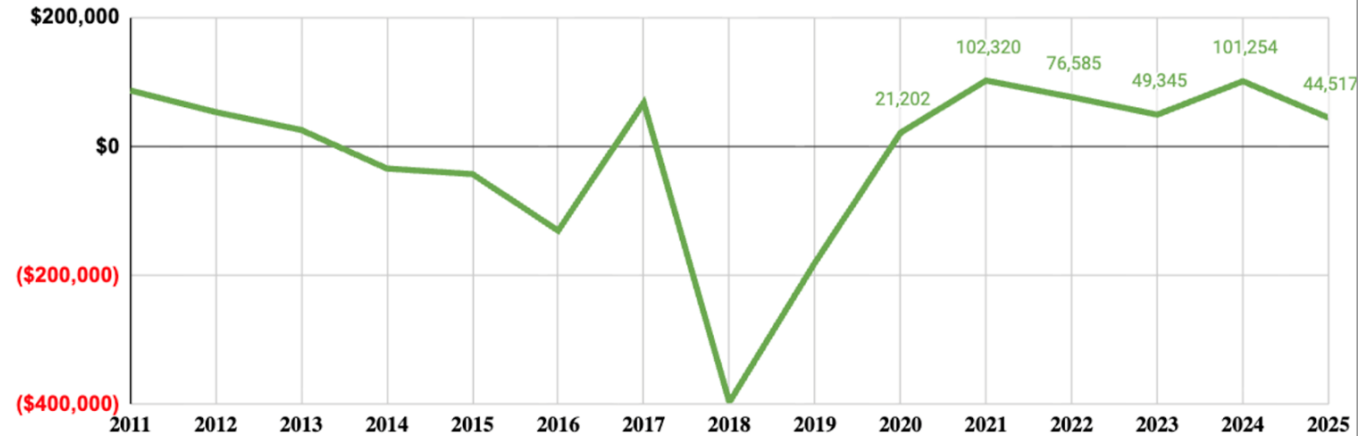


(Source: Reserves Balances Calculation, 12/2/2025)

Net Operating Income

Net Operating Income (USD)

2011-2024 Audited

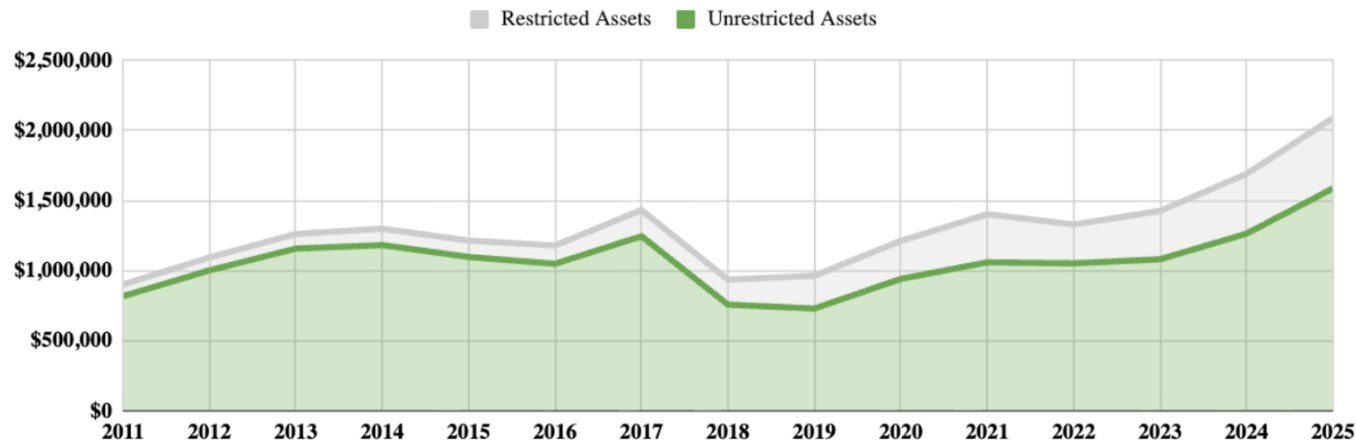


(Source: Reserves Balances Calculation, 12/2/2025)

