

2004 Summer Policy Council Meeting
(July 25th at Keble College)
Draft Agenda (July 20, 2004)
Additions and corrections to Bob Eberlein (bob@vensim.com)

1) Opening:

- a) Introductions and recording of attendance

2) Agenda Overview and call for additions: Bob Eberlein

- a) Overview
 - i) *Welcome and overview*
 - ii) *Reports, announcements and straightforward action items*
 - (1) *Summary's presented and full reports made available*
 - (2) *Restrict questions to clarification*
 - (3) *Indicate items that need further discussion*
 - (4) *Votes that turn out not to be straightforward will be tabled till later in the meeting*
 - iii) *Pressing Issues – need clear action from this meeting*
 - (1) *Conference Site Selection*
 - (2) *Program Guidelines*
 - (3) *2006 conference Site*
 - iv) *Important Issues – critical to the well being of the society*
 - (1) *Member diversity*
 - (2) *Conference and Society Scholarships*
 - (3) *Budgeting Priority*
 - v) *Discussion and development items*
 - vi) *Work to do*
- b) Call for Additions

3) Reports, Announcements and Straightforward Action Items

- a) Approvals and Interim Votes: Bob Eberlein
 - i) *Approve minutes of the winter Policy Council Meeting*
 - ii) *Recap any e-decisions for the record*
 - (1) *Vote to extend Wiley contract*
- b) Wiley contract outline: Bob Eberlein, Graham Russel (**Page 4**)
- c) Report of the Vice President - Publications: Deborah Andersen (**Page 3**)
 - i) *Report of the Publisher of the System Dynamics Review: Graham Russel (**Page 110**)*
 - ii) *Report by the Webmaster: Jack Pugh (**Page 4**)*
 - iii) *Report of the Editor of the System Dynamics Review: Brian Dangerfield*
 - iv) *Newsletter: Bob Eberlein (**Page 4**)*
 - v) *Spanish SD News Proposal: Bob Eberlein (**Page 105**)*
- d) Administrative Committee Report :Peter Milling
 - i) *Summary of actions/discussion*
- e) Report of the Executive Director: Roberta Spencer (**Page 28**)
 - i) *Present summary, provide full report*
- f) Report of the Vice President - Finance: David Andersen (**Page 13**)
 - i) *Report by Cost Centers with comparison to previous years and budget*
- g) Report of the Vice President - Meetings: Jim Lyneis (**Page 8**)
 - i) *Update on 2003, 2004 and 2005*
 - ii) *2006 Greece, Netherlands, Switzerland (Discussion deferred to Pressing Issues)*
 - iii) *2007 Mexico (**Page 59**), New Mexico, Boston*
 - iv) *2008*
- h) Committee and Other Reports
 - i) *Scanning of SDR – Bob Eberlein (**Page 4**)*
- i) Report of the Vice President - Member and Chapter Activities: Ginny Wiley (**Page 9**)
 - i) *Overview of active Chapters and Special Interest Groups*
 - ii) *Chapter Reports including total membership*
 - iii) *Special Interest Group Reports*
 - (1) *Environmental Dynamics SIG **page 27***
 - (2) *Security SIG **Page 81***
- j) Nominating Committee Appointment: Bob Eberlein (**Page 5**)

- k) Membership dues and collection: Bob Eberlein (**Page 5**)
 - i) *Dues rates*
 - ii) *Web renewals*
 - iii) *Option not to receive printed review*
 - iv) *Policy for editorial board and other free subscriptions*
- l) Web repository for Models: Bob Eberlein (**Page 6**)
- m) Investigating a professional development conference: Jim Thompson
- n) Alternative membership formats for K-12: Hazhir Rahmandad

4) Pressing Issues

- a) Conference Site Selection Guidelines: Jim Lyneis (**Page 66**)
 - i) *Suggested Proposal Information Kit (page 73)*
 - ii) *To be approved*
- b) Program Guidelines Draft: Bob Eberlein (Summary **Page 6, Report Page 10**)
 - i) *Tentative adoption*
- c) 2006 Conference Site: Jim Lyneis (**Page 79**)
 - i) *Greece (Page 83)*
 - ii) *Switzerland (Page 86)*
 - iii) *Netherlands (page 97)*
 - iv) *To be chosen*

5) Important Issues

- a) Diversity in Membership: Deborah Campbell
- b) Conference Scholarship Committee: Bob Eberlein
- c) Complimentary Society Memberships to: Bob Cavana
- d) Budgeting - Bob Eberlein
 - i) *Priorities and subsidization balancing*
 - ii) *Timing of submittal*

6) Discussion and Development Ideas

- a) Mandates for VPs
- b) Proposal on Electronic Voting: Bob Eberlein
- c) Opening relationships with other Societies: Bob Cavana

7) Work to do – looking for volunteers

- a) Policy on SD Logo
- b) Reseller links or other commissions for activities
- c) Editorial presentation format
- d) Member services ideas and organization
- e) Yellow pages for system dynamics

8) Adjournment

Report of the Acting Vice President for Publications

Deborah Lines Andersen
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Deborah Lines Andersen assumed the role of acting Vice President for Publications on February 9, 2004 at the SDS Policy Council meeting in Cambridge, MA. She replaced John Morecroft who resigned from this position to take on other society responsibilities.

Since February 2004, the major publication issue for the society has been the renegotiation of the Wiley contract for the journal. Please see the *System Dynamics Review* Editor's and Publisher's Reports (2004) for details.

Other publication venues (including the society's web site, the System Dynamics Bibliography, and the DVD of System Dynamics Materials) fall under the supervision of the society office with policy guidance from the VP for Publications. Please see the 2004 Executive Director's Report for details about new and existing publication products.

Finally, there was detailed discussion this spring about the ability of a SIG to publish materials. Discussions with Bob Eberlein, Ginny Wiley, and Anastassios Perdicoulis resulted in the following items that will be used to electronically disseminate SD materials by the ED SIG:

1. A collection of working papers, referred to as their "Repository"
2. Review and editing of these works by the Editorial Board, in order to produce "pre-publication" material that authors can then submit to peer-reviewed journals
3. A "Resource Database" for SIG members and other system dynamics researchers.

The attendant policy issue was that, according to society's bylaws, SIGs are not independent entities (whereas chapters are). The result is that a chapter may start its own journal, but a SIG may not. Nonetheless, the ED SIG will provide important information dissemination and service to members through its efforts.

Webmaster's Report

Jack Pugh

The number of hits of our web site continues to grow at a modest 9% per year. As there has been no major innovation during the past year this should not be very surprising. I suggest that the Web Committee, which was appointed in at the Policy Council Meeting in March 2003, meet to discuss what changes would make our web more useful and attractive. One suggestion is to make available useful and instructive models, which is something long discussed but never implemented.

Wiley Contract Outline

Bob Eberlein

We have renewed the contract with John Wiley and Sons for the publication of the System Dynamics Review for a period of 7 years retroactive to January 1, 2004. The new terms have us managing membership and paying a fee of \$30/person to Wiley for publication. We receive from Wiley an editorial cost allowance of 5000GBP/year, and 20% of revenue excluding individual membership payments. The motion to adopt this was approved by electronic vote in May and the final contract signed at the end of June. For the year 2004 Wiley actually collected membership dues and will pay the Society 5/12ths of these (the editorial cost allowance will also be 2500GBP for 2004).

Financially, the implications of this are an increase in Society Revenue of approximately 35 to 40 thousand dollars per year in revenue along with an increased cost from managing the membership of 10 to 15 thousand dollars. Though this does make it easier to develop a long term balanced budget, there is still significant work to do in aligning the priorities of the Society with the budgeting process. In addition to the steady state increase in income, because of the way our two Wiley contracts are structured, in 2004 we will receive membership income for both 2003 and 2005 while in 2005 we will receive membership income for both 2004 and 2006. Thus we will also receive a helpful increase in our cash balance.

Newsletter

Bob Eberlein

This year the Newsletter is being published four times. Two times electronically only and two times both electronically and as a mailing. The ones that are being mailed are kept small, and we will be using these to send out membership renewal forms. For the fall it will be the first renewal notice. Then in the winter we will send out a reminder to anyone who still hasn't renewed.

Scanning of the SDR

Bob Eberlein

Thanks go out to Becky Waring who, in response to the last Society Newsletter, offered to scan older issues of the System Dynamics Review. The current plan is to compile these into a DVD as

was done with the D-Memos. We are also looking into making them available via Wiley Interscience. The first step in this process is the scanning of the Pre-Wiley issues. We still need to discuss with Wiley how to handle the Wiley/Preelectronic issue and also what kind of indexing work would be appropriate before including them in InterScience.

Nominating Committee Appointment

Bob Eberlein

The nominating committee is appointed during the Summer Policy Council meeting with a mandate to nominate the officers and Policy Council members who will take office in two year. The committee then supplies a slate to be voted on in the Winter Policy Council meeting. The openings for 2006 are: President Elect, VP Publications, Secretary and four members of the Policy Council.

I would move that a nominating consisting of myself, Yaman Barlas, Deborah Campbell, Bob Cavana, Pal Davidsen, Isaac Dynaer and Qifan Wang be appointed to recommend the slate of nominations for 2006.

Membership Dues and Collection

Bob Eberlein

During the 2004 meeting we had extensive discussions on reformulating the membership dues structure and tentatively approved a three tier dues structure. That dues structure was not implemented because the details of doing this through Wiley were not ever finalized. Now that we are directly managing membership, it will be much easier for us to implement a dues structure that better meets our needs. At the same time, the new financial arrangements, along with two years of double income, have also made the need for an increase in membership dues less urgent. For 2005 I would recommend that we maintain our existing dues structure without change as we make the transition to managing our own membership.

As part of the transition to managing our own membership we plan to make available an automated web renewal process so that, using a credit card, members can renew online. Roberta and Jen are still working out the details of how to do that. There is also, in our contract, the possibility for members to receive only electronic access to the journal and not print copies. There would be a \$10/member decrease in cost for people not electing to receive print copies. For 2005 I would recommend that we do not make this option available as I am afraid it will complicate the renewal process.

Finally, it is specified in our contract that the Editors of the System Dynamics Review will receive a free subscription. This includes the Executive Editor, Managing Editor and Associate Editors. Wiley also sometimes makes free subscriptions available to people who are involved in editing or indexing related journals. To date these subscriptions have been provided in addition to the subscriptions individuals receive as members. That is, the Executive and Managing Editors have received two copies of the Review. Going forward I would recommend that we adopt a policy of giving Editors the option of receiving an extra copy of the Review at no charge if they want. If not, they would just pay the regular membership dues and receive a single copy of the Review. I do not believe that offering a discounted membership price to those who would receive the Review without charge is a sensible notion for two reasons. First, it effectively disconnects

Society membership from the Review and that seems counterproductive. Second, it is effectively a discounting structure officially endorsing it is likely to lead to more discounting structures which would just make managing membership more complicated than it needs to be.

Web Repository for Models

Bob Eberlein

Alex Schmidt has made significant progress on this and created a prototype website at <http://www.systemdynamics-database.ch>. At this point I think it makes the most sense to constitute a committee that will look help Alex to revise this to best meet the Society's needs. I would recommend that we include Brian Dangerfield to think about the connection with SDR papers and myself but I am looking for more people who have enthusiasm around this.

Program Guidelines

Bob Eberlein

Last year I wrote up something recommending some changes to the way conference programs were developed. There were two motivations for this. One was to improve the quality of the conference through improved continuity and some restructuring of sessions. The second was as a means of decreasing the demands on the central office for program support. I have revised this write-up based on discussions and feedback and, though it is still a preliminary document, I would recommend that we tentatively adopt this as a set of working guidelines for program development. The most important implication of this is the immediate appointment of a number of Thread Chairs who would serve for three year terms in order to provide continuity to the program committee.

Conference Scholarship Committee

Bob Eberlein

For every conference the central office routinely receives requests for financial support. Everything from reducing or waiving the registration fee to requests for accommodation and travel expenses are received. Most of these are, of necessity, declined, but a small number of people do sometimes receive something. Usually this takes the form of helping out with registration and on site support for a waiver or decrease in registration fees.

Supporting scholars and students who are not able to pay the full costs of conference attendance can help to broaden the conference audiences and let us hear from people we otherwise would not. This seems like a very valuable thing and therefore it makes sense to formalize the process for requesting and receiving scholarships. I would recommend that we create a scholarship application form that identifies the types of scholarship opportunities available, and give people a chance to let us know why they feel they deserve a scholarship. These applications would then go to a committee, who would review them and then select the most deserving candidates.

The details for executing this are probably best worked out by the committee that is appointed, though they would likely involve a web application to simplify the review process. It is of paramount importance that this committee act in a timely manner, just as the program committee must. It may make sense to have one committee that looks at both this issue, and the issue of

complimentary membership. The mandate of both seems to be the same – an increase in the breadth of the community.

Budgeting Priorities and Timing

Bob Eberlein

In our current budgeting process requires we submit a budget for approval at the summer policy council meeting. There are three disadvantages to this process. First, we are voting on a budget nearly one half year in advance which means we don't really even have a good understanding about how current performance compares with the budget. Second, because we are approving an already prepared budget we don't have any real chance to discuss priorities and general direction as a group. Third, Roberta needs to produce the budget at exactly the time of the heaviest load on the Central Office.

I would like to make the motion that going forward the Administrative Committee present a general overview of the staffing, University at Albany Contract and overall budget for the next fiscal year and use this as a basis for discussion. This will be followed by an electronic vote to approve the budget to be completed no later than November 15th.

In addition to the process for approving the budget I think that more conscious thought needs to go into our prioritization of activities and the appropriate amount of subsidy that one activity should have on others. Right now, my feeling is that the annual conference is too heavily burdened, but that is not completely thought out. These issues are complicated and deserve development and discussion in a forum that allows serious reflection. I think it would be appropriate to charge the Past President's with this duty on an ongoing basis and ask from them a report and recommendation for changes annually at the summer Policy Council Meeting.

Electronic Voting

Bob Eberlein

This council has endorsed electronic voting in the past. Currently the mechanism for doing this is through email which is somewhat cumbersome. My plan is to integrate the voting process into the same web architecture used to support conference paper submissions and review. This would allow people to see posted motions and the voting status of all PC members by name as voting occurs. Discussion would continue to be done via the policy council listserv. We don't really need to vote on doing things this way but I would be interested to hear any objections or concerns.

Report of the Vice President Meetings

July 25, 2004

Submitted by James M. Lyneis and Roberta Spencer

Update on 2003, 2004 and 2005

2003 was a very successful conference with a record 460 attendees and 232 papers presented. The conference generated a budget surplus of \$12,783. Thanks to hosts WPI, Fordham University, and Allen Boorstein as well as Mike Radzicki ("Conference Chair"), Pal Davidson, Bob Eberlein, and Roberta Spencer, and the many volunteers for their excellent work.

2004 conference in Oxford is also expected to be successful. As of 9 July, we have 330 registrants with 261 papers to be presented (compared to 232 in New York). At this point, it looks like the conference will generate a reasonable budget surplus, although perhaps less than

the budgeted of \$25,000.

2005 The conference will be held at the Seaport Hotel in Boston from July 17-21 with Program Co-Chairs John Sterman and Nelson Repenning of MIT. Detailed information is contained in the June 2004 President's newsletter and in a brochure to be distributed at the Oxford Conference. We will prepare a formal registration fee proposal for the Winter 2005 PC meeting, incorporating any budget guidelines agreed to later in this meeting.

2006 Proposals (Deferred to Pressing Issues)

For 2006 we have formal pre-proposals from Greece (Niko Georgantzas and Andry Argyrides), The Netherlands (Etienne Rouwette), and Switzerland (Markus Schwaninger and Birgit Kopainsky), and informal expressions of interest from Egypt (Walid Badr) and Poland (J Tarajkowski and Agnieszka Ziomek of Poznan University). The formal pre-proposals have been posted to the website, along with my summary comparison, for discussion later in the meeting.

2007 Expressions of Interest

For 2007, we have received a pre-proposal from Luis Luna and Jorge Duran for Puebla, Mexico, and an expression of interest from Len Malczynski for Albuquerque, New Mexico. We might also look for something in the Portland/Seattle area. Toronto (Denis Cook) has formally withdrawn their prior interest. Once the policy council has approved a Site Selection Policy, we will work with these and other potential sites to receive bids and present a proposal to the Policy Council for discussion at the Winter 2005 meeting.

2008 Expressions of Interest

As of this date, we have received expressions of interest from University of Navarra, San Sebastian, Spain (Jose Sarriegui and Jose Gonzalez). We may also want to encourage those proposers not accepted for 2006 to resubmit a proposal for the 2008 conference.

Report VP Members and Chapters

To: Policy Council

From: Ginny Wiley, VP Chapters

Date: 21 July 2004

I am pleased to offer the following report.

At the February Policy Council meeting we voted to accept two new chapters: the Economic Dynamics Chapter and the Swiss Chapter, bringing our total number of chapters to thirteen. We also have two potential chapters in discussion: the India Chapter and the Pacific Northwest Chapter.

Since the last annual meeting we have also added two new Special Interest Groups: the Health Policy Special Interest Group and the Security Special Interest Group, bringing the total to four. We have two potential groups in discussion: a Strategy Dynamics SIG and a K-12 Educators SIG.

My goals for this year are to:

1. Create a standard reporting template for chapter and SIG reports;
2. Make chapters and SIGs more aware of their responsibilities to the society:
 - Submitting an annual report; and
 - Submitting names of members to the society;
3. Create a more visible and formal way of recognizing (and celebrating) chapters and SIGs;
4. Aggressively support the formation of additional chapters and SIGs.

Submitted by

Ginny Wiley, VP Members and Chapters

CURRENT CHAPTERS:

Australasia

Brazil

China

Economic Dynamics

Egypt

Hellenic

Italy

Japan

Korea

Latin America

Student

Swiss

United Kingdom

CURRENT SPECIAL INTEREST GROUPS:

Education

Environmental Dynamics

Health Policy

Security

Conference Program Development

Tentative Proposal
Bob Eberlein, July 12, 2004

This proposal is based on my experience working as a Program Chair in 2003 and in supporting the review and selection process essentially behind the scenes in 2004. Many of the guidelines contained here are simply descriptions of current practice. Some are proposals for modest changes from current practice. Adopting these proposals will, in my opinion, both increase the quality of our conferences, and decrease the efforts required at the Central Office. It seems clear that both our conferences and the guidelines for running them will need to evolve. As this happens this document should be updated so as to be current and helpful. Ultimately it is the responsibility of the conference program committee, acting with the approval of the Policy Council to run a successful conference.

Program Committee

For each conference there will be a program committee made up of a Program Chair and a number of Thread Chairs as detailed below.

Program Chair

The Program Chair will be approved by the Policy Council at the time a conference selection is made. Normally the program chair will be proposed as part of the overall conference proposal, though a different selection process may be used. In either case the approval of the Program Chair will be done by a separate vote of the Policy Council endorsing the qualifications and responsibility of the Chair.

It is the responsibility of the Program Chair to oversee the activities of the Thread Chairs, assign tasks to them and collate their responses. The program chair is to act as the interface between the Central Office and program related issues.

Thread Chairs

Thread Chairs are responsible for a specific topic area of Thread. They are appointed by the Policy Council for a period of three years with staggered terms. The number of Thread Chairs is not fixed, but should be large enough that each Thread Chair has a manageable amount of work to select papers submitted to a particular thread. At the first regular Policy Council meeting following the appointment of the Program Chair the Program Chair will supply the Policy Council with a slate of Thread Chairs to replace those whose terms are ending and add any that are required. Special Thread Chairs, responsible for a Thread that will not be likely to repeat, may be appointed for a single year. The initial slate of Thread Chairs will be given staggered terms.

Session Types and Mandatory Sessions

The program will consist of Plenary Sessions, Parallel Sessions, Poster Sessions and alternative format sessions deemed appropriate by the Program Committee. Presentation length including discussion will not be less than 15 minutes for plenary/parallel presentations and not more than 30 minutes for parallel presentations. The number of concurrent parallel sessions will not exceed 7. Posters will be scheduled so that they may be up for at least ½ of a day and will have a designated time during which the authors will be available for discussion. Mandatory Sessions include as plenary sessions: Jay W. Forrester Award, Business Meeting, Closing Ceremony/Special Awards and the Presidential Address. Mandatory parallel sessions include the Policy Council Meeting (normally before conference opening), Committee Meetings and Chapter/SIG meetings.

Paper Submission

Paper submission will be accepted electronically through a web submission system maintained by the Central Office. It will be the responsibility of the authors to insure that a submission is made with no reference to their names to support a blind review. Papers will be submitted to one of the designated conference threads

There will be a single submission deadline set by the Central Office in consultation with the Program Chair.

Paper Review

The paper review process will be a blind review process supported by the web submission systems. All Society members will be given the opportunity to review papers. Nonmembers suggested by the Program Committee will also be given the opportunity to review papers. Any reviewer who has previously submitted an inappropriate review will, at the discretion of the Program Committee, not be asked to review papers again. The review deadline will be set by the Central Office in consultation with the Program Chair.

Paper Selection

Paper selection is the responsibility of the Thread Chairs. The Thread Chairs will be given access to the submitted papers and reviews of those papers on a double blind basis. Using this information the Thread Chair will indicate whether to accept or reject a paper as well as specify the tentative presentation format. The deadline for paper selection will be set by the Central Office in consultation with the Program Chair.

Acceptance Notification

After a paper has been selected for acceptance or rejection, the communicating author will be notified by email. This notification will be made by the central office or automatically through the web submission system.

Program Layout

Once the paper selection has been made the Program Chair will consult with the Central office to determine a workable program layout given the available conference facilities. While acceptance and rejection of papers are expected to be made based solely on the merits of the submission, the actual presentation formats and time allotments need to be made with room capacities taken into consideration. The Program Chair will communicate to the Thread Chairs the number of parallel and poster sessions they should form from their assigned papers.

Session Assignment

The Program Chair, in consultation with the Thread Chairs, shall define the non-mandatory plenary sessions. The Thread Chairs are responsible for the assignment of the remaining papers based on the numbers provided by the Program Chair. Where possible, for each Parallel Session one paper that might be promoted to that session in case an author were unable to be present will be identified.

Author Notification

Authors will be notified of their session assignment by the Central Office. Those identified as backup papers for parallel sessions will be given the choice of preparing two types of presentations.

Scholarly Program

The scholarly program will be compiled by the program chair. This will include the timing of all Plenary Sessions including mandatory sessions, all parallel sessions formed by the Thread Chairs and all Poster and alternative format sessions. In the case of parallel sessions those that are likely to be less attended will be identified to aid in room assignment. The Scholarly program will be completed as soon as possible after session assignments.

Room Assignment

Room assignment will be performed by the Central Office based on the Scholarly Program and other meeting requirements.

i) Mandatory Registration

ii) Presenting Authors will need to register by a date set by the Central Office or their papers will automatically be assigned to poster sessions. This date will be after the authors have been notified of their session assignment.

iii) Proceedings

The Central Office will compile the Abstract Proceedings to be printed for distribution at the conference. Web proceedings will be made available as soon as possible after acceptance notifications go out. Authors will be allowed to update their papers through the conference and for a period of 30 days thereafter. A CD containing the conference proceedings will be produced and mailed to conference participants after this time. This is intended to make the proceedings as current as possible.

VP Finance Report

To: Members of the Policy Council, System Dynamics Society

From: David Andersen, VP Finance

Date: July 13, 2004

Subject: Society Budget for 2005

The Society closed out 2003 with an audited operating loss of \$3632. I am pleased that aggressive action by the home office in 2003 coupled with actions passed by the policy council last July in New York City have corrected the deep losses of the previous year. The proposed budget for 2005 shows a projected surplus of \$54,877 mostly due to the restructuring of the contract with Wiley approved by the Policy Council in an E-mail vote.

Major Features of the 2005 Budget

I have highlighted a number of cells in the 2005 budget that draw attention to important changes this year as the Society adjusts to new relationships with Wiley, including increasing staff to take over the membership function.

One Time and Recurring Increases in Membership Dues from Wiley. For 2005, we expect that membership dues from Wiley plus royalties associated with the journal will be around \$112,654 with a one time additional payment of \$34,275 associated with the assumptions of membership billing operations mid year during 2004. Note that this increase is offset in part by a \$30 per member "Membership services" fee that the Society will pay back to Wiley.

Increase in Staff at the Home Office. During 2004, the home office went without the services of its Graduate Assistant (formerly Vedat Diker). As the Society takes on the full membership function, we plan to add back this position. This graduate student will be joined by Roberta Spencer and Jennifer Rowe to round out the Society's paid staff on its contract with the University at Albany (the direct salary and fringe line moved from \$130,000 in 2004 to \$173,000 in 2005). In addition, the Society hires additional staff under the "Professional Fees" line and this line has grown to \$22,898.

Slight Shift in Cross-Subsidization of Cost Centers. As in the past, the Sales and Conferences cost centers are expected to show operating surpluses. Also as in the past, Publications and Web Support are expected to post net losses. However, this year for the first time, Core Operations are expected to show a net surplus due to the one time payment by Wiley to cover membership operations in 2004.

Attachments:

1. Proposed Budget System Dynamics Society 2005
2. Proposed Budget System Dynamics Society 2005 Shown by Cost Center
3. Audited Accountant's Report for 2003
4. Budget Comparison, First Six Months 2004
5. Profit and Loss comparison, First Six Months 2004
6. Profit and Loss by Cost Centers, First Six Months 2004

Proposed Budget System Dynamics Society 2005

		2003 Actual	Average 1999-2004	2004 Budget	2005 Proposed
Income					
	Products	88506	91876	98,000	121,876
	INC Conferences		0	0	
	Registrations		0	142,507	121,211
	Income-Participant Room & Board		0	271,500	0
	Sponsors/ Exhibitors		0	18,000	30,099
	Other/Repayment for services(99-00)		0	10,394	0
	Total INC Conferences	185229	187350	442,401	151,310
	Investment Income	6713	5195	0	2,000
	Membership Dues	27340	24305	31,600	112,654
	Other Income	0	169	100	34,275
	Shipping and Handling	15358	13235	13,000	18,281
	Publications Sales	8200	5840	1,000	5,840
	Sponsor Dues and Donations	38445	23966	21,000	23,966
	Conversion from Accrual to Cash	-885	-177	0	0
	Total Income	368906	351759	607,101	470,202
	Cost of Goods Sold		0	0	
	Proceedings	1977	1626	1,000	1,626
	Bibliography Update Expense	235	445	500	445
	Literature Collection		333	2,000	3,000
	Management Game	8306	16383	18,000	20,479
	PhD Seminar in System Dynamics	1757	2334	0	2,334
	Reprint Outdated SDR/Proceedings	248	41	0	200
	Total COGS	12522	21163	21,500	28,084
	Gross Profit	356384	330596	585,601	442,118
	Expense		0	0	
	Awards	5130	4365	5,600	7,000
	Bank Adjustments (Expense)	619	835	1,000	835
	Contract w/ UAlbany		0	0	
	Office Expenses through UAlbany		3683	22,100	16,850
	IFR Indirect Costs		2177	13,063	17,364
	Salaries & Fringe		21771	130,626	173,641
	Total Contract w/ UAlbany	183014	139105	165,788	207,855
	Credit card fees	10163	6931	4,000	9,567
	Depreciation Expense	1627	1621	2,000	1,621
	Electronic Presence Support	232	3153	13,500	0
	EXP Conferences outside Alb.contract		0	0	
	Conference Chair Expenses		167	1,000	1,035
	Program Chair Expenses		167	1,000	1,035
	Participant Room & Board Expenses		45250	271,500	0
	Proceedings (printed & CD)		0	0	6,000
	Other Expenses from Home Office		11705	70,231	63,437
	Total EXP Conferences outside Alb.contract	78136	116729	343,731	71,508
	EXP Conference Prepaid	20326	6721	0	0
	Journal Expense	11000	11500	11,000	11,500
	Membership Directory Exp	1209	3749	1,200	1,687
	Membership Services	250	1823	1,500	30,584
	Membership Subsidies	8145	4873	4,000	2,157
	Miscellaneous Exp.(MA fees, gifts)	224	139	100	139
	Office Equipment Purchases	0	1254	600	4,641
	Less Capitalized Equip	0	-1154	0	-2,309
	Officer Expenses	3031	3606	1,500	3,606
	Phone, Fax, E-mail Services	0	26	0	26
	Printing & Duplicating	2031	3292	2,500	3,292
	Professional Fees	21895	17340	17,000	22,898
	Shipping /Postage Expense	12292	9484	10,000	9,484
	Staff Expenses		250	1,500	250
	Supplies	691	899	1,500	899
	Total Expense	360015	336541	588,019	387,241
	Net Income	-3632	-5945	-2,418	54,877

**Proposed Budget System Dynamics Society 2005
Shown by Cost Center**

	2005 Proposed	Conferences	Core	Web	Publications	Sales
Income						
Products	121,876					121,876
INC Conferences						
Registrations	121,211	121,211				
Income-Participant Room & Board	0					
Sponsors/ Exhibitors	30,099	30,099				
Other/Repayment for services(99-00)	0					
Total INC Conferences	151,310	151,310	0	0	0	0
Investment Income	2,000		2,000			
Membership Dues	112,654		112,654			
Other Income	34,275		34,275			
Shipping and Handling	18,281					18,281
Publications Sales	5,840				5,840	
Sponsor Dues and Donations	23,966		23,966			
Conversion from Accrual to Cash	0					
Total Income	470,202	151,310	172,895	0	5,840	140,157
Cost of Goods Sold						
Proceedings	1,626					1,626
Bibliography Update Expense	445					445
Literature Collection	3,000					3,000
Management Game	20,479					20,479
PhD Seminar in System Dynamics	2,334					2,334
Reprint Outdated SDR/Proceedings	200				200	
Total COGS	28,084	0	0	0	200	27,884
Gross Profit	442,118	151,310	172,895	0	5,640	112,273
Expense						
Awards	7,000		7,000			
Bank Adjustments (Expense)	835		417			417
Contract w/ UAlbany						
Office Expenses through UAlbany	16,850	5,374	7,789	1,192	798	1,697
IFR Indirect Costs	17,364	5,538	8,027	1,228	822	1,749
Salaries & Fringe	173,641	55,380	80,268	12,282	8,225	17,486
Total Contract w/ UAlbany	207,855	66,292	96,084	14,702	9,845	20,931
Credit card fees	9,567		4,783			4,783
Depreciation Expense	1,621		1,621			
Electronic Presence Support	0					
EXP Conferences outside Alb.contract						
Conference Chair Expenses	1,035	1,035				
Program Chair Expenses	1,035	1,035				
Participant Room & Board Expenses	0	0				
Proceedings (printed & CD)	6,000	6,000				
Other Expenses from Home Office	63,437	63,437				
Total EXP Conferences outside Alb.contract	71,508	71,507				
EXP Conference Prepaid	0	0				
Journal Expense	11,500				11,500	
Membership Directory Exp	1,687				1,687	
Membership Services	30,584		30,584			
Membership Subsidies	2,157		2,157			
Miscellaneous Exp.(MA fees, gifts)	139		69		35	35
Office Equipment Purchases	4,641		4,641			
Less Capitalized Equip	-2,309		-2,309			
Officer Expenses	3,606		3,606			
Phone, Fax, E-mail Services	26		26			
Printing & Duplicating	3,292		1,317		658	1,317
Professional Fees	22,898		8,014	8,014	1,145	5,725
Shipping /Postage Expense	9,484		948			8,536
Staff Expenses	250		250			
Supplies	899		449			449
Total Expense	387,241	137,799	159,660	22,717	24,871	42,193
Net Income	54,877	13,511	13,235	-22,717	-19,231	70,080

THE SYSTEM DYNAMICS SOCIETY, INC.
REVIEW OF FINANCIAL STATEMENTS
DECEMBER 31, 2003 AND 2002

THE SYSTEM DYNAMICS SOCIETY, INC.
REPORT ON REVIEW OF FINANCIAL STATEMENTS
FOR THE YEARS ENDED DECEMBER 31, 2003 AND 2002

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Hall, Vasil & Dowd

Certified Public Accountants

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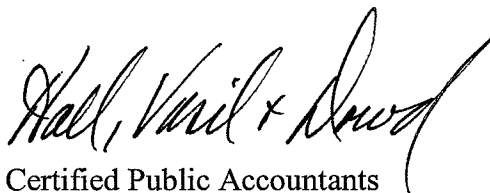
Policy Council
The System Dynamics Society, Inc.
Albany, New York

We have reviewed the accompanying statements of assets, liabilities, and net assets – modified cash basis of The System Dynamics Society, Inc., as of December 31, 2003 and 2002 and the related statements of revenues, expenses, and changes in net assets – modified cash basis and statements of cash flows – modified cash basis for the years then ended, in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. All information included in these financial statements is the representation of the management of The System Dynamics Society, Inc.

A review consists principally of inquiries of Society personnel and analytical procedures applied to financial data. It is substantially less in scope than an audit in accordance with generally accepted auditing standards, the objective of which is the expression of an opinion regarding the financial statements taken as a whole. Accordingly, we do not express such an opinion.

Based upon our review, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in conformity with the modified cash basis of accounting, as described in Note B.

Our review was made for the purpose of expressing limited assurance. Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in conformity with the modified cash basis of accounting.


Certified Public Accountants

April 28, 2004

THE SYSTEM DYNAMICS SOCIETY, INC.
STATEMENTS OF ASSETS, LIABILITIES AND NET ASSETS -
MODIFIED CASH BASIS
DECEMBER 31, 2003 AND 2002

<u>ASSETS</u>	<u>2003</u>	<u>2002</u>
CURRENT ASSETS		
Cash	\$ 62,955	\$ 69,738
Money market mutual funds	131,600	130,636
Marketable securities	<u>31,906</u>	<u>26,217</u>
Total current assets	226,461	226,591
PROPERTY		
Furniture and equipment	11,046	10,396
Less: Accumulated depreciation	<u>8,982</u>	<u>7,355</u>
	2,064	3,041
 Total Assets	 <u>\$ 228,525</u>	 <u>\$ 229,632</u>
 <u>LIABILITIES AND NET ASSETS</u>		
LIABILITIES		
Conference scholarship awards payable	\$ 2,525	\$ -
NET ASSETS		
Unrestricted - General fund	<u>226,000</u>	<u>229,632</u>
Total liabilities and net assets	<u>\$ 228,525</u>	<u>\$ 229,632</u>

See accompanying notes and accountants' report.

THE SYSTEM DYNAMICS SOCIETY, INC.
STATEMENTS OF REVENUES, EXPENSES AND
CHANGES IN NET ASSETS - MODIFIED CASH BASIS
DECEMBER 31, 2003 AND 2002

	<u>2003</u>	<u>2002</u>
Changes in unrestricted net assets		
Revenues and gains		
Conference	\$ 86,869	\$ 40,257
Bibliographies and teaching games	78,832	87,135
Donations	38,445	19,519
Membership dues and subscriptions	27,340	24,130
Prepaid postage	3,066	6,019
Interest and dividends	1,727	3,665
Publications	8,200	3,382
Unrealized gain/(loss) on securities	4,985	(4,849)
Miscellaneous	-	28
Total unrestricted revenues and gains	<u>249,464</u>	<u>179,286</u>
Expenses and losses		
Administration	183,014	182,550
Bank fees	10,782	12,182
Depreciation	1,627	2,208
Grants	5,130	5,606
Membership mailings	1,458	7,358
Membership subsidies	8,145	4,320
Office expenses	496	277
Professional fees	21,895	24,443
Proceedings	1,977	4,075
Publications	13,031	12,782
Seminars	1,757	4,337
Supplies	651	626
Travel	3,133	4,346
Total expenses and losses	<u>253,096</u>	<u>265,110</u>
(DECREASE) IN UNRESTRICTED NET ASSETS	(3,632)	(85,824)
NET ASSETS - beginning of year	<u>229,632</u>	<u>315,456</u>
NET ASSETS - end of year	<u>\$ 226,000</u>	<u>\$ 229,632</u>

See accompanying notes and accountants' report.

THE SYSTEM DYNAMICS SOCIETY, INC.
CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2003 AND 2002

	2003	2002
Cash flows from operating activities		
Cash received from customers	\$ 249,464	\$ 179,286
Cash paid to suppliers and employees	(248,944)	(262,903)
Net cash provided (used) by operating activities	520	(83,617)
 Cash flows from investing activities		
Capital expenditures	(650)	(613)
Net cash (used) in investing activities	(650)	(613)
 Net (decrease) in cash and cash equivalents	(130)	(84,230)
 Cash and cash equivalents at beginning of year	226,591	310,821
 Cash and cash equivalents at end of year	\$ 226,461	\$ 226,591

Reconciliation of net loss to net cash
provided by operating activities

Net Loss	\$ (3,632)
 Adjustments to reconcile net income to net cash provided by operating activities	
Add: Depreciation	1,627
Add: Increase in Conference scholarship awards payable	2,525
Total adjustments	4,152
 Cash provided by operating activities	\$ 520

THE SYSTEM DYNAMICS SOCIETY, INC.
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2003 AND 2002

A. Organization

The System Dynamics Society, Inc., incorporated on November 7, 1985, as an international non-profit corporation, was organized to encourage the development and use of systems dynamics in solving problems in such areas as environmental change, economic development, social unrest, urban decay, psychology, and physiology.

B. Significant Accounting Policies

1. Basis of accounting – The accompanying financial statements have been prepared on the modified cash basis of accounting, which is a comprehensive basis of accounting other than generally accepted accounting principles. Non-cash transactions are recognized in the financial statements.

The modified cash basis differs from generally accepted accounting principles primarily due to the effects of accounts receivable and accounts payable not being reflected in the accompanying financial statements. In addition to recording cash receipts and disbursements, the Society records property acquisitions as fixed assets and records the corresponding depreciation over the useful life of the assets. The Society records the acquisition of investments (money market mutual funds, U. S. Treasury notes, and marketable securities) as assets and recognizes the unrealized gain or loss on the value of the investments due to market fluctuations.

2. Income taxes – The Society qualifies under IRS Section 501(c) (3) as an organization exempt from federal taxation on income related to its stated purpose.
3. Property and equipment and depreciation – Property and equipment are recorded at cost. Depreciation is computed using accelerated methods over the estimated useful lives of the assets.
4. Use of estimates – The preparation of financial statements requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

THE SYSTEM DYNAMICS SOCIETY, INC.
NOTES TO FINANCIAL STATEMENTS (Continued)
DECEMBER 31, 2003 AND 2002

5. Basis of presentation – In 1995, the Organization adopted Statement of Financial Accounting Standards No. 116, “Accounting for Contributions Received and Contributions Made” and Statement of Financial Accounting Standards No. 117, “Financial Statements for Not-for-Profit Organizations.” Under these standards, net assets and revenues and expenses are classified on the existence or absence of donor-imposed restrictions. Accordingly, the net assets of the Organization and changes therein are all classified and reported according to the level of restriction imposed by donors into either “unrestricted” or “permanently restricted” categories.
6. Administrative expenses – The Society has a contract with the University of New York at Albany for administrative support services. In 2003 and 2002 the Society paid \$183,014 and \$182,550, respectively to the University for the necessary support service.
7. Cash in banks – The Society maintains all cash balances at one bank. The account at this institution is insured by the Federal Deposit Insurance Corporation up to \$100,000.