Net Assets

SDS Net Assets (USD)

2011-2024, Audited



(Source: Reserves Balances Calculation, 12/2/2025)

Anticipated Reserve Balances

		Unrestricted	Restricted
2023	Reserves Balance (EOY 2022)	\$ 939,990	\$ 297,613
	+ Investment income (net) and contributions to reserves	\$ 91,326	\$ 72,658
	+ Operating income (loss)	\$ 49,610	\$ (25,391)
	Change in net assets	\$ 140,936	\$ 47,267
	Reserves Balance (EOY 2023, audited)	\$ 1,080,926	\$ 344,880
		EOY FMV investments	
		Unrestricted	Restricted
2024	Reserves Balance (EOY 2023)	\$ 1,080,926	\$ 344,880
	+ Investment income (net) and contributions to reserves	\$ 97,788	\$ 88,104
	+ Operating income (loss)	\$ 84,782	\$ (6,460)
	Change in net assets	\$ 182,570	\$ 81,644
	Reserves Balance (EOY 2024, audited)	\$ 1,263,496	\$ 426,524
		EOY FMV investments	
		Unrestricted	Restricted
2025 <i>Estimated 12/1/2025</i>	Reserves Balance (EOY 2024)	\$ 1,263,496	\$ 426,524
	+ Investment income (net) and contributions to reserves	\$ 124,730	\$ 74,418
	+ Operating income (loss)	\$ 50,023	\$ (5,693)
	Change in net assets	\$ 174,753	\$ 68,725
	Reserves Balance (12/01/2025, estimated)	\$ 1,438,249	\$ 495,249

\$1,130,854

\$1,589,273

(Source: SDS Statement of Activity 12/1/2025)

Proposed Reserve Designations 2026

	Unrestricted	Restricted	
CAPITAL RESERVES	\$ 1,001,169		
PROPOSED DESIGNATIONS			
Operations Cash	\$87,578		
Stewardship	\$37,499		
Chapter Development / Stff	\$200,000		
Student Chapter	\$8,003		
JWF award reserve	\$104,000		
DMA		\$ 495,249	
TOTAL	\$ 1,438,249	\$ 495,249	\$ 1,933,498

(Source: Reserve Balances Calculation, 12/1/2025)

Finance Committee Motions

Propose an electronic vote, if acceptable.

Motion 1:

The Policy Council adopts the budget proposed by the Finance Committee for 2026.

Motion 2:

The Policy Council designates the unrestricted assets of the Society for FY 2026 as proposed by the Finance Committee.

Program Guidelines (SPOC)



Bob Eberlein

isee systems

- Program Guidelines are updated annually
 - Based on the recent conference
 - Recorded as part of the PC Reports Record
- WIP Sessions renames to Short Presentation Sessions
 - Include WIP, Research, and Practitioner submissions
- No more Feedback Sessions
 - Slotted for Short Presentations
 - Assigning Presentation Coaches
 - From Thread Chairs or others
 - Not Anonymous (after attendance confirmation)
- Updated Diversity to Diversity and Ethics
 - Description/Focu Areas
- Clarified budgeting for Program Chairs
 - Up to 4 registration fee waivers to be budgeted
 - Anything additional through the Supporting the Field Fund

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?

Reasons to use default locations in Europe and US

Lower Hybrid Risk	Every location is different and changing locations introduces significant risk for the hybrid format. New equipment and new partners introduces risk.
Administrative Burden	Constantly using new locations creates a low learning curve for the office staff, every location is different so work must start anew each year. This prevents us from giving attention to other potential programs.
Other?	

Reasons to Avoid Default Locations in US and Europe

Location Fatigue	Participants may get tired of going to the same location repeatedly and may choose to attend a competing conference.
Other?	

How should we think about default locations in the future?



Avoid default locations.

0%

Use default locations only when not other options.

0%

Use default locations only when necessary to achieve \$25K profit and \$125K overhead goal.

0%

Always use the same default options.

0%



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?