System Dynamics Society
Budget Comparison, First Six Months
 January through June 2004

	Jan - Jun 04	Budget	\$ Over Budget	% of Budget
Income				
Products	68,693.00	98,000.00	-29,307.00	70.1%
INC Conferences	168,168.66	442,400.00	-274,231.34	38.01%
Investment Income	956.34			
Membership Dues	27,997.00	31,600.00	-3,603.00	88.6%
Other Income	25.00	100.00	-75.00	25.0%
Shipping and Handling	10,363.00	13,000.00	-2,637.00	79.72%
Publications Sales	2,811.50	1,000.00	1,811.50	281.15%
Sponsor Dues and Donations	9,500.00	21,000.00	-11,500.00	45.24%
Conversion from Accrual to Cash	1,199.50			
Total Income	289,714.00	607,100.00	-317,386.00	47.72%
Cost of Goods Sold				
Proceedings	0.00	1,000.00	-1,000.00	0.0%
Bibliography Update Expense	0.00	500.00	-500.00	0.0%
Management Game	25,922.66	20,000.00	5,922.66	129.61%
Reprint Outdated SDR	167.60			
Total COGS	26,090.26	21,500.00	4,590.26	121.35%
Gross Profit	263,623.74	585,600.00	-321,976.26	45.02%
Expense				
Awards	0.00	5,600.00	-5,600.00	0.0%
Bank Adjustments (Expense)	157.10	1,000.00	-842.90	15.71%
Contract with Univ at Albany	82,894.00	165,788.00	-82,894.00	50.0%
Credit card fees	9,453.85	4,000.00	5,453.85	236.35%
Depreciation Expense	0.00	2,000.00	-2,000.00	0.0%
Electronic Presence Support	306.65	13,500.00	-13,193.35	2.27%
EXP Conferences	2,934.63	343,731.00	-340,796.37	0.85%
EX Conference Prepaid	25,761.14			
Journal Expense	11,000.00	11,000.00	0.00	100.0%
Membership Directory Exp	386.96	1,200.00	-813.04	32.25%
Membership Services	462.40	1,500.00	-1,037.60	30.83%
Membership Subsidies	2,250.00	4,000.00	-1,750.00	56.25%
Miscellaneous Expense	70.00	100.00	-30.00	70.0%
Office Equipment Purchases	81.87	600.00	-518.13	13.65%
Officer Expenses	1,527.41	3,000.00	-1,472.59	50.91%
Printing & Duplicating	1,100.00	2,500.00	-1,400.00	44.0%
Professional Fees	15,674.67	17,000.00	-1,325.33	92.2%
Shipping /Postage Expense	7,616.10	10,000.00	-2,383.90	76.16%
Supplies	14.31	1,500.00	-1,485.69	0.95%
Uncategorized Expenses	0.00			
Total Expense	161,691.09	588,019.00	-426,327.91	27.5%
Net Income	101,932.65	-2,419.00	104,351.65	-4,213.83%

System Dynamics Society
Profit and Loss Comparison for First 6 Months
 January through June 2004

	Jan - Jun 04	Jan - Jun 03	% Change
Income			
Products	68,693	48,282	42%
INC Conferences	168,169	153,653	9%
Investment Income	956	2,685	-64%
Membership Dues	27,997	27,340	2%
Other Income	25	0	100%
Shipping and Handling	10,363	9,427	10%
Publications Sales	2,812	4,175	-33%
Sponsor Dues and Donations	9,500	8,994	6%
Conversion from Accrual to Cash	1,200	629	91%
Total Income	289,715	255,185	14%
Cost of Goods Sold			
Bibliography Update Expense	0	235	-100%
Management Game	25,923	5,300	389%
PhD Seminar in System Dynamics	0	928	-100%
Reprint Outdated SDR	168	177	-5%
Total COGS	26,091	6,640	293%
Gross Profit	263,624	248,545	6%
Expense			
Awards	0	59	-100%
Bank Adjustments (Expense)	157	306	-49%
Contract with Univ at Albany	82,894	91,507	-9%
Credit card fees	9,454	6,564	44%
Electronic Presence Support	307	137	124%
EXP Conferences	2,935	22,976	-87%
EX Conference Prepaid	25,761	20,326	27%
Journal Expense	11,000	11,000	0%
Membership Directory Exp	387	518	-25%
Membership Services	462	0	100%
Membership Subsidies	2,250	2,205	2%
Miscellaneous Expense	70	0	100%
Office Equipment Purchases	82	0	100%
Officer Expenses	1,527	1,821	-16%
Printing & Duplicating	1,100	1,455	-24%
Professional Fees	15,675	9,270	69%
Shipping /Postage Expense	7,616	6,864	11%
Supplies	14	600	-98%
Uncategorized Expenses	0	0	0%
Total Expense	161,691	175,608	-8%
Net Income	101,933	72,937	40%

System Dynamics Society
Profit and Loss, First Six Months, by Cost Centers
 January through June 2004

	2004 UK	2005 Boston	Core Ops	Sales	Publication	Web	Prior Yr	2003 NYC	IFR Transfer	TOTAL
Income										
Products	0.00	0.00	0.00	68,693.00	0.00	0.00	0.00	0.00	0.00	68,693.00
INC Conferences	166,718.66	0.00	0.00	0.00	0.00	0.00	0.00	1,450.00	0.00	168,168.66
Investment Income	0.00	0.00	956.34	0.00	0.00	0.00	0.00	0.00	0.00	956.34
Membership Dues	0.00	0.00	27,997.00	0.00	0.00	0.00	0.00	0.00	0.00	27,997.00
Other Income	0.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00
Shipping and Handling	0.00	0.00	37.00	10,326.00	0.00	0.00	0.00	0.00	0.00	10,363.00
Publications Sales	0.00	0.00	60.00	2,166.50	585.00	0.00	0.00	0.00	0.00	2,811.50
Sponsor Dues and Donations	0.00	0.00	9,500.00	0.00	0.00	0.00	0.00	0.00	0.00	9,500.00
Conversion from Accrual to Cash	0.00	0.00	1,199.50	0.00	0.00	0.00	0.00	0.00	0.00	1,199.50
Total Income	166,718.66	0.00	39,774.84	81,185.50	585.00	0.00	0.00	1,450.00	0.00	289,714.00
Cost of Goods Sold										
Management Game	0.00	0.00	0.00	25,922.66	0.00	0.00	0.00	0.00	0.00	25,922.66
Reprint Outdated SDR	0.00	0.00	0.00	167.60	0.00	0.00	0.00	0.00	0.00	167.60
Total COGS	0.00	0.00	0.00	26,090.26	0.00	0.00	0.00	0.00	0.00	26,090.26
Gross Profit	166,718.66	0.00	39,774.84	55,095.24	585.00	0.00	0.00	1,450.00	0.00	263,623.74
Expense										
Bank Adjustments (Expense)	2.00	0.00	155.10	0.00	0.00	0.00	0.00	0.00	0.00	157.10
Contract with Univ at Albany	44,888.59	5,356.34	22,102.83	7,105.46	1,082.25	2,358.53	0.00	0.00	0.00	82,894.00
Credit card fees	5,650.16	0.00	1,974.99	1,828.70	0.00	0.00	0.00	0.00	0.00	9,453.85
Electronic Presence Support	0.00	0.00	0.00	0.00	0.00	306.65	0.00	0.00	0.00	306.65
EXP Conferences	2,934.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,934.63
EX Conference Prepaid	25,761.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25,761.14
Journal Expense	0.00	0.00	0.00	0.00	11,000.00	0.00	0.00	0.00	0.00	11,000.00
Membership Directory Exp	0.00	0.00	0.00	0.00	386.96	0.00	0.00	0.00	0.00	386.96
Membership Services	0.00	0.00	462.40	0.00	0.00	0.00	0.00	0.00	0.00	462.40
Membership Subsidies	0.00	0.00	2,160.00	90.00	0.00	0.00	0.00	0.00	0.00	2,250.00
Miscellaneous Expense	0.00	0.00	70.00	0.00	0.00	0.00	0.00	0.00	0.00	70.00
Office Equipment Purchases	0.00	0.00	81.87	0.00	0.00	0.00	0.00	0.00	0.00	81.87
Officer Expenses	0.00	0.00	1,001.03	97.85	386.04	0.00	42.49	0.00	0.00	1,527.41
Printing & Duplicating	0.00	0.00	1,075.00	25.00	0.00	0.00	0.00	0.00	0.00	1,100.00
Professional Fees	2,568.30	144.89	6,712.17	4,608.25	434.70	10.35	0.00	0.00	1,196.01	15,674.67
Shipping /Postage Expense	0.00	0.00	440.98	6,526.79	648.33	0.00	0.00	0.00	0.00	7,616.10
Supplies	0.00	0.00	14.31	0.00	0.00	0.00	0.00	0.00	0.00	14.31
Uncategorized Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Expense	81,804.82	5,501.23	36,250.68	20,282.05	13,938.28	2,675.53	42.49	0.00	1,196.01	161,691.09
Net Income	84,913.84	-5,501.23	3,524.16	34,813.19	-13,353.28	-2,675.53	-42.49	1,450.00	-1,196.01	101,932.65

6.2 Annual Report 2003–2004

Overview

This is the second annual report of the ED SIG. Most of the indicators below convey information that permits comparisons with the last period.

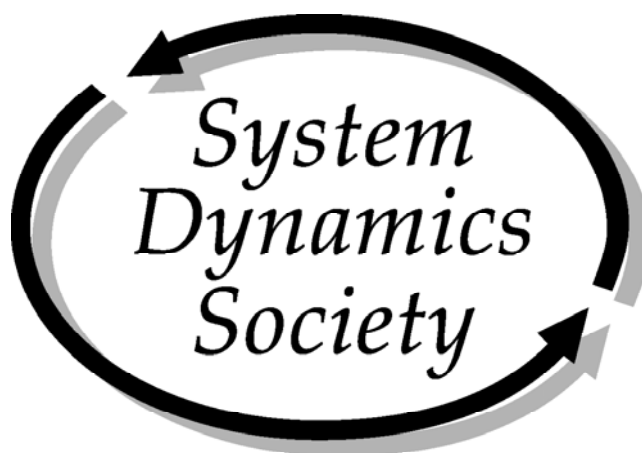
Activity Indicators

- Reference period: 10 July 2003 – 08 July 2004
- Members: 62 (from 57)
- Partners: 1 strategic partner (same)
- Websites: 1 website (from 12+1)
- Databases: 3 (from 20)
- Registries: 1 (from 16)
- Communication channel: Sdsustain (same)
- Communication traffic (messages): 54 (from *c.* 12)
- ED administrative meetings: 1st EDAM, 21st ISDC, NYC (12 people)
- SDS PC meeting participation: Summer 2003 PC meeting, NYC
- Other events: ED Open House, 21st ISDC, NYC (*c.* 30 people)

Conclusions

The Group has a few more members, a simpler web presence, and much more activity in email discussions. Meetings and other events have concentrated in the annual SDS conference.

**Annual Report on
Home Office Operations**



July 2004

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Annual Report on Home Office Operations of the
System Dynamics Society
Summer Policy Council Meeting
July 2004

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Introduction

The home office of the System Dynamics Society is housed at the Center for Policy Research at the University at Albany, State University of New York. Two full time staff, Roberta Spencer and Jennifer Rowe, support the Home office. Ms. Spencer is the Executive Director of the Society. Additional support comes from graduate students at the University at Albany, volunteers, and from outside contractors.

New Initiatives

Conference Management: Web-Based Initiatives

Most conference management tasks have been moved into the routine operations section.

The new web-based reviewer submittal process implemented in 2002, rewritten and improved by Bob Eberlein for 2004, continues to work well. We again received many wonderful notes from authors who benefited from the reviewer comments. One author wrote to us “The comments from the anonymous reviewer were excellent and have been incorporated.” In another case, a reviewer offered to continue helping an author after the revisions were made. This connection was made, resulting in learning and a better quality paper.

The web-based method to receive submissions, including author names, the body of work, and supporting materials including models, was initiated for the NYC Conference. Only 65% of authors used the new system last year. This year, with the improvements made by Bob Eberlein to the submission system 99% of the papers were submitted using the web submission system. Time saving was achieved and is expected to increase when the submission system and the database system are more aligned. Final version papers were available on-line earlier this year with less effort. Web maintenance done for Dana Meadows Student Prize paper reviewing was virtually eliminated. Final materials to be included on the CD-ROM Conference Proceedings were also submitted on-line.

New Products

MIT System Dynamics Group Literature Collection - Now available on DVD! This collection, selected by Jay Forrester, is based on the famous D-memos, spans nearly fifty years of work in system dynamics, and reveals a rich historical point of view. Contained on the DVD are:

- Working papers on the National Model
- MIT Doctoral, Master’s and Bachelor’s theses by well known practitioners
- Assignments and solutions from the self-teaching Guided Study Program, a three-year experiment in the 1990’s to teach system dynamics as distance learning course
- Instructional materials from the Road Maps series
- Selected published papers
- Published papers reference section with complete citations & abstracts

The DVD required 200 hours of labor by an outside contractor before going into production. Work included checking and correcting links and spelling, consistency in naming for file readability, recreating the Excel and pdf files after corrections, adding links, improving the layout of the directories, and adding the autorun and errata files. These changes increased the efficiency of the DVD and made it more user-friendly. The DVD was sent out for testing, and the replies back included comments such as:

- “An essential historical reference for anyone serious about system dynamics.” John Sterman, MIT
- “The definitive source for the serious practitioner – this is a ‘must have’ reference for regular use.” Nick Pudar, General Motors Corporation
- “Fascinating history, significant now, helpful in the future.” George Richardson, University at Albany
- “This is a gem.” Rod MacDonald, Initiative for System Dynamics in the Public Sector

We anticipate that there will be some readability problems. The DVD is set up to open automatically (autorun); however some older computers do not allow this capacity. If it does not open automatically, the directions state to explore the DVD and open the file “ReadMe.html” for more instructions. The age of a computer and speed of DVD readers may make the DVD unreadable by some computers. Computers with Linux as an operating system will not be able to use the links due to the file name configuration. In addition, many of the people we have talked to do not have DVD readers.

In the near future, we expect to produce the Literature Collection on CD-ROM (4 disks). A disadvantage of the CD-ROM format is that it requires 2 GB installation on the hard drive.

The Fireside Chat A plenary session at the Atlanta conference, featuring Jay Forrester and George Richardson, was recorded on videotape. With some finishing touches, the one hour long videotape will be available for sale soon.

Dana Meadows Book Dennis Meadows has offered to assist the Society in making excerpts of the book *The Electronic Oracle* by Dana Meadows available for sale through the Society. Dennis has received permission from the Sustainability Institute to reprint excerpts of the book. Dennis has given a copy of the book to the Society office and it is expected this project will commence later this year.

Other New Products An idea has been raised to solicit new products from members for the Society to sell. Although this is a great idea and would help our sustainability, launching new products is difficult for our office. In addition to investing funds, most time is spent on current activities. Unfortunately, this leaves little time for development. Volunteer assistance to augment our labor is one way to resolve this problem.

Own the Membership Process

At the February 9, 2004 Policy Council Meeting, the motion that the Society Home Office should take over management of the membership was unanimously approved. All membership information is in our database. Benefits to our membership will include being able to deal directly with the Society office, avoiding confusion and delays in processing paperwork. Benefits to the Society will be more accurate information in a more timely fashion. Since the database is already set up, labor costs to process membership applications would not increase significantly. On the negative side, we would lose a minimum four percent on all credit card transactions for membership payments; we do not incur that loss now. When the Society assumes responsibility for mailing renewal notices, labor and material costs will increase substantially. Communications with Wiley and specifically Ms. Faith Pidduck will continue. To

help reduce the learning curve, we expect to have a few discussions with Wiley on how they processed membership applications and solicited renewals.

Our membership processing will coincide with our newsletter schedule. Starting this year, the third hard copy newsletter will come out in mid-September, it will be short and will include the first hard copy invoice being sent for 2005 renewal. The fourth newsletter in late October (conference edition), electronic-only, will have a general renewal reminder in the newsletter and in the text of the email message (the email message would be individualized, but the reminder is to everyone). Then in November and December there are renewal notices/letters to non-renewals only. Starting in 2005 the first newsletter will arrive in the USA at the latest mid-March, later in Europe and the rest of the world. Renewed members will receive the newsletter only. Non-renewed 2004 members will receive the newsletter and an individualized letter saying we have not received their renewal for 2005; that we hope they will renew and that if they have decided not to renew we would like to hear why. This first newsletter is a welcome to newly renewed members. A goal is to have the Winter PC meeting early so news from the meeting can be shared at this time. The second 2005 e-version newsletter would be received at the latest mid-June, before the summer conference.

Options for membership renewal over the web with credit card payments are being explored. Using Memberclicks, the set-up fees range between \$400 and \$600, monthly services fees are approximately \$65. Individual transaction fees are \$1.20 plus 2.37%. More research will be done before a final decision.

Library Campaign

Working with Wiley, we have created a list of universities that do not subscribe to the *System Dynamics Review*. Starting with Jim Hines, President 2002, the Presidents have composed a letter including personalized messages inviting members at unsubscribing universities to request their libraries consider a subscription to the journal. This idea originated during a meeting with Wiley since institutional subscriptions are declining. Approximately 300 letters have gone out each year. Institutional subscriptions increased from 2002 to 2003, but we do not know how many are a result of this campaign.

Long Term Financial Outlook and Sustainability of Home Office

Research on home office transition planning, options for change, financial outlook and sustainability still needs to be done. There is no short-term issue in this area.

Routine Operations

Membership

Membership continues to grow. Please see Attachment III – Membership Statistics, page 14, for full details over time.

Services and Recruitment We currently have about 5300 records of members, non-members and conference registrants who have contacted this office for products or information.

Membership applications processed through this office are increasing as a result of the sponsorship incentive program, membership fee being paid along with purchase of a product, membership fee being paid with conference registration, or familiarity with our office. We routinely include a membership option on the conference registration form and it has been quite successful. To date for the Oxford Conference, we have processed a total of 71 memberships; of those 45 are **new** members. Please see page 22 “Conference Registration Fee Structure” showing the differences between member and non-member conference fees.

After our annual conferences, a personal invitation to become a member of the Society is sent to conference attendees who are not members. In addition, in the fall of 2003, letters to members who did not renew were sent out.

	January – June	July – December	Yearly Totals
2004	151		
2003	177	162	339
2002	141	113	254
2001	105	98	203
2000	28	71	99
1999	7	99	106
1998	15	26	41

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Total Memberships Processed by Home Office, January 1998 – June 2004

Sponsorship Incentive As of July 2004, we have 93 new or renewal members that have joined the Society for the calendar year 2004 as a result of the Society Sponsorship incentive. See Attachment V – Sponsor Statistics, page 17, for history. A sponsor receives up to three personal memberships with a sponsorship.

Membership Directory The 2004 membership directory is on-line. The cost of outsourcing and maintaining the on-line directory with Memberclicks is \$90 per month (after a one-time set-up fee of \$650.00) for a membership of up to 1000. The monthly price increases to \$120 per month when 1000 members are exceeded; we are currently very close to this limit. Costs to date are as follows:

- 2003: \$1209 Maintenance fees paid.
- 2002: \$1231 First year setup and maintenance fees for partial year.
- 2001: \$7000 Printing and mailing costs of the hardcopy directory.

Only six current members chose not to be included in the on-line directory, although many more have not taken advantage of uploading his or her profile. The on-line directory has 728 member profiles (83%), of 872 members to date. Benefits of the on-line directory include instantaneous updates for current contact information, ease of use and less hard costs.

Ongoing issues with the on-line directory include members continuing to send corrections to this office rather than making the corrections themselves on-line; asking and recording permission to include contact information in the directory; resolving problems with the host, Memberclicks; and resolving accessing/password problems. All of these issues take time. To make the on-line directory more useful and to give a descriptive picture of our membership, fields in the directory such as chapter affiliation, work categories, and keywords including interests and/or capabilities need to be input. The directory had 277 hits in the last 16 weeks.

We continue to maintain the contacts database in addition to the on-line directory. Fortunately there are fewer problems with the host, but labor to maintain the on-line directory is not significantly less than a one-time effort to produce a hard copy directory. Occasionally we receive messages from our members who prefer the print copy. For those without web access there have been suggestions to put the membership directory on disk and/or produce a limited number of hard copies.

Sales

Beer Distribution Game, Proceedings, Journal, Bibliography and PhD Seminar Series There is still great interest in the Beer Distribution Game; however, 2003 sales were the second lowest in the past six years.

In 2003 there was a surprising increase in demand for the proceedings and a slight increase in demand for back issues of the *System Dynamics Review*. Access to past journals through Wiley using the Interscience website has influenced the decreased sales of the past issues of the Review. The sales of the Seminar Series doubled from 2002 to 2003.

Items Sold	2003	2002	2001	2000	1999	1998
Beer Game Boards*	710	876	1043	837	623	828
Past Proceedings	87	45	56	36	101	52
Past <i>System Dynamics Reviews</i>	13 single 5 sets	8 single 1 set	13 single 4 sets	29 single 8 sets	25 single 6 sets	54 single 4 sets
Bibliographies	1	2	8	4	14	24
PhD Seminar	30 single 10 sets	13 single 14 sets	N/A	N/A	N/A	N/A

*includes loaner boards

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Sales – Full Year, 1998 - 2003

Reviewing the first six months of 2004, Beer Game sales are almost record breaking. Please see the Beer Game Sales at Half Year, 1998 – 2004 on page 23. There continues to be increased interest in past proceedings and all other sales are healthy. See half-year chart on page 23.

Back issues of the *System Dynamics Review*: A full set of 56 back issues from 1985 to 2003 (Volume 1 – Volume 19) is offered for sale for \$750.00. The full time student member price for the Volume 1 – Volume 19 set is \$325.00.

The System Dynamics Society Bibliography Disks continue to be available and it is downloadable from our website. The bibliography has been updated to include the New York City Proceedings and the *System Dynamics Review* Volume 20, Number 2 – 2004. New entries are continuously being made, as the bibliography is always a work in progress; currently there are 7463 entries.

Most importantly, in 2003, the \$59,000 profit from the sales “cost center” helped support the core operations offered by the Society office. This amount is down \$9,000 from 2002.

Society Sponsorship

Sponsors receive up to three complimentary annual (personal) memberships. Please see Attachment V – Sponsor Statistics, page 17, for a list of all Society and conference sponsors for calendar years 2000 through 2004. To date, forty-one have made either a pledge, sent in a gift, or traded services for 2004. We have a record seventeen new sponsors in 2004. Our sponsors are very committed; sixteen of our 2004 Society sponsors have been sponsors for three consecutive years or more.

Year	Amount Received	Budgeted
2005		\$23,837
2004	\$9,500 To date	\$21,000
2003	\$38,445	\$21,000
2002	\$19,494	\$21,000
2001	\$28,922 *	\$16,000
2000	\$17,909	\$13,000
1999	\$12,738	\$15,000
1998	\$11,000	\$ 9,000
1997	\$ 4,000	\$ 4,000

*This includes a one-time special \$5000 contribution for the JWF Award and a two-year payment in advance. True amount for 2001 is \$22,922.
 source: i:\sds\rls folders\society sponsors\2004 campaign\status 2004.xls\income-budgets since 1997

Sponsor Income, 1997 – 2004

The Society office performs a systematic Society sponsorship program contacting all past Society sponsors and conference sponsors, inviting them to continue their support. In addition, we identify and mail out letters to repeat customers, to organizations with numerous members and to other consulting firms owned by members. This mailing is not only to solicit, but to also cultivate a relationship, to involve our members and others in the field. Letters mailed for the 2004 Society Sponsorship Campaign totaled over 780. See page 18 for breakdown of letters mailed. We will continue this Society sponsors program for calendar year 2005 in September and October 2004.

Routine Conference Management

Management of our conferences is a major activity at the Society office. For conference attendance numbers please see Attachment VIII – Conference Attendance Statistics, page 21.

Conference Tasks Responsibilities for conference activities have included:

- o Design/produce/mail the call for papers brochures, conference information and registration brochures
- o Advertising in related journals
- o Contacting conference sponsors including generating new contacts
- o Maintaining finances in QuickBooks
- o Managing registrations, letters of invitation for visas, assist with roommate contacts, manage other unique site-specific details (i.e. parking in NYC)
- o Organizing meetings
- o Receiving electronically, storing and formatting the works, session proposals and workshops
- o Improving, developing and managing the review process for submissions on the web
- o Producing the printed abstract proceedings and CD-ROM of full proceedings
- o Track submissions
- o Manage Dana Meadows Student Prize Award papers
- o Event Insurance Coverage
- o Design layout of conference sponsor information
- o Organize outsourcing for specialty work
- o Managing the tentative and final program and session chairs scheduling including room and AV equipment scheduling
- o Assisting with all social program items including transportation
- o Maintaining the conference website
- o Negotiating and working directly with the conference venue
- o Organizing all pre-conference and during-conference outside contractor and volunteer labor

Allocation of Effort Conference management consumes a major portion of personnel time, especially in the first 6 months of the year. Time spent on conference management is always a substantial percentage of full year time allocation. Outsourcing is necessary and is a successful way to keep abreast of all the duties. Discussions continue to look at ways to improve conference operations utilizing more of the web technology.

Current Conference Activities At any given moment the Society office is working on at least three conferences. The Society office is working closely with Graham Winch, Michael Kennedy, Jonathan Coyle, Jack Homer, David Exelby and many more volunteers for the 2004 conference. We are providing support to the Boston Program Team. At this time, we are supporting efforts to review the 2006 conference proposals and solicit proposals for 2007 and beyond.

Evaluate Conference Quality Worcester Polytechnic Institute has assumed the task of measuring member satisfaction and service quality for the Society on an on-going basis. A survey is not scheduled for the 2004 conference.

Future Planning is ongoing for the Boston 2005 Conference. The dates are July 17-21, 2005. See the first Call for Papers in your conference packet.

The Guide Work continues at the Society office to update the Guide to Organizing an International System Dynamics Conference written by Jac A.M. Vennix and Loes H. Bultjes in July 1992. Conference planning, scheduling techniques and organizational tools continue to be refined.

Society Finances

The Society is managed around five cost centers: conference, cores operations, sales, publication, and web presence. All bookkeeping files are maintained in QuickBooks. See Attachments IXa through IXh, pages 23 - 30, for all final financial information for 2003 and other related charts and graphs.

Allocation of Effort

Daily time sheets are recorded using five cost centers. During 2003, Roberta Spencer and Jennifer Rowe worked full time, and Vedat Diker worked only the first six months. The office will continue with two full time people into 2004. The graduate assistance position was not replaced as a cost savings measure in 2004, but has been added back into the budget for 2005. The following table shows how each of these three persons split their time between the various cost centers used by the Society to track staff time usage.

Roberta Spencer	2003	2002	2001	2000	1999	1998
	%	%	%	%	%	%
Full time	100	100	100	90	75	75
Core Operations	25	25	39	41	50	41
Sales	7	7	9	9	17	28
Current Conference	36	42	34	38	31	27
Next Conference	13	12	7	5	2	4
Past/Future Conference	6	7	5	3		
Publications	4	4	5	3		
Web	9	3	1	1		

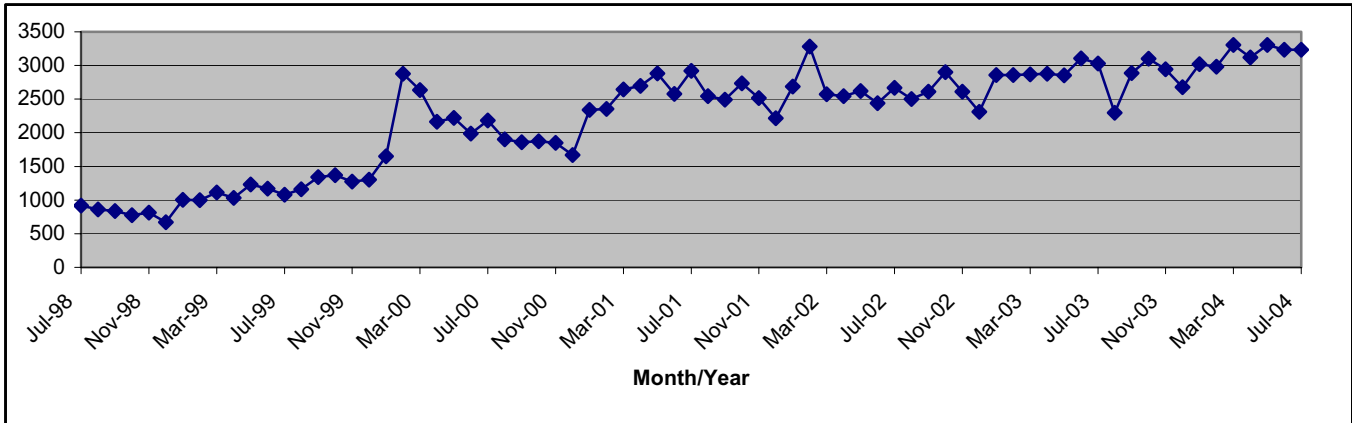
Jennifer Rowe	2003	2002	2001	2000	1999	1998
	%	%	%	%	%	%
Full time	100	100	60-75	60	50	50
Core Operations	45	42	40	42	54	41
Sales	14	10	13	20	21	35
Current Conference	33	34	33	33	23	22
Next Conference	1	2	2	1	2	2
Past/Future Conference						
Publications	4	5	11	4		
Web	3	7	1			

Vedat Diker	2003	2002	2001
	%	%	%
Full time	50	50	50
Core Operations	0	2	5
Sales			
Current Conference	36	48	30
Next Conference	5	19	25
Past/Future Conference		1	
Publications			
Web	59	30	40

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 \allocation of effort.xls

Allocation of Staff Effort by Cost Center, 1998 – 2003

Web Presence



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Website "Hits" History by Month, September 1998 – July 2004

Our website is a great resource. The Society office website is being maintained at the University at Albany. Jack Pugh, Webmaster, is managing the site with student support. The website continues to be upgraded. To keep abreast of technological advancements, development funding must continue to be placed in the budget for web presence.

Attachment I – New Initiatives

New Initiatives <i>Not Routine Processes</i>	Developments	Next Steps
A. Meet with David Peterson and Kevin O’Neill to discuss long term financial outlook and sustainability of home office	<i>Met in April 2002</i>	Arrange follow up meetings. Report to Policy.
B. Make contacts and increase support to Special Interest Groups, Sponsors and Chapters, K–12, Universities, Consultants, Systems Thinking, etc.	<i>Contacts made for sponsorship, conference – more time needs to be invested here to inform these organizations of how we can help them network, and to cultivate relationships. Chapters may need more support at start up or with membership drives.</i>	Expand and perform routinely. Needs more attention.
C. Improve Conference management	<i>Web ease, standardize submittal process, improve survey</i>	Make continuous improvements. New web submittal process worked in 2003, improved in 2004.
D. Develop electronic presence	<i>Webmaster Jack Pugh has advanced the web presence. Continued funding will progress this effort. Install on-line directory, add resources page and FAQ page.</i>	On-line membership directory is up, automated review process successful, conference submissions successful, working on registrations, etc.
E. Develop new products to diversify and broaden sales possibilities beyond “Beer Game”	<i>The MIT Literature Collection on DVD; The Fireside Chat; The Electronic Oracle Solicit donations of products we could sell.</i>	DVD is now for sale. Work in progress on other items.
F. Brainstorm for events that facilitate communication between members.	<i>For example – web cast</i>	Dependent on funding and generation of ideas.
G. Create endowment account for conference awards	<i>There is one interested party presently.</i>	Find sponsors who believe in this.
H. Create new budgeting systems for Society and Conference	<i>Worked with volunteer Mohammad Mojtahedzadeh to create new budgeting system used for 2005 conference and Society budget for 2005</i>	Review system and refine.

Attachment II – Routine Operations – Other Processes

- o Help manage and update Society information vehicles, including brochure and website
- o Find the best suppliers, improve when possible, maintain inventory, and fill orders for all current products
 - o Beer Game
 - o Back issues of Proceedings
 - o Back issues of *System Dynamics Review*
 - o PhD seminar Series
 - o MIT Literature Collection on DVD
 - o Bibliography and updates
- o Respond to all inquiries including general member inquiries / member services / non-member questions
- o Starting in 2004 “own” our membership: process all new and renewal memberships and send information to Wiley to distribute the journal
 - o Membership maintenance and recruitment and yearly retention analysis
 - o Reconcile membership issues/discrepancies with John Wiley & Sons
- o Assist PC officers as needed
- o Archive Systems: records retention and preservation
- o Maintain checking account and accounting for funds with University
- o Manage campaigns for growth
 - o Society sponsorship solicitation
 - o Library campaign for institutional subscriptions
 - o Conference sponsorship
 - o Volunteer campaign
- o Maintain on-line membership directory
- o Produce and distribute President’s Newsletter two to four times a year (electronic and hard copy)
- o Manage Administrative Calendar and Processes
- o Assist with all aspect of conference management
- o Continuously strive for less use of paper and postal services, including moving to an electronic newsletter
- o Maintain SD Career Link on the website and as a job message board at each conference
- o Update the Conference Guide after each conference
- o Plan the presidential meeting each year for smooth transition and continuity

Attachment III – Membership Statistics

Country	2003	2002	2001	2000	1999	1998	1997	1996
Argentina	2	3	7	8	8	6	4	4
Australia	32	28	36	30	31	21	15	17
Austria	3	2	3	5	2	1	1	1
Bahrain	1	1	1	0	0	0	0	0
Bangladesh	0	1	1	1	1	1	1	1
Belgium	8	9	6	5	4	2	1	1
Bermuda	1	1	0	0	0	0	0	0
Brazil	15	11	10	10	8	7	5	2
Canada	28	25	29	28	33	24	23	15
Chile	3	1	1	1	2	2	2	0
China	4	3	6	5	5	4	3	6
Colombia	7	5	6	5	5	5	4	4
Costa Rica	1	1	2	0	0	0	0	0
Cote d'Ivoire	0	0	1	1	1	1	0	0
Croatia	2	2	2	2	2	2	1	1
Cyprus	1	2	1	0	0	0	0	0
Czech Rep	2	2	2	2	1	0	0	0
Denmark	3	5	5	4	3	3	4	4
Dom. Rep.	0	0	1	1	0	0	0	0
Egypt	11	16	1	0	0	0	0	0
Ethiopia	0	0	1	0	0	0	0	0
Finland	6	5	7	7	3	2	2	2
France	12	12	10	10	8	6	5	4
Germany	47	40	39	37	34	23	21	14
Greece	13	9	5	4	5	4	3	2
Hong Kong	2	1	2	2	2	0	0	0
Iceland	0	0	1	1	1	1	0	0
India	5	3	4	4	2	1	2	2
Indonesia	8	4	8	13	15	7	6	4
Iran	2	2	2	2	1	1	1	0
Ireland	1	2	5	3	1	1	0	0
Israel	1	3	2	2	2	1	1	2
Italy	25	27	24	24	28	28	23	17
Jamaica	1	0	0	0	0	0	0	0
Japan	33	31	41	39	36	32	33	31
Jordan	1	0	0	0	0	0	0	0
Kenya	1	1	2	1	0	0	0	0
Korea	8	12	11	13	12	7	8	4

Geographic Distribution, 1996 – 2003, representing 65 countries

Country	2003	2002	2001	2000	1999	1998	1997	1996
Kuwait	1	1	1	1	2	0	0	0
Lebanon	1	1	1	1	1	0	0	0
Lesotho	0	1	0	0	0	0	0	0
Malaysia	3	2	2	2	8	7	6	0
Mexico	8	9	9	5	6	4	2	3
Mongolia	0	1	0	0	0	0	0	0
Neth Antilles	0	0	1	0	0	0	0	0
Netherlands	29	25	29	30	24	21	18	12
New Zealand	8	7	10	8	10	5	5	4
Nicaragua	1	1	0	0	0	0	0	0
Nigeria	1	1	1	1	1	1	1	1
Norway	23	23	31	36	32	22	16	9
Peru	2	1	0	0	0	0	1	1
Philippines	1	2	2	3	3	3	1	1
Poland	2	3	4	4	3	3	4	3
Portugal	6	7	6	6	5	4	2	3
Puerto Rico	1	1	0	0	0	0	0	0
Russia	2	2	2	2	2	2	1	0
Saudi Arabia	1	2	1	1	1	1	1	0
Singapore	5	5	3	3	3	1	1	2
Slovenia	2	2	3	3	1	0	0	0
South Africa	6	4	2	1	1	1	1	2
Spain	18	24	25	25	26	22	24	21
Sweden	15	14	13	10	10	9	8	6
Switzerland	30	29	24	22	18	17	16	15
Taiwan	7	7	8	5	6	7	6	4
Thailand	1	1	1	2	2	2	1	2
Tunisia	1	1	0	0	0	0	0	0
Turkey	6	4	9	15	17	6	7	1
UK	91	90	100	101	104	89	65	44
Ukraine	1	0	0	0	0	0	0	0
Uruguay	1	0	0	0	0	0	0	0
USA	384	338	425	388	451	386	323	297
Venezuela	4	4	3	0	1	1	1	2
Vietnam	0	0	1	1	1	1	0	1
Virgin Islands	1	0	0	0	0	0	0	0
Totals	953	883	1002	946	995	808	680	572

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Attachment III – Membership Statistics, continued

Year	Directory	Wiley	At June 30th	Regular Student	Institutional	EAL
2004			875			
2003	953	952	844	750/202	140	47
2002	883cdb	885	761	676/209	129	28
2001	1003	835	737	657/178	196	
2000	946	814	720	643/171	200	
1999	995	760	655	592/168	205	
1998	808	683	600	547/136	212	
1997	680	579		457/122	224	
1996	572	552		443/109	225	
1995		504		416/43	212	
1994		484			197	
1993		487			181	
1992		406			158	
1991		418			112	

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Membership Over Time - Full Calendar Year, 1991 – 2003

Year	Unknown	Academic	Military	Private	Public	Other
	%	%	%	%	%	%
2003	8	44	2	41	4	1
2002	6	53	1	35	4	1
2001	12	38	1	46	3	0
2000	13	39	1	43	4	1
1999	16	36	2	43	3	1
1998	22	35	1	39	3	1
1997	22	37	1	38	2	0
1996	22	39	1	37	1	0
1995	23	38	1	34	4	0

(based on the institution name listed in the membership directory)

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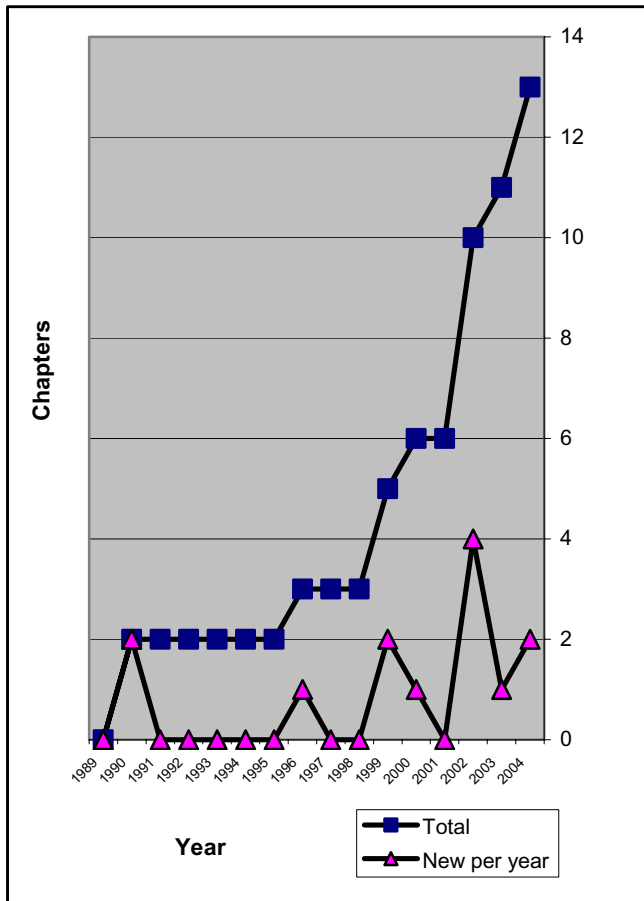
Membership Distribution by Sector, 1995 – 2003

	2003	2002	2001	2000	1999	1998	1997	1996
Africa	2	3	1	0.5	0.5	0.5	0	0.5
N America	45	43	46	44	50	51	52	55
S America	3	3	3	3	2	3	2	2
Asia	9	9	10	10.5	10	9.5	10	10.5
Europe	37	38	35	38	33.5	33	33	28
Pacific	4	4	5	4	4	3	3	4
ROW	18	19	19	18	16.5	16	15	17
# of countries	65	63	62	55	54	49	46	42

source: i:\sds\rls folders\statistical information\growth indicators\membership stats.xls
\membycountry

Membership by Continent, 1996 – 2003

Attachment IV – Chapter and Special Interest Group Statistics



source: i:\sds\rls folders\statistical information\growth indicators
 \chapter-sig growth.xls\chapters

Chapter Growth, 1989 – June 2004

Year	Country
2004	Switzerland, Economics
2003	Brazil
2002	Student, Latin America, Hellenic, Egypt
2001	
2000	South Korea
1999	United Kingdom, Australia/New Zealand
1998	
1997	
1996	Italy
1995	
1994	
1993	
1992	
1991	
1990	China, Japan
1989	

source: i:\sds\rls folders\statistical information\growthindicators\
 chapter-sig growth.xls\chapters

New Chapters, 1989 – June 2004

Special Interest Groups to date:

- Higher Education
- Environmental Dynamics
- Health Policy
- Security

Attachment V – Sponsor Statistics

Corporations:

A.T. Kearney
Accenture
Adirondack Oral & Maxillofacial
Surgery PC
Alitalia Linee Aeree Italiane S.p.A.³
Amber Blocks, Ltd.^{1,2}
Amerikus Importers Corporation³
Amia (Waste Management Company
of Palermo)
Amtrak³
Andersen Consulting
Arthur Andersen
AssetEconomics Inc.¹
ASSINDUSTRIA (Association of
Entrepreneurs)³
Asthma 2000 Group¹
Atrivé¹
Attune Group Inc.²
Avra Estiatorio³
Banco di Sicilia S.p.A.
BearingPoint (formerly KPMG)
Bolide Pty Ltd¹
Booz Allen Hamilton¹
BP¹
Brand Management¹
Business Dynamics
California Management Review³
Cantine Settesoli Scarl (Winery)³
Capital One¹
City of Bergen, Norway³
Comune di Palermo (Municipality of
Palermo)³
Decision Dynamics, Inc.¹
Delsys Research Group¹
Delta Air Lines, Inc.³
Forio Business Simulations²
GE Corporate Research and
Development (GE CRD)³
GE Employees Reinsurance
Corporation^{2,3}
General Motors¹
Georgia-Pacific Corporation^{1,2}
Global Strategy Dynamics Ltd.²
Hall, Vasil & Dowd, CPA's^{1,3}
Hewlett-Packard Company
HVR Consulting Services Ltd.^{1,2}
IBM¹

Corporations continued

Intel Corporation
isee systems^{1,2} (formerly High
Performance Systems Inc.)
ITP Consultores
John Wiley & Sons Ltd.^{2,3}
KBS (Knowledge Based Simulation)
Lane Press of Albany^{2,3}
Ledet Enterprises¹
McKinsey & Company³
Mediterranea Digit Srl – XEROX
Dealer³
Minase Consulting¹
Mohaseboon Financial and Business
Consultants¹
Northwater Capital¹
OLM Consulting (formerly Cognitus)¹
PA Consulting Group¹
Patni Computer Systems¹
Pegasus Communications, Inc.^{1,2,3}
Plug Power¹
Powersim Software AS²
Powersim Solutions^{1,2}
Practice Fields
Project Performance Corporation¹
Proverbs¹
Proyectos Comerciales de México, SA
de CV, una empresa de Grupo
Proyectos¹
Pugh Roberts Associates
Roosevelt Hotel³
Sicilia Dreams Travel Agency³
SoL (Society for Organizational
Learning)²
SRC Hamburg
Strategic Clarity
Uniglobe Accent Travel Services³
United Airlines³
US Centers for Disease Control and
Prevention³
Ventana Systems UK^{1,2}
Ventana Systems, Inc.^{1,2}
Vestec AS
Waters Foundation
XJ Technologies²