Reasons to Keep the Virtual Option

Diversity	Many with fewer financial resources and time would be unable to attend the conference without the virtual option.
Reach	The virtual option allows those outside of US and Europe to attend the conference.
Recordings	The virtual option allows us to record sessions to make them available for future use, we are not doing much with those at the moment, but we could.
Enhanced Revenue	The virtual option opens up a new market to subsidize the in person attendance. It is not clear how many people would attend in person if not given the virtual opportunity. The original intent was to price it so that virtual and live attendees provide the same net contribution to profit, but this is in practice not really working because costs vary and we have not been changing the price each year.
Other?	

Reasons to Ditch the Virtual Option

Cannibalization	Those who might otherwise attend the conference in person may decide to attend remotely, thereby reducing in-person attendance and reducing the value of networking experience and the revenue to support the live experience.
High Financial Burden	The concrete cost of renting the equipment to provide virtual sessions is high.
High Volunteer Burden	Managing the virtual sessions at the conference requires 22 technical organizers who received free conference attendance (value of \$8090). It also requires one full time volunteer coordinator and two technical experts who are working almost full time and burnt out. It also takes a lot of attention from the Executive Director during the conference which could be better spent on networking and content and social media creation.
High Risk	There are many more ways that things can go wrong with a virtual conference.
Other?	

Should we continue to offer a virtual option?

0

Yes, Definitely.

0%

Yes, but not during the conference, videos available only after.

0%

Absolutely not.

0%

Not sure.

0%



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 we continue with the virtual option?**
4. **How can we strengthen off-cycle smaller conferences and workshops and connect them more effectively with the Society?**

Website Conversion



Rebecca Niles

System Dynamics Society

- We have reviewed 12 web platforms.
- We are in conversations with several platforms and developers to get estimates and confirm technical capabilities.
- We have first round estimates from Hubspot and Wix Enterprise - they are high.
- We are familiar with Wordpress and have downloaded and explored WIX Studio, ZohoOne, and Salesforce.
- We are narrowing in on a recommendation and would like to get feedback.

Epresence Spending

	2025 <i>Estimated</i>	2026 <i>Budget</i>	BEYOND
Time	Rebecca: 15% = 300 hrs Fernando: 30% = 400 hrs Meagan: 10% = 140 hrs Raquel: 20% = 200 hrs	TBD	TBD
Platform Costs		TBD	TBD
Plugins, Servers, etc	\$10,000	\$3,000	\$3,000
Webmaster	\$30,000	\$7,500*	
Investment		\$50,000*	
TOTAL	\$40,000	\$61,500	

Staff Time Wasted:

- Resolving website related issues.
- Helping people navigate site to manage their memberships.
- Slow searches for orders, subscriptions.
- Slow product and page updates.
- Fixing random errors that occur on updates.
- Gathering data from different sources
- Consolidating and sharing data
- Addressing speed and other issues that occur

* We anticipate reducing our reliance on a webmaster. It will be available for investment above and beyond amount in Eliot's budget proposal..

Historical Web Platforms

	Distant Past	Cap Hill (2017)
Website	Static html → Wordpress.	Memberclicks*
Server	<u>Albany.edu</u> subdomain → Dedicated Server (Bare Metal then virtual)	Memberclicks Server
Database	Microsoft Access	Memberclicks
Other	Custom Webportal	Custom Webportal

Challenges

- No commerce, PDF orders.
- No flexibility, connectivity to automate workflows or add programs/capability.
- No connection to Quickbooks.
- Slow to add features.
- Etc.