Universities & Related Groups:

Ackoff Center for Advancement of
Systems Approaches (ACASA)
Adger University College
Center for Technology in Government
(CTG) University at Albany/SUNY³
Centre for operational Research &
applied Statistics, (CORAS),
University of Salford^{1,2}
Corporate Education, Worcester
Polytechnic Institute
CUSA-System Dynamics Group
London Business School^{1,2}
London South Bank University²
MIT System Dynamics Group¹
PAR Group, Nijmegen University
School of Management¹
Rockefeller College of Public Affairs
and Policy, University at Albany^{1,3}
SYDIC – SYstem Dynamics Italian
Chapter³
System Dynamics Society's Hellenic
Chapter
Tecnológico de Monterrey¹
Università Bocconi
University at Albany, Office of the
Provost and Vice-President for
Academic Affairs
University at Albany, System
Dynamics Group
University of Bergen, Department of
Information Science, System
Dynamics Group¹
University of Palermo
University of Wellington Graduate
School of Business and Public
Management

Individual Sponsors:

Frank Davidson
Jay W. Forrester¹
Toshiro Shimada¹

Individual Donor:

Ken Carpenter

¹ 2004 Society Sponsors

² 2004 Conference Sponsors

³ In-kind Sponsors

source: i:\sds\rls folders\statistical information\sponsor info\all sponsors by type.doc

All Sponsors 2000 - 2004

Attachment V - Sponsor Statistics, continued

Attachment V - Sponsor Statistics, continued

	2004	2003	2002
Past Sponsors – not current	2	4	4
Conference Sponsors - not Society	9	6	5
Last year paying	19	23	23
Cold Call - Universities	240	93	103
Cold Call - Non Mem, Non University	315	86	90
Cold Call Members	203	89	51
Over \$500 Beer Game Sales	0	27	35
Total letters mailed	788	328	311

source: i:\sds\rls folders\statistical information\sponsor info all sponsors.xls\ss mailout since 2002

Society Sponsorship Mail-out Campaign, 2002 - 2004

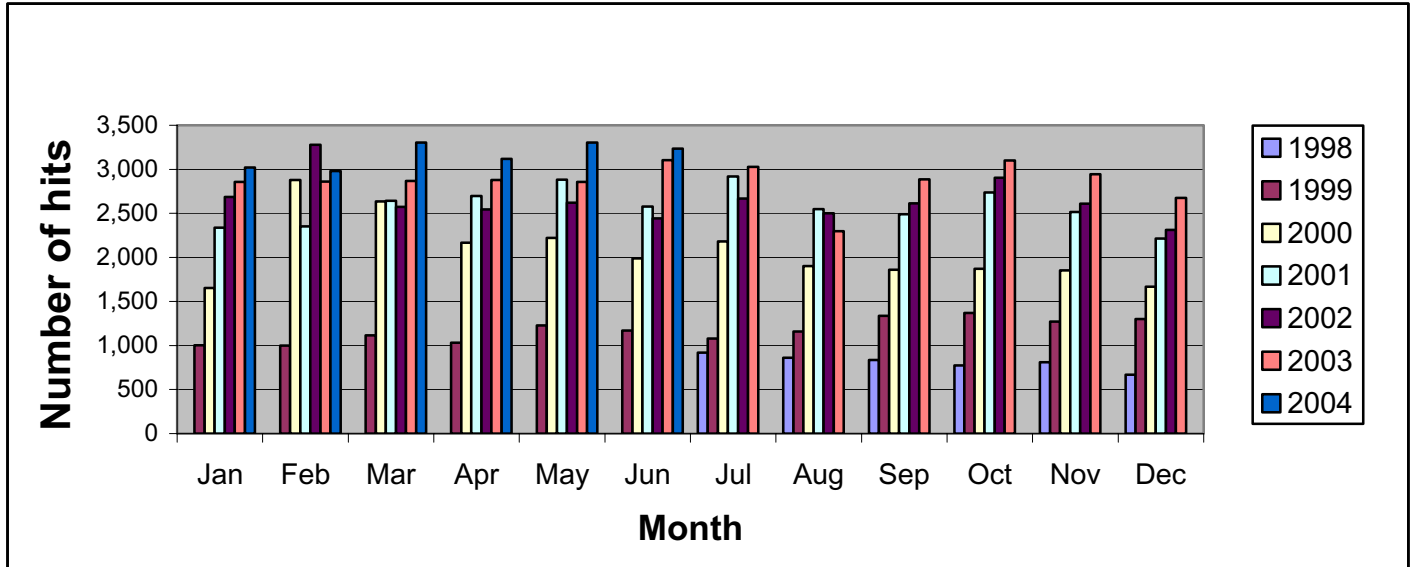
Year	Number of Members (new or renewal)
2004*	93
2003	55
2002	59
2001	54
2000	45
1999	34

*As of June 30th

source: i:\sds\rls folders\statistical information\sponsor info all sponsors.xls\SS memb-incentives

**Membership Resulting From
Society Sponsorship Incentive, 1999 - 2004**

Attachment VI – Website Activity



source: i:\sds\rls folders\statistical information\growth indicators\webhits.xls\ webhits since 1998

Website Hits History, January 1998 – 2004, Monthly Comparison

Attachment VII – Administrative Processes

Business Processes Tightly Linked to Administrative Calendar:

- Tax Filings
- Manage agenda and follow-up for Winter Meeting of Policy Council (Jan, Feb)
- Manage agenda and follow-up for Summer Meeting of Policy Council at Research Conference
- Manage agenda and follow-up for Fall (?) Meeting of Policy Council
- President's Newsletter (two to four times per year)
- Manage Nominations and Elections Procedures (October/November)
- Awards:
 - Jay W. Forrester Award Selection Procedure
 - Best Student Paper Award at Research Conference
 - Other New Awards??
- Manage Society Sponsors
- Annual Membership Billing
- Annual Membership Directory
- Manage Conference Site Selection (3-4 years in advance)
- Update Bibliography

- Executive Director's report
- VP Publications report including Editor's Report, Website Report, President's Newsletter, Publisher's Report, etc.
- VP Finance Report
- Notices in journals - for what and when
- Attachment VII – Administrative Processes, continued
- Update SDR – SDS pages

- May 15 Federal (no fee) and State (\$100 fee) review to be filed
- By November 15 - File a list of officers and policy council members with the MA Secretary of State - a one-page form that gives officers and date of annual meeting for the past year. Clerk has to be resident of MA

- Work with Administration Committee to refine processes.
- Who does what/when?
- How often are tasks/issues updated?

Attachment VIII – Conference Attendance Statistics

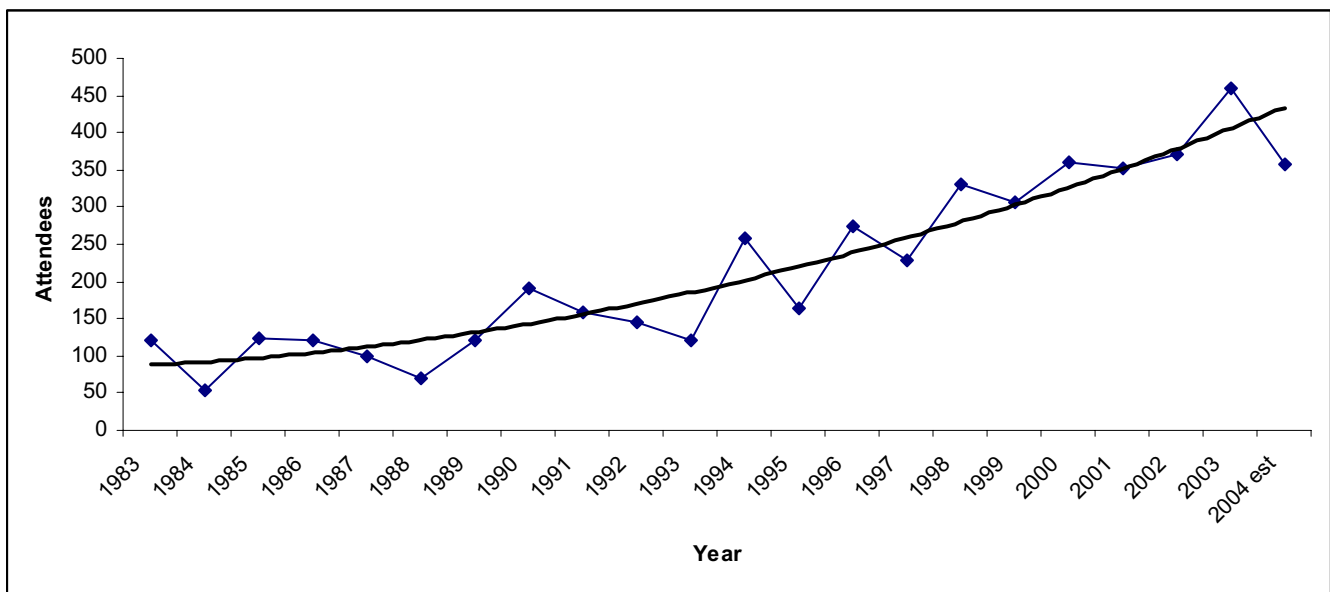
Year	Attendees	Guests
2003	460	58
2002	372	83
2001	352	22
2000	359	55
1999	307	27
1998	331	51
1997	228	

Year	Attendees	Guests
1996	275	
1995	165	
1994	257	
1993	121	
1992	146	
1991	159	
1990	191	

Year	Attendees	Guests
1989	122	
1988	71	
1987	99	
1986	122	
1985	125	
1984	55	
1983	120	

source: i:\sds\rls folders\statistical information\conference related\attendees.xls\all

Conference Attendance Over Time by Year, 1983 – 2003



source: i:\sds\rls folders\statistical information\conference related\attendees.xls\all

Conference Attendance Over Time by Year, 1983 – 2004

Attachment VIII – Conference Attendance Statistics, continued

Attachment VIII – Conference Attendance Statistics, continued

	2003 NYC	2002 Italy	2001 Atlanta	2000 Norway
Paying Members	258	160	154	155
Paying Non-Members	74	82	63	77
Paying Day Passes	6	0	10	7
Paying Students	84	73	77	61
Organizers/Volunteers/Awards	15	25	13	20
Financial Assistance	1	6	13	11
Sponsor Complimentary	22	26	25	28
TOTAL	460	372	352	359

source: i:\sds\rls folders\statistical information\conference related\attendees.xls\bypayment

Conference Attendees by Type of Payment/Support, 2000 – 2003

	2004 Oxford	2003 NYC	2002 Italy	2001 Atlanta	2000 Norway
Member Registration - Early	\$1450	\$375	\$435	\$325	\$325
Non-Member Registration - Early	\$1525	\$450	\$485	\$350	\$375
Additional Cost for Membership	\$15	\$15	\$40	\$65	\$40
Half year membership	875	844	761	737	720

source: i:\sds\rls folders\statistical information\conference related\attendees.xls\fee structure

Conference Registration Fee Structure, 2000 – 2004

	2004 Oxford	2003 NYC	2002 Italy	2001 Atlanta	2000 Norway	1999 NZ
Africa	1	1	4	0	1	1
N America	31	57	22	63	30	12
C/S America	2	2	5	3	4	1
Asia	7	8	11	7	12	13
Pacific	7	4	6	3	3	53
Europe	52	28	52	24	50	20
Total %	100	100	100	100	100	100

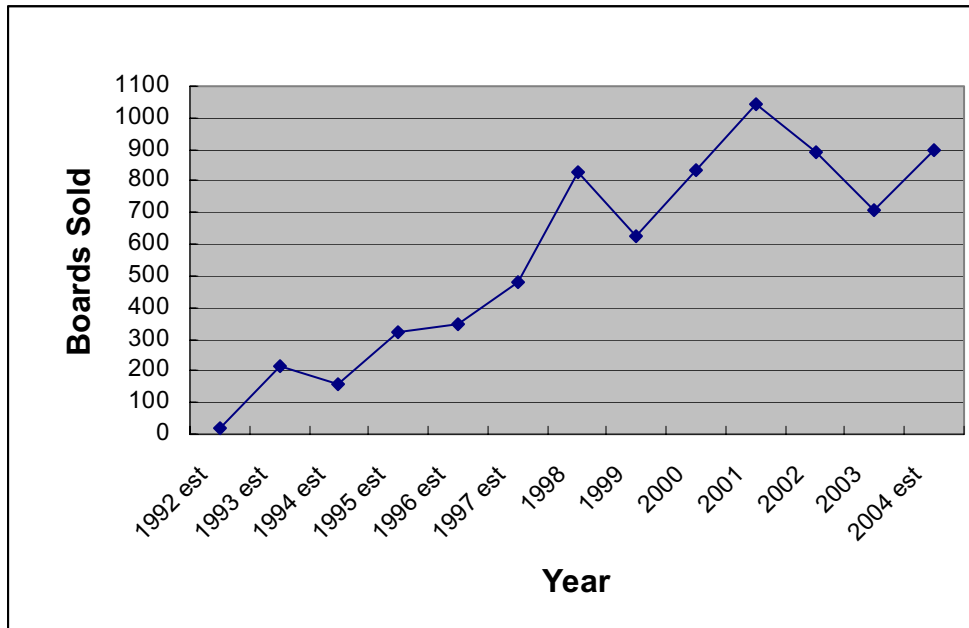
immediate pre-conference figures

source: i:\sds\rls folders\statistical information\conference related\attendees.xls\by continent

Conference Attendance by Continent Representation, 1999 – 2004

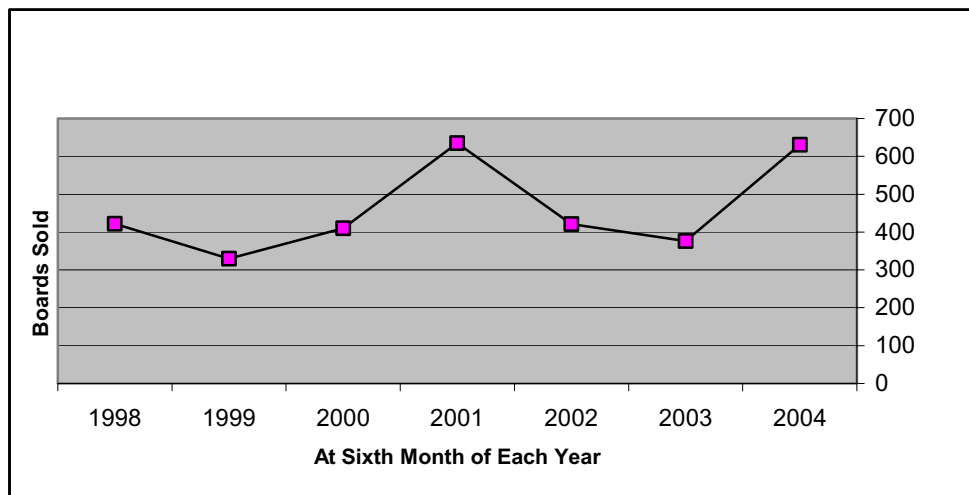
Attachments IX – Financial Information

Attachment IXa – Sales



source: i:\sds\z rls hard drive\statistical information\product sales history\sales history.xls\bg-yearly

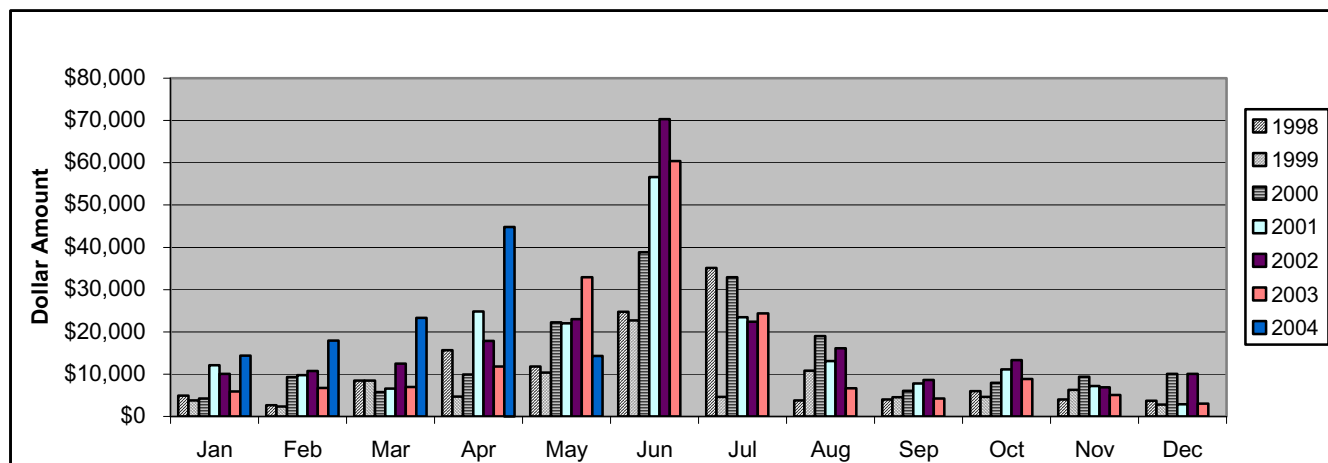
Beer Game Boards Sold, 1992 – 2004



source: i:\sds\z rls hard drive\statistical information\product sales history\sales history.xls\half yr-since 1998

Beer Game Sales at Half Year, 1998 – 2004

Attachment IX – Financial Information, continued



source: i:\sds\rls folders\statistical information\financial\credit cards.xls

Credit Card Sales, 1998 – June 2004, Monthly Comparison

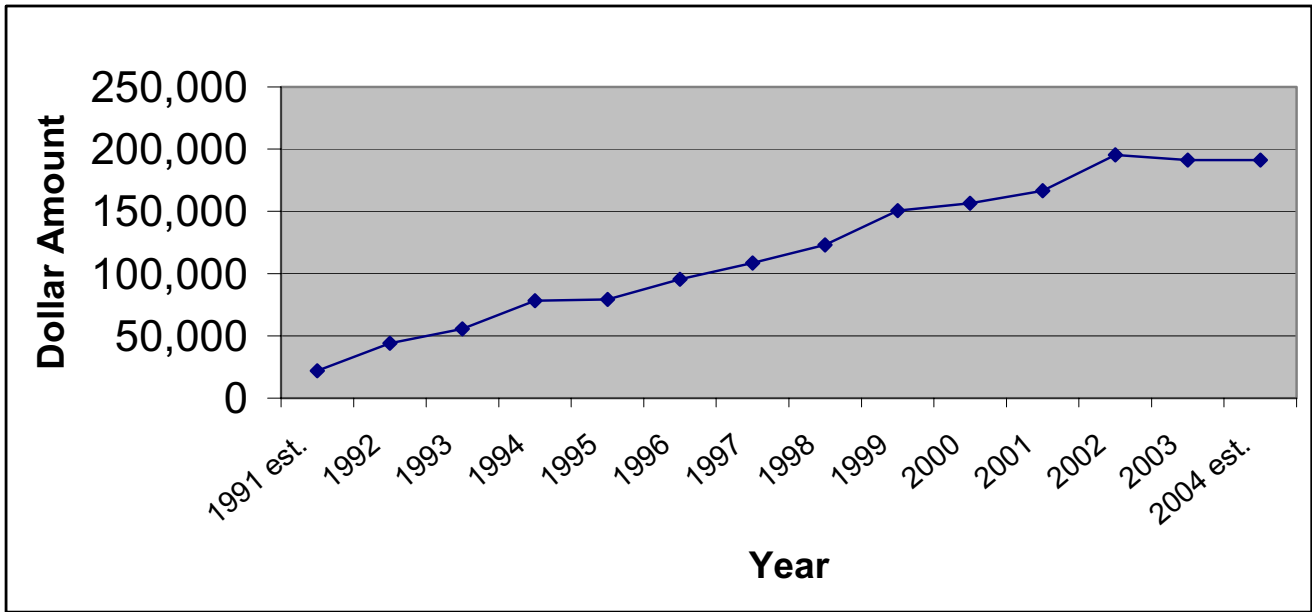
Attachment IXb – Wiley Financial Information

	Royalties Income	Membership Income	% Increase Membership Income	Wiley Income from SDR	% Increase Wiley Income from SDR	Regular Membership Price	Student Membership Price
2004*				\$191,170	1.000	\$90	\$45
2003	\$19,117	\$8,520	1.108	\$191,170	0.979	\$90	\$45
2002	\$19,530	\$7,690	1.029	\$195,295	1.173	\$90	\$45
2001	\$16,655	\$7,475	1.072	\$166,548	1.064	\$90	\$45
2000	\$15,651	\$6,975	1.055	\$156,509	1.039	\$80/\$90	\$40/\$45
1999	\$15,070	\$6,610	1.075	\$150,696	1.225	\$80	\$40
1998	\$12,302	\$6,150	1.187	\$123,021	1.134	\$80	\$40
1997	\$10,848	\$5,180	1.041	\$108,476	1.137	\$80	\$40
1996	\$9,540	\$4,975	1.031	\$95,404	1.203	\$80	\$40
1995	\$7,993	\$4,825	1.113	\$79,334	1.013	\$70	\$35
1994	\$7,835	\$4,335	0.977	\$78,349	1.409	\$70	\$35
1993	\$6,000	\$4,435	1.217	\$55,620	1.262	\$70	\$35
1992	\$6,000	\$3,645		\$44,083	2.004	\$70	\$35
1991*				\$22,000			

*estimate

source: i:\sds\rls folders\statistical information\journal-wiley stats\wiley.xls\summary

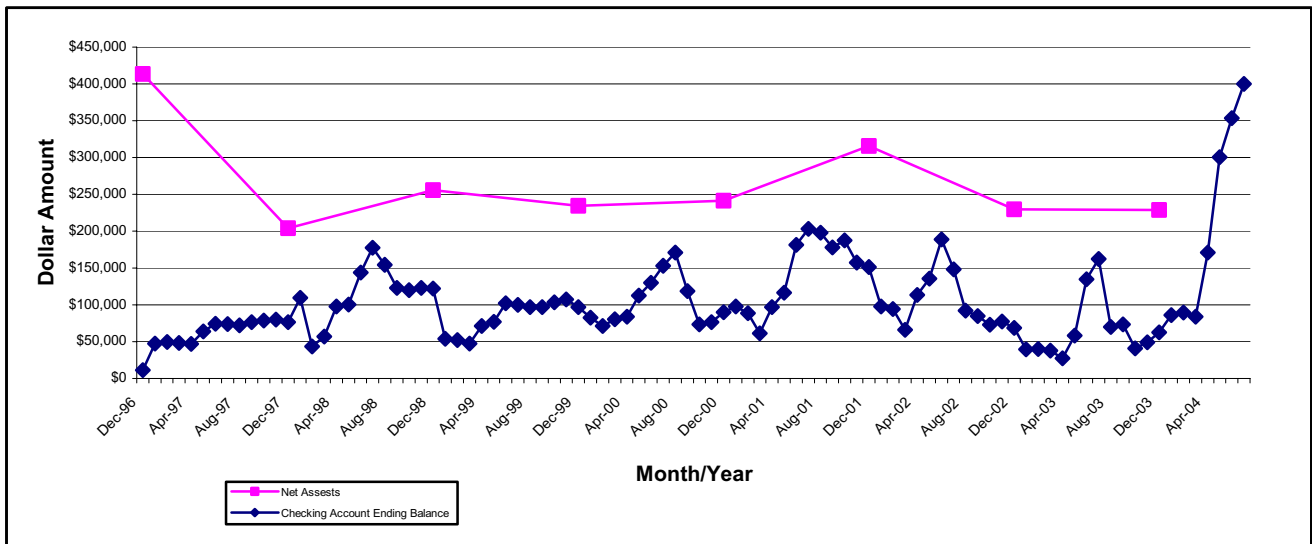
Summary of Financial Information Provided by Wiley, 1991 – 2004



source: i:\sds\rls folders\statistical information\journal-wiley stats\wiley.xls\income graph

Wiley Income from System Dynamics Review, 1991 – 2004

Attachment IXc – Non-Investment and Net Assets Balances



source: i:\sds\rls folders\statistical information\financial \net assets and ending balances.xls

Ending Balances for Non-Investment Accounts & Net Assets December 1996 – June 2004

Attachment IX – Financial Information, continued

Attachment IXd – Final Balance Sheet 2003

	<u>Dec 31, 03</u>
ASSETS	
Current Assets	
Checking/Savings	
Fleet (Bank Boston)	62,768
Fidelity Cash Reserves	62,973
UBS (PaineWebber)	100,458
Travel Cash	<u>262</u>
Total Checking/Savings	<u>226,461</u>
Total Current Assets	226,461
Fixed Assets	
Equipment	11,046
Accumulated Depreciation	<u>-8,982</u>
Total Fixed Assets	<u>2,064</u>
TOTAL ASSETS	<u><u>\$ 228,525</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Restricted Conf.Scholar/Awards	
Conf. Scholarships	2,000
LESS Conf Scholarship Awarded	-1,475
Dana Meadows to Award (2004+)	<u>2,000</u>
Total Restricted Conf.Scholar/Awards	<u>2,525</u>
Total Other Current Liabilities	<u>2,525</u>
Total Current Liabilities	<u>2,525</u>
Total Liabilities	2,525
Equity	
Retained Earnings	229,632
Net Income	<u>-3,632</u>
Total Equity	<u>226,000</u>
TOTAL LIABILITIES & EQUITY	<u><u>\$ 228,525</u></u>

source: i:\sds\qb\reports\memorized reports\company\balance sheet – previous year\

Attachment IXe – Final Profit & Loss 2003

	<u>Jan - Dec 03</u>
Income	
Products	88,506
INC Conferences	185,229
Investment Income	6,713
Membership Dues	27,340
Other Income	0
Shipping and Handling	15,358
Publications Sales	8,200
Sponsor Dues and Donations	38,445
Conversion from Accrual to Cash	<u>-885</u>
Total Income	368,906
Cost of Goods Sold	
Proceedings	1,977
Bibliography Update Expense	235
Management Game	8,306
PhD Seminar in System Dynamics	1,757
Reprint Outdated SDR	<u>248</u>
Total COGS	<u>12,523</u>
GROSS PROFIT	\$ 356,383
Expense	
Awards	5,130
Bank Adjustments (Expense)	619
Contract with Univ at Albany	183,014
Credit card fees	10,163
Depreciation Expense	1,627
Electronic Presence Support	232
EXP Conferences	78,136
EX Conference Prepaid	20,326
Journal Expense	11,000
Membership Directory Exp	1,209
Membership Services	250
Membership Subsidies	8,145
Miscellaneous Expense	224
Officer Expenses	3,031
Printing & Duplicating	2,031
Professional Fees	21,895
Shipping /Postage Expense	12,292
Supplies	691
Uncategorized Expenses	<u>0</u>
Total Expense	360,015
NET INCOME	<u>\$ -3,632</u>

source: i:\sds\qb\reports\memorized reports\company\profit & loss – previous year

Attachment IXf – Final Profit & Loss 2003, by Cost Centers

	2004 UK	2005 Boston	2006 Core Ops	Sales	Publications	Web	2003 NYC	Italy	Unclassified	TOTAL
Income	0	0	0	88,506	0	0	0	0	0	88,506
INC Conferences	5,000	0	0	0	0	0	177,504	2,725	0	185,229
Investment Income	0	0	6,713	0	0	0	0	0	0	6,713
Membership Dues	0	0	27,340	0	0	0	0	0	0	27,340
Other Income	0	0	0	0	0	0	0	0	0	0
Shipping and Handling	0	0	24	15,334	0	0	0	0	0	15,358
Publications Sales	0	0	0	4,485	3,715	0	0	0	0	8,200
Sponsor Dues and Donations	0	0	38,445	0	0	0	0	0	0	38,445
Conversion from Accrual to Cash	0	0	-885	0	0	0	0	0	0	-885
Total Income	5,000	0	71,637	108,325	3,715	0	177,504	2,725	0	368,906
Cost of Goods Sold										
Proceedings	0	0	0	1,977	0	0	0	0	0	1,977
Bibliography Update Expense	0	0	0	235	0	0	0	0	0	235
Management Game	0	0	0	8,306	0	0	0	0	0	8,306
PhD Seminar in System Dynamics	0	0	0	1,757	0	0	0	0	0	1,757
Reprint Outdated SDR	0	0	0	0	248	0	0	0	0	248
Total COGS	0	0	0	12,275	248	0	0	0	0	12,523
Gross Profit	5,000	0	71,637	96,050	3,467	0	177,504	2,725	0	356,383
Expense										
Awards	0	0	5,130	0	0	0	0	0	0	5,130
Bank Adjustments (Expense)	0	0	569	-10	25	0	0	35	0	619
Contract with Univ at Albany	13,970	3,906	727	47,549	17,652	5,258	21,387	55,583	0	16,983
Credit card fees	0	0	0	2,864	2,890	10	0	4,398	0	10,162
Depreciation Expense	0	0	0	1,627	0	0	0	0	0	1,627
Electronic Presence Support	0	0	0	0	0	0	232	0	0	232
EXP Conferences	2,229	92	0	10	0	0	0	75,805	0	78,136
EX Conference Prepaid	20,326	0	0	0	0	0	0	0	0	20,326
Journal Expense	0	0	0	0	0	11,000	0	0	0	11,000
Membership Directory Exp	0	0	0	0	0	1,209	0	0	0	1,209
Membership Services	0	0	0	250	0	0	0	0	0	250
Membership Subsidies	0	0	0	8,145	0	0	0	0	0	8,145
Miscellaneous Expense	0	0	0	224	0	0	0	0	0	224
Officer Expenses	0	0	0	3,031	0	0	0	0	0	3,031
Printing & Duplicating	0	0	0	1,812	219	0	0	0	0	2,031
Professional Fees	279	0	0	10,904	4,581	0	0	6,131	0	21,895
Shipping /Postage Expense	0	0	0	579	11,713	0	0	0	0	12,292
Supplies	0	0	0	667	24	0	0	0	0	691
Total Expense	36,804	3,998	727	83,361	37,069	17,502	21,619	141,917	35	16,983
Net Income	-31,804	-3,998	-727	-11,724	58,981	-14,035	-21,619	35,587	2,690	-16,983
										-3,632

Attachment IXg – Balance Sheet Comparison through 2003

	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991	1990	1989
ASSETS															
Current Assets															
Total Cash-Fleet checking/savings	62,955	69,738	151,704	91,337	98,359	122,303	76,200	11,379	12,576	5,634	43,755	10,279	3,196	16,417	14,588
MM mutual funds-Fidelity & PW	131,600	130,636	128,598	117,455	110,450	52,927	48,805	131,674	118,038	103,482	89,819	117,279	90,226	283,679	232,539
Marketable securities-Mutual Funds	31,906	26,217	30,519	29,080	24,699	79,162	76,829	270,501	275,390	275,519	246,211	201,754	201,735	-	-
Total Current Assets	\$ 226,461	226,591	310,821	237,872	233,508	254,392	201,834	413,554	406,004	384,635	379,785	329,312	295,157	300,096	247,127
Fixed Assets															
Equipment	10,396	9,783	6,516	2,857	2,411	2,411	2,411	-	-	-	-	-	-	-	-
Less: Accumulated Depreciation	-7,355	-5,147	-2,959	-1,806	-1,254	-482	-	-	-	-	-	-	-	-	-
Total Fixed Assets	\$ 2,064	3,041	4,636	3,557	1,051	1,157	1,929	0	0	0	0	0	0	0	0
TOTAL ASSETS	\$ 228,525	229,632	315,457	241,429	234,559	255,549	203,763	413,554	406,004	384,635	379,785	329,312	295,157	300,096	247,127
LIABILITIES & NET ASSETS															
Conf scholarship awards payable	2,525	-	-	-	-	-	-	38	149	46	-	-	-	-	-
Sales tax payable	-	-	-	-	-	-	533	-	-	-	-	-	-	-	-
Due Creative Learning Exchange	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Liabilities	\$ 2,525	0	0	0	0	0	533	38	149	46	0	0	0	0	0
Net Assets															
Unrestricted - General fund	226,000	229,632	315,457	241,429	234,559	255,549	203,230	127,866	148,196	125,113	144,506	94,034	71,081	76,753	64,770
Restricted - Gordon Brown Fund	226,000	229,632	315,457	241,429	234,559	255,549	203,230	413,516	405,855	384,589	359,785	329,312	295,157	300,096	247,127
TOTAL LIABILITIES AND NET ASSETS	\$ 228,525	229,632	315,457	241,429	234,559	255,549	203,763	413,554	406,004	384,635	359,785	329,312	295,157	300,096	247,127

source: i:\sds\z rls folders\executive director & vp reports\2004\exdir_july_2004\ multi_yr balance sheet comparison thru 2003.xls

Attachment IXh – Profit & Loss Comparison through 2003

	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991	1990	1989
Income and gains															
Conferences	185,229	163,733	142,580	140,248	49,913	70,509	35,883	0	4,866	2,000	8,150	4,446	14,571	0	4,320
Investment Income(int & div)	6,713	3,665	7,970	12,410	4,470	6,745	8,467	6,902	6,723	4,292	5,063	4,424	3,895	4,155	3,805
Membership Dues	27,340	24,130	22,626	21,680	18,452	23,058	17,515	470	365	5,330	3,610	10,470	2,939	42,273	44,703
Publications Sales	8,200	3,382	5,411	6,896	10,149	14,613	7,912	15,523	6,804	11,380	11,330	5,427	2,758	5,015	3,495
Shipping/Handling - prepaid*	15,358	15,936	17,926	9,074	8,109										
Products (Bibliog, games, etc.)	88,506	103,599	111,541	90,058	62,902	73,520	41,716	29,511	28,992	14,395	19,255	3,000	0	0	0
Sponsor Donations	38,445	19,519	29,660	22,262	12,910	738	568	5,858	8,000	2,130	10,407	7,324	2,567	615	0
Misc/Other Income		28	337	79	481	0	468	13	183	10	46	20	0	495	1,685
Gain/loss on securities		-4,849	661		131	272	108	0	0	167	-99				
Conversion from Accrual to Cash	-885														
Restricted Assets released (GB)								2,500	11,584						
Total Gross Income	368,905	329,143	338,712	302,707	167,517	191,455	112,637	60,777	67,517	39,704	57,762	35,111	26,730	52,553	58,008
Cost of Goods Sold															
Forrester phd Seminar Series	1,757	4,337	7,909												
Bibliography/Management Game	8,541	16,464	20,841	21,923	13,669	14,413	0	13,033	7,517	10,023	9,853	3,331	0	0	0
Proceedings/outdated SDR	2,225	4,075	1,056	1,650											
Total CGS	\$ 12,522	24,876	29,806	23,573	13,669	14,413	0	13,033	7,517	10,023	9,853	3,331	0	0	0
TOTAL NET INCOME	\$ 356,383	304,267	308,906	279,134	153,848	177,042	112,637	47,744	60,000	29,681	47,909	31,780	26,730	52,553	58,008
Expenses and losses															
Awards/Grants	5,130	5,606	6,020	2,066	0	0	2,057	2,064	2,000	3,000	1,000	0	1,000	1,000	1,000
Bank Adjustments/crtd Fees	10,782	12,182	7,734	7,189	3,763	4,911	425	55	532	11	100	9	40	33	27
Admin/Contract with SUNY	183,014	182,550	111,359	105,293	90,932	92,542	4,274	30,787							
Depreciation Expense	1,627	2,208	2,188	1,153	552	772	482								
Electronic Presence Support	232														
EXP Conferences	98,462	123,476	43,256	103,181	30,361	0	1,941	0	0	5,605	2,085	1,626	9,571	0	452
Publications-Journal	11,000	11,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	0	0	0	24,000	12,000
Publications-Other	1,782	2,392	4,261	6,819	6,819	2,842	4,877	1,632	1,632	5,140	2,410	3,771	8,810	7,775	10,119
Membership Dir/Mailing Exp/Serv	1,459	7,358	6,777	6,335	14,409	4,824	5,071	1,106	3,384	6,729	306	350	2,892		
Member Subsidies/Incentives	8,145	4,320	6,120	3,865	3,480										
Officer Expenses/Travel	3,031	4,346	5,512	5,567	1,683	2,700	3,412	732	2,574	652	650	0	3,383		
Professional Services Fees	21,895	24,443	18,897	13,379	7,524	4,132	1,865	1,886	1,253	1,293	950	952	5,873	1,623	
Shipping /Postage Expense	12,292	9,917	11,341	6,891	6,466	0	0	797	800	1,529	252	514	566	1,797	962
Supplies/Office expenses	2,946	904	1,282	1,084	549	0	870	1,988	1,096	1,084	1,716	1,605	268	4,342	3,034
Loss on redemption							2,578	61							
Gordon Brown Fund Grant							2,500	11,584							
Total expenses	\$ 360,015	390,092	234,878	272,264	178,538	124,723	37,274	56,493	36,916	37,043	9,469	8,827	32,403	40,570	27,594
Total expenses and cgs	\$ 372,538	414,968	264,684	295,837	192,207	139,136	37,274	69,526	44,433	47,066	19,322	12,158	32,403	40,570	27,594
INCREASE/DECREASE IN NET ASSETS	\$ -3,633	-85,825	74,028	6,870	-24,690	52,319	75,363	-8,749	23,084	-7,362	38,440	22,953	-5,673	11,983	30,414

*Since 1999 S/H not included in product sales

source: i:\sds\rls folders\executive director & vp reports\2004\exdir july 2004\ multi yr profit & loss comparison thru 2003.xls

Attachment III – Membership Statistics

Geographic Distribution, 1996 – 2003, representing 65 countries

Country	2003	2002	2001	2000	1999	1998	1997	1996
Argentina	2	3	7	8	8	6	4	4
Australia	32	28	36	30	31	21	15	17
Austria	3	2	3	5	2	1	1	1
Bahrain	1	1	1	0	0	0	0	0
Bangladesh	0	1	1	1	1	1	1	1
Belgium	8	9	6	5	4	2	1	1
Bermuda	1	1	0	0	0	0	0	0
Brazil	15	11	10	10	8	7	5	2
Canada	28	25	29	28	33	24	23	15
Chile	3	1	1	1	2	2	2	0
China	4	3	6	5	5	4	3	6
Colombia	7	5	6	5	5	5	4	4
Costa Rica	1	1	2	0	0	0	0	0
Cote d'Ivoire	0	0	1	1	1	1	0	0
Croatia	2	2	2	2	2	2	1	1
Cyprus	1	2	1	0	0	0	0	0
Czech Rep	2	2	2	2	1	0	0	0
Denmark	3	5	5	4	3	3	4	4
Dom. Rep.	0	0	1	1	0	0	0	0
Egypt	11	16	1	0	0	0	0	0
Ethiopia	0	0	1	0	0	0	0	0
Finland	6	5	7	7	3	2	2	2
France	12	12	10	10	8	6	5	4
Germany	47	40	39	37	34	23	21	14
Greece	13	9	5	4	5	4	3	2
Hong Kong	2	1	2	2	2	0	0	0
Iceland	0	0	1	1	1	1	0	0
India	5	3	4	4	2	1	2	2
Indonesia	8	4	8	13	15	7	6	4
Iran	2	2	2	2	1	1	1	0
Ireland	1	2	5	3	1	1	0	0
Israel	1	3	2	2	2	1	1	2
Italy	25	27	24	24	28	28	23	17
Jamaica	1	0	0	0	0	0	0	0
Japan	33	31	41	39	36	32	33	31
Jordan	1	0	0	0	0	0	0	0
Kenya	1	1	2	1	0	0	0	0
Korea	8	12	11	13	12	7	8	4

Country	2003	2002	2001	2000	1999	1998	1997	1996
Kuwait	1	1	1	1	2	0	0	0
Lebanon	1	1	1	1	1	0	0	0
Lesotho	0	1	0	0	0	0	0	0
Malaysia	3	2	2	2	8	7	6	0
Mexico	8	9	9	5	6	4	2	3
Mongolia	0	1	0	0	0	0	0	0
Neth Antilles	0	0	1	0	0	0	0	0
Netherlands	29	25	29	30	24	21	18	12
New Zealand	8	7	10	8	10	5	5	4
Nicaragua	1	1	0	0	0	0	0	0
Nigeria	1	1	1	1	1	1	1	1
Norway	23	23	31	36	32	22	16	9
Peru	2	1	0	0	0	0	1	1
Philippines	1	2	2	3	3	3	1	1
Poland	2	3	4	4	3	3	4	3
Portugal	6	7	6	6	5	4	2	3
Puerto Rico	1	1	0	0	0	0	0	0
Russia	2	2	2	2	2	2	1	0
Saudi Arabia	1	2	1	1	1	1	1	0
Singapore	5	5	3	3	3	1	1	2
Slovenia	2	2	3	3	1	0	0	0
South Africa	6	4	2	1	1	1	1	2
Spain	18	24	25	25	26	22	24	21
Sweden	15	14	13	10	10	9	8	6
Switzerland	30	29	24	22	18	17	16	15
Taiwan	7	7	8	5	6	7	6	4
Thailand	1	1	1	2	2	2	1	2
Tunisia	1	1	0	0	0	0	0	0
Turkey	6	4	9	15	17	6	7	1
UK	91	90	100	101	104	89	65	44
Ukraine	1	0	0	0	0	0	0	0
Uruguay	1	0	0	0	0	0	0	0
USA	384	338	425	388	451	386	323	297
Venezuela	4	4	3	0	1	1	1	2
Vietnam	0	0	1	1	1	1	0	1
Virgin Islands	1	0	0	0	0	0	0	0
Totals	953	883	1002	946	995	808	680	572

source: i:\sds\rls folders\statistical information\growth indicators\membership statistics.xls\membycount

Pre-proposal to Host the International Conference of the System Dynamics Society at Puebla, México in 2007

Working document (7/9/2004)

Introduction

The purpose of this document is to present some basic information about hosting the International Conference of the System Dynamics Society at the Universidad de las Américas in Cholula, México in 2007. Besides presenting the Universidad de las Américas intention to host the Conference, the document answers some of the basic questions included in the electronic document entitled “MajorConcernsLocalContactGuide.xls”

The document is organized in 4 sections. The first section is this introduction. The second section contains a brief description of the host institution and an identification of the local contacts. The third section includes an initial proposal for Conference dates, a description of the host cities, traveling costs and times, and three alternative conference venues with preliminary cost figures. The last section of the document is a brief summary of the offer, in which we try to stress the main advantages of selecting the Universidad de las Américas as the host for the 2007 International Conference of the System Dynamics Society.