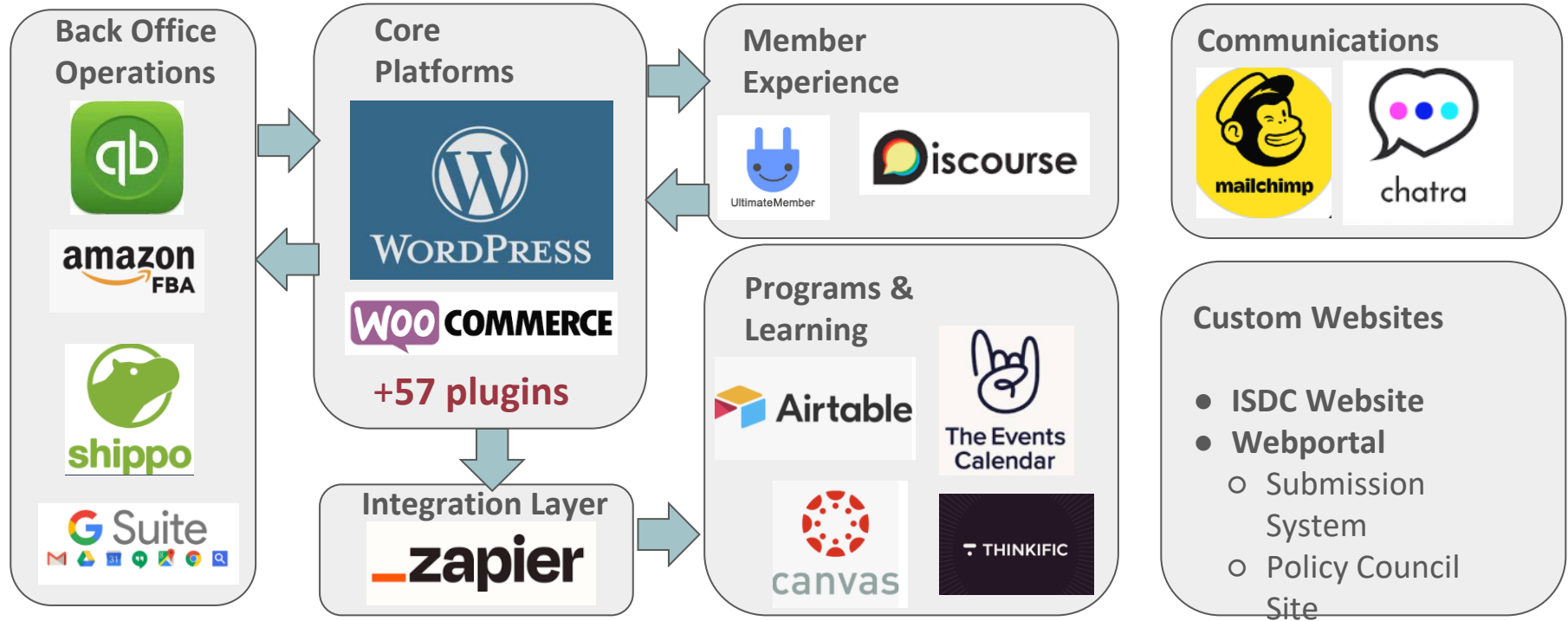
Covid (2020)
Wordpress (Self Hosted)
Dedicated Server (Liquid Web → AWS → Cloudways → Nestify)
Wordpress/Airtable
Custom Webportal Custom ISDC Site

Challenges

- Resources spent on updates and security (esp AI bots and hackers).
- Large number of external integrations and plugins.
- Inaccessibility and poor data integration.
- Slow site due to custom code, plug ins, hackers, and peak levels.
- Poor website building features

- Used MemberClicks in very distant past but did not play well with office workflows so dropped for web portal

Current Architecture



Functions (1 of 3)

	Status	Function	Current	Proposed
Website Builders	✓	General Content Management	Wordpress	Wordpress/Wix
	✓	Blog	Wordpress	Wordpress/Wix
	+	Video Content	Wordpress	Wordpress/Wix
Back Office	✓	Automated Bookkeeping	Quickbooks	Quickbooks
	✓	Email Marketing	Mailchimp	?
	✓	ECommerce (Digital/Physical/FBA)	WooCommerce	Wix/ZohoOne
	+	Customer Relationship Mgmt	Airtable	Wix/ZohoOne
	+	Integrated Shipping	Shippo	Shippo
	✓	Customer Support	Chatra	Chatra/Wix/Zoho

Functions (1 of 3)

	Status	Function	Current	Proposed
Ass'n Mgmt Systems	✓	Subscriptions	WooCommerce	Wix/ZohoOne
	✓	Member Discounts	WooCommerce	Wix/ZohoOne
	+	Member Content Restrictions	WooCommerce	Wix/ZohoOne
	✓	Membership Directory	Ultimate Member	Wix/ZohoOne
	+	Talent Directory	Airtable	Wix/ZohoOne
	✓	Community Events	Events Calendar	Wix/ZohoOne
	✓	Chapters & SIG (Pages and Services)	Wordpress	Wix/ZohoOne
	✓	Policy Council Records	Custom Site/Airtable	Wix/ZohoOne
	?	Discussion Forum	Discourse	?