About the Local Host

The proposed local host for the 2007 International Conference of the System Dynamics Society is the Universidad de las Américas, Puebla (UDLA) at Cholula, México (<http://www.udlap.mx/>). UDLA is one of the top-ten private universities in México with a sixty year old tradition of academic experience. The University was founded in México City in 1940, moving to its current location in the early 70's.

UDLA full time faculty numbered 339 (spring 2003). More than 80% of the faculty has obtained their degree from prestigious foreign universities or are internationally well-known Faculty members. The faculty-student ratio is 25 to 1.

UDLA strives for a student population of optimum size and cultural diversity. Total enrollment is approximately 8000 undergraduate and graduate students representing most of the Mexican states and 20 countries. Of this total population, 7205 are undergraduate students and 895 are graduate students.

The University is located in one of the oldest cities in the country. Cholula is a very important archeological site and is located 7200 feet above sea level in a valley surrounded by mountains, with a temperate and sunny climate. It is only five minutes from Puebla and 110 Km from México City. The city of Puebla was founded in 1531, and has been recently designated by UNESCO as a treasure of Colonial Architecture; moreover, it is among the five most important cities of México.

Local coordination of the conference will involve the participation of the faculty in the Business School, particularly the faculty in the Business Administration department. The school has a group of faculty members doing research, teaching and consulting

using systems thinking and system dynamics. The Business School is conformed by 43 full-time faculty (13 of which belong to the business department), and more than 1,000 undergraduate and graduate students. We are exploring the involvement of the Engineering School, particularly the Industrial Engineering department, which also has faculty interested in systems and simulation. If we get the involvement of the Engineering School, the core team in charge of the coordination of the local activities would be integrated by the following full-time faculty:

? Luis F. Luna-Reyes	Business Administration
? Jorge A. Durán-Encalada	Business Administration
? Armando J. López-Sánchez	Accounting and Finance
? Dolores E. Luna-Reyes	Industrial Engineering
? Xóchitl Flores-Mendoza	Industrial Engineering

This core team will work closely to the Program Committee to select the conference theme, define special sessions, etc.

It is important to mention that the Business School has a team of professional staff to support the organization of Conferences and other academic activities. UDLA has a special interest in supporting activities that promote collegiality. Actually, each academic department hosts every year a regional or national conference with an important student involvement. Moreover, the university is interested in hosting and organizing international conferences. The Business School has hosted the International Conference of the Decision Sciences Institute, and it will host next Fall semester the Academy of Marketing Science Conference.

About the Dates, the Host Cities, and the Venue

Proposed Dates

Although the Society's Conference regularly takes place during the last two weeks of July every year, we would like to propose as our first option the second week of July (July 7-12, 2007). The main reason is that our University (our preferred choice for the Conference venue) closes during the last two weeks of July to give preventive maintenance to the buildings and other infrastructure. However, if the Policy Council considers that the Conference must be scheduled during the last two weeks of July, we are considering two other preliminary off-campus venues in the city of Puebla that would be excellent options for the Conference.

The Host Cities

As mentioned above, Cholula and Puebla¹ are two cities rich in archeological treasures and Colonial Architecture. Together, both cities constitute an attractive destination to

¹ Some interesting websites with pictures and information about Puebla and Cholula are the following: <http://www.ixeh.net/travel/puebla/puebla.html> (on-line guide to visitors to the city of Puebla), <http://www.geocities.com/sermextr/puebla.htm> (a page with some history of Puebla and Cholula), and <http://www.mexicoboutiquehotels.com/mexico/destinations/cholula.html> or <http://www.tourbymexico.com/puebla/cholula/cholula.htm> (with some basic information and pictures of Cholula)

visit, providing the opportunity to create an interesting spouse program with different activities every day of the conference.

The easiest way to get to Puebla is flying to the México City International Airport. From Mexico City International Airport, buses depart to Puebla every half hour, with service almost 24 hours a day. The fare is currently 120 pesos (about US\$ 12.00). Travel time between Mexico City and Puebla by express bus is 1 hour and 50 minutes. Buses arrive at Puebla's main terminal in the northwest sector of the city or in a stop further south, which is closer to Puebla's Historic District. Any of these bus terminals offer a Taxi service to any place in Puebla or Cholula. Table 1 shows a summary of the current times and costs of traveling from Boston, Brussels, and Seoul to Cholula. The last two columns show the total.

Table 1. Current costs and times to get to Puebla or Cholula from Boston, Brussels, and Seoul (estimates from a local travel agency).

Detail of time and cost Origin-destination	Airplane from starting city to Mexico City		Bus from Mexico City Airport to Puebla		Taxi from Puebla bus terminal to Cholula		Total	
	Time (hours)	Cost	Time (hours)	Cost	Time (hours)	Cost	Time (hours)	Cost
Boston - Cholula	7.5	\$ 449	2	\$ 12	0.5	\$ 10	10	\$ 471
Brussels - Cholula	14	\$ 894	2	\$ 12	0.5	\$ 10	16.5	\$ 916
Seoul - Cholula	26	\$ 1,441	2	\$ 12	0.5	\$ 10	28.5	\$ 1,463

The Alternative Venues

Our preliminary research points out three alternative venues for the 2007 Conference. Our preferred option is to host the Conference at the UDLA campus during the second week of July, but we are considering two alternative venues that can be used during the last weeks of July, the Fiesta Inn Hotel, and Puebla Conventions Center.

UDLA Campus

Our university campus is conformed by 38 buildings in 73.2 hectare (about 181 acres), including a faculty residential area (see Figure 1). The university colonial-style buildings and gardens have Internet access through an Ethernet and a wireless networks.

Participants can stay at the university's residential colleges (buildings CB, CG, CL, and CM in Figure 1) total 1,748 beds arranged in single and double rooms in suites for 10 to 12 people. Each suite has a common area with kitchen, microwave, refrigerator, washer and dryer. People in the same suite share the bathroom and the showers. We can also arrange for accommodations and transportation for participants who prefer to stay in a local hotel. Parking at the university campus is free (all areas marked with E in Figure 1).

The university offers food services through a cafeteria and two dining rooms (buildings CE, and AG in the figure). UDLA's food services are certified with the "H" Distinctive. The "H" Distinctive is a national certification program to hotels, industrial restaurants, cafeterias, and dining rooms who fulfill the standards of quality and conditions of security that the national and foreign consumers in the handling of foods demand.

The university buildings hold rooms for the Conference sessions, as well as open and closed areas for posters, exhibitors and coffee breaks. Plenary sessions can be held at the university auditorium (building AU in Figure 1), and we will get the best rooms in the University for the parallel sessions and workshops. The main dining room is a nice place for the Conference Banquet.

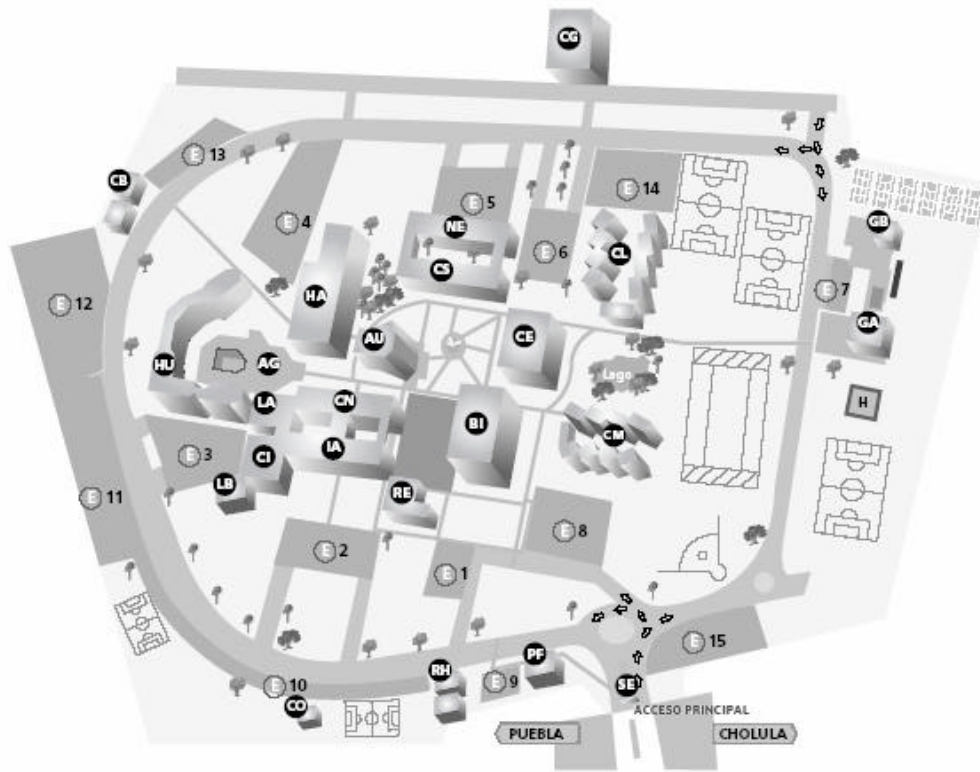


Figure 1. UDLA campus map.

Logistics of any event at the University are supported by the University's Special Events Department. The Special Events staff gives support to more than 900 events per year (including single presentations, book fairs, panels, symposia, the university commencement, and academic conferences). About 40 of these events are regional, national, and international conferences.

Both the Special Events Department and the Business School have several contacts with local organizations that have been sponsors of Conferences or other events at the University. We can work with the program committee to find sponsors for Conference Materials and Supplies. There is no problem in providing the basic office supplies, and photocopies traditionally provided by the local host.

The use of the university buildings has no financial cost for the Society independently of the choice of accommodations or food services. The university usually hosts this kind of events on exchange of being recognized as conference host or sponsor. The AV equipment of the university is also available for Conference use at no cost, but we may need to rent additional projection equipment for about 4 parallel rooms.

Some preliminary costs of meals, accommodations, and coffee breaks are listed on Table 2. It is possible to make a contract with the University that includes accommodation and meals. The Residential Colleges administration also suggested the possibility of including some basic kitchen supplies and groceries for each suite at an additional cost.

Table 2. Preliminary costs for the 2007 ISDC at UDLA (current prices converted into us dollars)

Item	Cost	Notes
Banquet	\$ 26.46	Per person. Taxes and service fee included. Includes wine.
Morning and afternoon Coffee breaks	\$ 11.46	Per person, includes coffee, refreshments, fruit, cookies and orange juice. Taxes and service fee included.
Cocktail/reception	\$ 7.85	Per person. Taxes and service fee included. Canapes and wine.

Accommodations and meals		
Fiesta Americana Hotel	\$ 76.05	Per person, per night, sharing a double room, taxes included.
UDLA Residential Colleges 1	\$ 27.78	Per person, per night, in a suite with individual or double bedrooms, taxes included.
UDLA Residential Colleges 2	\$ 19.84	Discount rate for students and low-income participants
Meals per day	\$ 35.27	Breakfast, lunch, and dinner at the University facilities

Fiesta Inn Hotel

Fiesta Inn hotel is a 4-stars hotel with conference center located at Puebla. The conference center has the capacity to be the venue for the Conference. The hotel is located beside a shopping mall. Due the excellent location of the hotel, is easy to go across the City. The hotel has 150 rooms. In order to accommodate all Conference participants, some of them will need to stay in the Fiesta Americana Hotel (a 5-stars hotel from the same hotel group located about 15 minutes of the Fiesta Inn hotel). Accommodations at the Fiesta Americana hotel (153 rooms) will include transportation to the Fiesta Inn Hotel.

The hotel provides the rooms needed for the Conference, but we need to arrange for AV equipment with an external contractor. Conference rooms are free of charge if Conference participants use at least 35 rooms in the hotel, and we contract with them coffee break services. We can also offer a banquet at the hotel facilities. Fiesta Inn and Fiesta Americana hotels currently offers a courtesy room for every 30 rooms paid by Conference participants, and a courtesy cocktail at registration.

Both hotels rooms count with count with amenities and facilities such as air conditioning, cable/satellite TV, telephone, internet access in room, telephone, coffee maker, etc. Hotel facilities include fitness center, bar, covered parking (about \$ 2 us per day), elevators, lounge, non-smoking rooms available, pool, restaurants & coffee shops. They also offer regular services as express check-out, concierge, laundry, 24-hour room service and front desk, vending machines, etc.

Preliminary costs at the Fiesta Inn and Fiesta Americana hotels are listed in Table 3. Students and low-income participants can stay at the Residential Colleges at UDLA. This area does not close during the 2-weeks period as the rest of the university.

Table 3. Preliminary costs for the 2007 ISDC at Fiesta Inn (current prices converted into us dollars)

Item	Cost	Notes
Banquet	\$ 22.93	Per person. Taxes and service fee included. Does not include wine
Morning and afternoon Coffee breaks	\$ 17.20	Per person, includes coffee, refreshments, fruit, cookies and orange juice. Taxes and service fee included.

Accommodations and meals		
Fiesta Americana	\$ 76.05	Per person, per night, sharing a double room, taxes included.
Fiesta Inn	\$ 67.28	Per person, per night, sharing a double room, taxes included.
UDLA Residential Colleges 2	\$ 19.84	Per person, per night, in a suite with individual or double bedrooms, taxes included. Discount rate for students and low-income participants
Meals per day	\$ 50.56	Breakfast, lunch, and dinner at the Fiesta Inn Hotel. Taxes and tip included

Puebla Conventions Center

The third venue alternative is the City of Puebla Conventions Center (<http://www.convenciones-puebla.com.mx/>), which is located in the City's Historic District. If we decide for this alternative, participants would stay in one or more of the Hotels in the Historic District. Most of them have special price arrangements for events hosted by the Conventions Center. Prices for a double room in the Historic District range from \$ 80 to \$ 160 usd. Besides the conference facilities, the Conventions Center has a Bar, restaurant, business Center and Coffee shop.

We have a budget from the Conventions Center that includes:

Business Center Jorge, estoy esperando aún estos datos.
 Conference facilities
 Coffee breaks

Students and low-income participants can stay at the University residential colleges, and we can arrange for a low-cost transportation from Cholula to Puebla's Historic District (about a 30 minutes drive).

In summary

The Universidad de las Américas Business School is interested in hosting the 2007 International Conference of the System Dynamics Society. The University campus constitutes a unique venue for the Conference, offering conference facilities, as well as accommodation and food services for Conference participants at a very reasonable cost. The support staff of UDLA has a lot of experience organizing academic conferences, and the university community is interested in participating in collegiate events such as the ISDC.

The University location offers an opportunity to create a very attractive spouse's program, and we are very flexible to create the best mix of services to satisfy all conference participants in coordination with the program committee.

Faculty and administrative staff involved in the organization of the Conference are willing to make the Conference a pleasant experience for all participants, and to look for local sponsors and make all the arrangements for the Conference. The Business School is willing to provide the office supplies and photocopies needed for the Conference office. Besides the group of volunteers, the School has professional staff to support logistics such as the registration process.

Please, do not hesitate to contact us for any question of additional information.

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Guidelines for Conference Proposals and Selection Requirements (Updated 7/9/2004)

The System Dynamics Society has a long tradition of international conferences in diverse locations. In the early years, when the Society was small, conferences were organized and run almost exclusively by local volunteers. As the Society has grown, however, the workload for organizing and running conferences has been shared by local hosts, Society officers, and the Society's Home Office. While this workload sharing generally works well, on occasion problems have arisen as a result of misunderstandings about the appropriate role of each of the participants on what it takes to deliver a successful conference. Unfortunately, these misunderstandings have caused financial losses to the Society. The Conference is an important source of income to the Society, and we need to better manage the risks associated with running the Conference while still encouraging participation of the diverse international community.

With this in mind, during 2003 and 2004 the Policy Council evaluated the process by which sites are selected for our annual conference, and the requirements for a successful conference. This document summarizes the results of that evaluation. Specifically, it outlines the Society's objectives for the annual conference and provides guidelines for the submission of proposals. It is the Policy Council's intent that these guidelines make it easier for prospective conference organizers to develop a proposal, and at the same time help the Society manage the risks associated with running the annual conference.

Conference Objectives and Site Selection Policy

Based on the consensus from the July 2003 PC meeting and subsequent discussions, the Policy Council concluded that:

1. The primary objective for the annual conference is to provide a high quality experience for attendees; specifically, the conference should foster:
 - ? presentation of the best work in the field;
 - ? opportunities for academics and practitioners to learn about the field and network with others, and
 - ? encouragement to students and others new to the field.

If the conference is successful in these goals, it will

- ? achieve a high and growing attendance;
 - ? achieve significant participation by experienced practitioners (thereby providing examples of high quality work, and the opportunity for constructive feedback to members new to the field); and
 - ? make a profit for the society at reasonable effort from the Society's Central Office.
2. Achieving a profitable conference with reasonable registration fees requires:
 - ? High attendance (affected by location, cost, and program content)

- ? Predictable and manageable program costs – the Program Guidelines developed by Robert Eberlein and scheduled to be approved by the Policy Council in July 2004 to the PC aim to achieve this
 - ? Predictable and manageable location costs – these depend on either a strong commitment by local hosts, and/or a clear and direct connection between the venue and the central office (e.g. Boston or other fixed site)
3. Conference sites should generally be in a location easily accessible to the centers of system dynamics activity.
 4. We will continue with the model of rotating, non-fixed conference sites with a local host and program chair, but will provide more specific guidelines for development of proposals and requirements for selection of conference sites in order to assure these objectives are met. These guidelines are detailed below.
 5. There will be a fixed alternative default site(s), currently Boston, should no local proposals meet the Society's requirements. Other default sites, particularly in other centers of SD activity such as England/Western Europe, should be developed if possible.
 6. While the idea of linking with the conference of a larger society offers some potential cost savings and attractiveness to academics with limited travel budgets, it was felt by the Policy Council that the price in terms of loss of flexibility and independence was too great. However, this does not preclude local hosts proposing a conference linked with that of another organization.

Considerations in Selecting a Conference Site

Conference venues will be selected on the basis of the attractiveness of the location, conference costs to attendees, program/facility features, and manageability of risk. The cost to attendees includes travel cost to the destination, accommodation cost, and the registration fee. Proposals for selecting a conference will be evaluated along these dimensions. While there are no hard cost limits which might exclude a proposal from being selected, cost is an important issue and must be carefully considered in the selection process. Details and requirements for each of the evaluation categories are explained below. Conference pre-proposals and proposals should explicitly address these criteria. The worksheet "Proposal Summary" in the attached spreadsheet "Conference Proposal Information" can be used to supplement the formal proposal document.

1. ***Unique/attractive features of proposed conference venue.*** What makes this particular venue attractive to the system dynamics community? E.g., a concentration of system dynamics practitioners, or related disciplines? Local sponsorship? Unique/interesting location? Strong local organization? Desire by local organizer for growth of program or chapter?
2. ***Travel cost and accessibility (travel time and mode).*** Proposals should include an estimate of airfare and other travel costs (e.g., taxis, trains or busses from airport to conference site) from Boston, Brussels, and Seoul as representative locations near centers of SD activity. These estimates should be in two parts: first, an estimate of travel cost from Boston/Brussels/Seoul to the nearest major airport to the conference venue (the SD Societies Central Office can provide these first estimates); and second; an estimate of travel time and cost from the airport to the conference venue (a description of the

transport methods and time required from the airport to the conference site should also be provided).