Functions (2 of 3)

Programs	Status	Function	Current	Proposed
	✓	Bibliography	Airtable	Wix/ZohoOne
	P	Learning Management Systems	Thinkific/Canvas	?
	✓	Seminars	Events Calendar	Wix/ZohoOne
	✓	Conference Website	Custom Site	?
	✓	Webportal: Submission System	Custom Site	?
	✓	Mentorship	Airtable	?
	✓	Career Link	Airtable	Wix/ZohoOne
	+	Mobile App	N/A	Wix/ZohoOne

Are there any other functions that we should consider?

Criteria (Current Platform)

- ✔ Strong control, ownership, and fit-for-purpose
- ⚠ Increasing fragility and operational burden
- 🚨 Accumulating risk at the integration and scalability layer

RISKS	OFFICE EXPERIENCE	USER EXPERIENCE	COSTS
Infrastructure Burden	Learning Curve	Fit for Purpose	Setup Cost
Integrations and Dependencies	Customizability	All-in-One Feel	Operating Cost (w/ Discount)
Scalability (Users & Load)	Flexibility	Interface Intuitiveness	Migration Pain
Blast Radius	Administrative Usability	Visitor Experience (Transactional)	Ongoing Maintenance Costs
Data Ownership/Portability	Fit with Office Workflow	Visitor Experience (Non-Transactional)	Hidden/Indirect Costs
Change and Exit Cost	Integration Reliability	Accessibility & Inclusion	
Vendor Viability	Data Accessibility & Integration	Performance & Responsiveness	
Organizational Control		Community Engagement	

Note: No single platform optimizes all criteria; tradeoffs are inherent.

Is there any other criteria we should include? Any assessments you would change?

Platforms Considered

Category	WEBSITE BUILDERS	ASSOCIATION MGMT SYSTEMS (AMS)	COMMUNITY PLATFORMS	CUSTOMER RELATIONSHIP MGMT (CRM) SYSTEMS	MARKETING AUTOMATION AND SALES FUNNELS
Category Description	PRESENTATION LAYER Tools primarily designed to build and manage websites and front-end user experiences , with limited or add-on capabilities for CRM, forms, or memberships.	MEMBER LIFECYCLE Purpose-built platforms for associations and nonprofits to manage members, dues, events, committees, and certifications.	ENGAGEMENT Tools focused on peer-to-peer interaction and engagement , typically layered on top of a Website or AMS.	SYSTEM OF RECORD Designed to track relationships, interactions, pipelines, and organizational intelligence over time.	GROWTH ENGINE Platforms optimized for lead capture, automated follow-up, campaign orchestration, & conversion tracking .
Platforms Considered <small>Least→Most Complexity</small>	Wix Studio (Enterprise) Wordpress (self-hosted)	Wild Apricot Memberclicks Association Sphere	Discourse Circle.so Mighty Networks Hivebrite	HubSpot ZohoOne Salesforce Netsuite	GoHighLevel
Pros	Robust, visual website development tools.	Shine at member lifecycle mgmt	Strong member engagement.	Back-office brains	Powerful for marketing
Cons	Not CRMs or AMS platforms —only become those with significant customization and integration.	Typically lack deep CRM or automation depth.	Not a system of record.	Not community or website tools by default.	Not designed for long-term member management.

Are there any categories or platforms that we should consider?

Future Discussion Points

- Spending: Should we keep it cheap or really invest in this?
- Features: Should we keep it simple or strive for feature/program/CRM rich?
- Who is doing what?

ADJOURNMENT