3. **Meal and accommodation costs for attendees.** Proposals should provide an estimate of the costs of hotel for four nights and meals as required based on specific conference arrangements (e.g., lunch provided as part of registration fee, banquet, etc.). These estimates should be made for two categories of attendees: first, “normal” attendees staying at the conference venue and paying the full member registration price; and second, student and low-income participants. As guidelines, the cost of Conference meals and accommodation should not exceed \$800 (4 nights) for normal attendees. Student and low-income participant accommodation must be provided at or near the conference venue at a cost not to exceed \$400; approximately 25% of attendees fall into this category. The worksheet “Sleeping Rooms” provides historical room and meals costs since 2002.
4. **Direct Conference Costs.** The registration fee for the conference pays for both central office activity and for the costs of using the venue and providing onsite events (including any facility charges, coffee breaks, AV equipment, posters, required local transportation, a banquet if proposed and any additional activities that are part of the conference proposal). In order to keep the registration fee low, the total of all these on-site costs need to be kept as small as possible and should be under US\$150/person. In some cases it may be possible to arrange for local sponsorship to offset these costs. Proposals should provide an estimate of these on-site costs based on discussions with the conference venue, and the attendance estimate used to derive the per person estimate. The worksheets “Questions to Ask” and “Meeting Rooms” can guide you in estimating these costs. The worksheet “Attendees” provides data on the number of conference attendees since 2000.

Central office costs, while not under the control of the conference organizer, are influenced by the completeness of the local arrangements and this is discussed under manageability of risk.

5. **Program Features.** Appropriate conference themes, special sessions, etc. should be indicated in any conference proposal and the details of these need to be worked out with the Program Committee following Society Program Guidelines. Social hours, the conference banquet, and any other social programs should be specified in the proposal subject to confirmed local sponsorship.
6. **Facility Characteristics.** As of 2004, we are looking for a conference site that can handle from 400 to 550 participants with a good plenary room and 8 breakout rooms, at least 3 of which can handle over 100 people. There also needs to be room available for exhibitors and poster presentations (this can be dedicated rooms or hallways and entry ways). Also important are the location of the meeting rooms relative to the accommodations and to one another. If the meeting rooms are spread out, what is the distance between them? If the accommodations are not in the same place what are the distances? A more detailed list of these facility questions and room requirements is attached in the worksheets “Questions to Ask” and “Meeting

Rooms”.

7. **Manageability of Risk.** There are three major sources of risk for the Society in any conference: (1) attendance; (2) local direct costs; and (3) the Central Office administrative costs of managing local arrangements. To minimize the attendance risk the venue needs to be attractive, easy to get to, and affordable. To minimize the local direct cost risk, services need to be firmly contracted, in US\$ if possible. To minimize the administrative risk, the effort necessary to manage local arrangements needs to be committed to as part of the proposal.
8. **Local Host.** The local host must be clearly identified as part of the conference proposal. This is an important part of the conference, and critical to its success. Roles and responsibilities of the local host are discussed in the next section.

Responsibilities of the Local Host

The primary role of the local host/conference chair for our conference is, in a nutshell, footwork - finding a shortlist of conference sites (sleeping room capacity, matching the program to the facilities, etc.), conducting "local research" (for example, looking into alternative housing for students, different modes of transportation, spouse programs, entertainment options, etc.) organizing local activities, and providing administrative support before and during the conference.

Proposal Stages

There are several stages in the hosting process: pre-proposal, proposal, pre-conference, and during the conference. At the pre-proposal stage, we are looking for an indication of interest and:

- ? Identification of the local host who will interface between the Society and the local venue,
- ? Identification of the venue choices - what locations seem most likely (hotel or university campus) and their attributes,
- ? Identification of the contracting process - who would the Society most likely contract with for facilities,
- ? Demonstration of superiority - preliminary evidence that the proposal will meet or exceed all the requirements for being selected as a conference site noted above, though exceptional standing on one dimension might compensate for modest shortcomings on another.

Pre-proposals should ideally be presented three years in advance of the conference. The spreadsheet “Conference Proposal Information” will serve as a guide for preparing the pre-proposal. At this stage, estimates of costs can be based on informal discussions with potential venues. An expression of interest at this point does not imply any commitment. It will just provide an opportunity to give the potential local host some feedback on what the Society thinks would make a great conference. Expressions of interest should be sent to the VP Meetings with a copy to the Central Office.

If the pre-proposal discussion looks mutually interesting, then the Society will ask the potential local host to prepare a detailed proposal addressing the criteria noted above, with a preliminary budget covering the expenses under the control of the local host. Again, the spreadsheet "Conference Proposal Information" along with these Guidelines will serve as the basis for the proposal. The primary difference between the proposal and the pre-proposal is one of detail and specificity of cost estimates.

The Policy Council will then select a site, usually two years in advance of the conference. If the site is selected, the local host will work with the central office and VP meetings to specifically define the location, negotiate with the conference venue, and prepare a final budget. Finally, during the conference the local host will provide administrative support. Some amount of administrative support is necessary before the conference and it is most helpful if there are volunteers (usually students, but not always) who can help out during the conference. In addition, the conference needs one "professional" person that can manage the registration desk and help coordinate the volunteers. Available local volunteer labor is a must for a successful conference.

The separation of effort between the Local Host and the Society's Central Office is not fixed, but it is necessary that the Local Host play a significant role in conference logistics. If the Central Office has to take on additional work they will require professional staff to do so, and this will require more revenue to meet overall Society needs. Some examples of Local Host activities are included here as a guideline. The appendix contains a list of typical things supplied by the local host during the conference.

An Example – 2003 Conference

As an example, in 2003 the local and co-local hosts were WPI, Fordham University and Allen Boorstein. They did a multitude of things. Fordham had a pre-conference seminar event at the Fordham Lincoln Center Campus and invited local business people. They also provided their own computer projectors and overhead projectors to help defray the cost of AV equipment, which is always a major line item in the budget. Allen Boorstein gave a pre-conference donation, in addition to his usual gift to the conference for the Dana Meadows Award. Both Allen and Nikko Georgantzas from Fordham helped in advance of the conference to line up local sponsors, and get special "deals" for our conference participants such as a free bottle of wine with dinner, and dinner discounts at certain restaurants. Helping to get local sponsorship is key to the financial success of the conference. They also were great about organizing evening outings with large groups of people, nothing formal, but they offered their knowledge of the city and events/places to go and then accompanied the groups.

Mike Radzicki from WPI was the "MC" during the entire conference, and Khalid Saeed from WPI gave the Welcome Address. WPI provided all the supplies and equipment for the conference office, all the photocopying of handouts, etc. The conference host traditionally has supplied these items (a complete list of these items is given below).

Everyone involved in the conference rounded up as much help (participants, volunteers, spouses, children, etc.) as possible for the satchel stuffing on the day before the conference. There were over 15 people, and the satchel stuffing took only about 1 hour!

It has become apparent that the conference needs a professional person to assist with the registration desk. It would be great if someone (not a student) could be available at the conference, especially during peak registration times. This person would be responsible for money and financial transactions. Students do a great job, but the registration desk needs a strong supervisor/manager.

Information for Preparing a Pre-proposal and Proposal

Approximate dates/timing of the event: Historically the conference occurs sometime during the last two weeks of July, and usually runs from Sunday through Thursday (but this is flexible):

- ? Pre-conference Saturday the Society office sets up. Need work space to “stuff” the conference satchel.
- ? Pre-conference Sunday: We need a pre-conference day for the policy council meeting (30), the PhD Colloquium (100) and perhaps one or two pre-conference workshops (75 each).
- ? Monday - Wednesday: The conference officially starts on Monday. There are three full days of conference meetings and some evening events.
- ? Thursday: On the fourth day we run the workshops. Attendance is reduced to about one third, although this may increase. Everyone is gone by 6 PM.

Number of attendees: 450 - 550 is an estimate, depending on location. 2003 NYC had 460 registrants. The worksheet “Attendees” in the spreadsheet “Conference Proposal Information” provides historical data on the number and breakdown of attendees. This is more information than needed, but you will see the conference attendance trends.

Types and numbers of meeting rooms required: Please see the worksheet “Meeting Rooms.” Note that it is desirable to have the break, poster, and exhibit areas close together.

Size of trade show space required: Plan on about 20 tables.

Other things to focus on at the pre-proposal and proposal stages: A huge advantage is to feel comfortable with the people you are dealing with – are they flexible, do they want our business? The System Dynamics Society is a good client, the best business a hotel could have. Are there informal places to gather? Are the elevators adequate, and the flow of space convenient? We are a non-profit, so cost (keeping it down for our attendees) is very, very important. A competitive room rate is indeed important as well as being able to share the room so students can save money. A brief summary of coffee break cost estimates and a banquet chicken dinner estimate would be helpful, but we recognize we are talking several years into the future.

Appendix: Traditional Host Supplies/Equipment/Copying

Provide a laptop computer and printer with paper for the conference site office.

Photocopying: Originals will be sent to the local host for copying. Host would be responsible to deliver to the conference site the day before the conference. All documents should be copied double sided: (as many as needed, based on attendance)

- Pre-conference surveys (about 20% of conference attendees get one)
- Conference surveys (multiple pages, one per participant)
- Time signs for session chairs (one set or 4 sheets per room)
- Signs for alphabetical registration lines
- Career Link Postings (about 15 sheets)
- AV Matrix (10 pages about 12 copies)
- Tasks and Duties Matrix (20 pages about 12 copies)
- Poster assignments on poster boards (one per poster presentation)
- Check-in sheets (about 20 pages)
- Workshop sign up sheets (one per workshop)
- On-site registration form (about 50)
- Program Schedule (about 15 pages, one per participant)
- Participant List (about 12 pages, one per participant)
- First day schedule (with floor map on reverse) (one page, one per participant)
- Room signs (one per session)
- Exhibitor table labels (about 20)
- Perhaps some other items

Provide the on-site supplies. Supplies not used (or lost) will be returned.

- 4 Narrow tip black permanent markers for replacement nametags (Sharpies)
- Break-over bell (to ring)
- Message pads, duplicating for calls and message board (for 200 messages)
- Transparencies, blank overhead (box)
- Transparency markers (2 sets each fine and broad tipped)
- Pens (12)
- Pen, red (6)
- 6 Post-it notes pads, medium size
- Scissors (2 pairs)
- 2 Staplers with extra staples
- 2 Scotch tape dispensers
- 2 rolls masking tape
- Plain paper for photocopies and printing (carton)
- Material to adhere posters (push pins, tape)
- Perhaps some other supplies

Proposal Summary		
	Location	
	Dates	
1. Unique/Attractive Features		
2. Travel Costs		
From Boston		
From Brussels		
From Seoul		
<i>Cost and Time from Major Airport to Conference Venue</i>	Major Airport to Local Airport	Local Airport to Conference Venue
Mode		
Cost (if not included above)		
Travel Time		
Frequency of trips		
<i>Questions/Issues:</i>		
3. Meal and Accomodation Costs	Hotel A:	Hotel B:
Room including taxes -- normal		
Room including taxes -- student		
Breakfast		
Lunch		
Dinner		
<i>Total M & A Cost Per Day</i>	\$0	
<i>Total M & A Cost 4 Days</i>	\$0	
4. Direct Conference Costs		
Meeting Rooms		
AV Equipment		
Other Supplies		
Subtotal		\$0
Estimated Attendance		400
Per Person Facility Cost		
Local Transport		
Welcome Reception		
Coffee Breaks (2 per day *4)		
Banquet (only if sponsored?)		
Subtotal Conference Food		\$0
<i>Total Direct Per Person Cost</i>		\$0
<i>Total M&A Plus Direct Cost</i>	\$0	\$0
<i>Comments/Issues:</i>		
5. Program Features		

	Location
	Dates
6. Facility Characteristics	
<i>Open Issues and Concerns:</i>	
7. Manageability of Risk	
8 Local Host	

Category	Question
General	What are the available dates?
Facilities/Meeting Space	Distance from sleeping rooms to meeting space
Facilities/Meeting Space	Adequacy of elevators/stairs
Facilities/Meeting Space	Flow of space (convenient and easy or separated)
Facilities/Meeting Space	In meeting rooms, what type of chairs (Ergonomic)
Facilities/Meeting Space	What is provided by hotel in meeting rooms (flip chart, white boards, water, etc)
Facilities/Meeting Space	Bathrooms - locations to meeting spaces, large enough, specifically women's ro
Facilities/Meeting Space	Adequate exhibit area
Facilities/Meeting Space	Exhibitors' tables and chairs supplied at no cost
Facilities/Meeting Space	What services can be provided to exhibitors including AV, Internet, rental of equ
Facilities/Meeting Space	Maximum seating in plenary room, theater style
Facilities/Meeting Space	Maximum banquet style for conference banquet
Facilities/Meeting Space	Adequate poster area to hold 20 poster boards
Facilities/Meeting Space	Adequate Registration Table area
Facilities/Meeting Space	Rooms available at 7 AM each day
Facilities/Meeting Space	Flexible end of the day times for rooms
Facilities/Meeting Space	Auxiliary seating and small gathering spaces with upholstered furniture
Food	Costs of breaks, reception, banquet, etc.
Food	What is service charge on food/beverages?
Food	Guaranteed food prices, no percentage increase per year
Food	Is there a food and beverage minimum?
Food	Options for different events
Guest rooms/Facilities	How many rooms are in the hotel
Guest rooms/Facilities	Internet access in guest rooms
Guest rooms/Facilities	Cost of room, room sharing (single-double the same, then add for extra person)
Guest rooms/Facilities	What are the room taxes in total
Guest rooms/Facilities	What is policy after cut off date
Guest rooms/Facilities	Early/late rooms to count for block
Guest rooms/Facilities	Reservations through wholesaler on Internet, count toward block
Guest rooms/Facilities	Individual call in for reservation
Geographic location	Conference center relative to airport
Geographic location	Restaurants nearby
Geographic location	Public transportation to attractions nearby
Services	AV services (can we bring in our own, can we contract outside the hotel)
Services	Availability of poster boards and cost
Incentives	Comp room & pick up count for every room associated w/ our group & all dates (including before & after conf dates)
Incentives	Comp Conference Manager's Room with conference/dining table for before /during conference
Incentives	Comp Program Manager's Room
Incentives	Comp Conference Chair's Room
Incentives	Comp sponsorship rooms in addition to above
Incentives	Comp room for site visits and local meetings for conference personnel before cc
Incentives	Bonus weekend with dinner or breakfast to promote early registration and resen
Incentives	What is provided in conference office space
Incentives	Complimentary Welcome Reception

	2000 Norway	2001 Atlanta	2002 Italy	2003 NYC
TOTAL	358	355	372	460
Members - paying	150	154	160	258
Early	126	123	150	225
Mid	21	29	10	27
Late	3	2	2	6
Non-Members - paying	82	63	82	74
Early	64	47	72	63
Mid	17	14	8	11
Late	1	2	3	0
Day - paying	7	10	0	6
Students - paying	60	77	73	84
Early	42	60	62	76
Mid	13	12	6	5
Late	5	5	2	3
Organizers/Volunteers/Awards	20	13	25	15
Scholarships	11	13	6	1
Sponsors Complimentary	28	25	26	22
TOTAL	358	355	372	460
Actually attended	346	316	336	425

In general - these are our meeting room needs:

Day	Amount	Meeting Rooms	Number of People
Saturday	1 office	satchel stuffing	1 - 8
	1 secure storage		0
	1 small meeting room		8
Sunday	1 office		1 - 8
	1 secure storage		0
	1 small meeting room		10
	1 registration area		10 - 100
	1 informal gathering area during registration		50 - 150
	1 board room for PC meeting		30
	1 theatre style for PhD Colloquium		100
	1 theatre style for PhD Colloquium		50
	2 preconference workshop rooms		50
	2 MAW		6 - 12
	20 Tables/Exhibitor area (set up)		30
	10 Easels for conference/sponsor posters		N/A
	3 bulletin boards		N/A
M-W	1 office		1 - 8
	1 secure storage		0
	1 small meeting room		10
	1 registration area		10 - 100
	1 board room for PC meeting		10 - 30
	2 MAW		12
	20 Tables/Exhibitor area		300
	10 Easels for conference/sponsor posters		N/A
	3 bulletin boards		N/A
	6 - 8 parallel		50 - 100
	1 plenary		500+
	1 Exhibitors' Lounge		12
	20 - 25 Poster boards (hallway or large room)		300
1 - 2 AM and PM Refreshment Break Area(s)		300	
	near poster display and exhibitor tables		
Thursday	1 office		1 - 8
	1 secure storage		0
	1 registration area		10 - 50 May move to office
	1 board room for debriefing meeting		30
	10 Easels for conference/sponsor posters		N/A
	3 bulletin boards		N/A
	7 parallel		50 - 100

System Dynamics Society
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 University at Albany
 State University of New York
 Albany, NY 12222 USA
 518-442-3865
system.dynamics@albany.edu

Location	Room prices ranged from:
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- Italy 2002: US\$65 per person per night in a double and **US\$95** for a single, to the most expensive room of **US\$155** for a single. (taxes included)
- NYC 2003: US\$83 per person per night in a double and **US\$166** for a single (taxes included)
- Oxford 2004: Dormitory rooms at Oxford College are **US\$65** per person per night in a single room (taxes included)
- Boston 2005: US\$74 per person per night in a double and **US\$148** for a single (taxes included)

In all these locations, the meeting rooms are complimentary, depending on guaranteeing that we fill accumulated room nights of 800. We have always been able to fill the rooms over the 4 day conference. We have paid extra for any food item. Food items have included 2 refreshment breaks per day, receptions, a banquet dinner and sometimes lunches, but only when the location is remote. This is all flexible and depends on the site and how they do business.

2006 Proposal Comparison									
Updated 7/19/2004									
Greece: Capsis Resort Beach Hotel and Conference Center, Crete									
July 24-28, 2006									
Netherlands: Nijmegen University									
Nijmegen									
July 23-27, 2006 (or later)									
Switzerland: Parkhotel Waldhaus									
Flims									
July 15-20, 2006									
Lugano									
July 15-20 or 22-27, 2006									
1. Unique/Attractive Features									
Support of Hellenic Chapter of SDS									
Resort Location									
Location in oldest city of Netherlands									
Several SD teaching centers									
Support of Swiss Chapter of SDS									
Convention hotel in Swiss Alps									
Convention centre on lake near Italy									
2. Travel Costs									
To Athens (then local airport)									
To Zurich									
Via Zurich and local airport									
From Boston									
\$1175 to Athens									
\$800									
From Brussels									
\$351 to Athens									
\$200									
From Seoul									
\$1641 to Athens									
\$1'000									
\$1'000									
Cost and Time from Major Airport to Conference Venue									
Athens to Iraklion Airport									
Iraklion to Venue									
Plane									
25 km -- taxi?									
\$43									
Cost (if not included above)									
2 hours									
2.5 hours (shuttle busses to be arranged for Sunday at about same cost)									
Travel Time									
25 Minutes									
Frequency of trips									
Bus transfer may be cheaper									
Questions/issues:									
Cost of train is roundtrip									
Zurich to Local									
Local to Venue									
Shuttle bus; taxi									
\$150									
\$16									
6 km									
NA									
3. Meal and Accommodation Costs									
At Capsis									
At Apollo Hotel:									
At Belvoir Hotel									
At Waidhaus (100 rms)									
At Lower Cost:									
At Five Star									
At Four Star:									
Room including taxes -- normal									
\$168									
\$87									
\$150									
\$164									
\$128									
Room including taxes -- student									
\$42									
\$37									
\$64									
\$60									
Breakfast									
\$18									
\$0									
\$0									
Lunch									
\$0									
\$9									
\$8									
Dinner									
\$50									
\$10									
\$25									
\$30									
\$20									
\$8									
\$8									
\$20									
\$20									
Total M & A Cost Per Day									
\$236									
\$184									
\$202									
\$156									
Total M & A Cost 4 Days									
\$946									
\$424									
\$808									
\$624									
Student M & A Cost 4 Days									
\$442									
\$224									
\$408									
\$368									
\$230									
\$920									
\$392									
\$156									
\$624									
\$352									
4. Direct Conference Costs									
Meeting Rooms									
\$0									
\$13,341									
AV Equipment									
\$19,800									
\$2,798									
Other Supplies									
\$19,800									
\$16,139									
Subtotal									
400									
400									
\$30,400									
Estimated Attendance									
50									
\$40									
Per Person Facility Cost									
\$0									
\$24									
Local Transport									
\$16									
\$76									
\$16									
\$30,400									
400									
\$76									
\$16									

	Greece: Copsis Resort Beach Hotel and Conference Center, Crete July 24-28, 2006	Netherlands: Nijmegen University Nijmegen July 23-27, 2006 (or later)	Switzerland: Parkhotel Waldhaus Films July 15-20, 2006	Switzerland: Convention Centre Lugano July 15-20 or 22-27, 2006
Welcome Reception	\$0	\$10	\$20	\$10
Coffee Breaks (2 per day *4)	\$0	\$10	\$74	\$96
Banquet (only if sponsored?)	\$80	\$62	\$80	\$80
Subtotal Conference Food	\$80	\$105	\$190	\$202
Total Direct Per Person Cost	\$130	\$145	\$252	\$278
Total M&A Plus Direct Cost	\$1,075	\$569	\$1,060	\$1,198
	\$1,075	\$881	\$876	\$902
Comments/Issues:		Sponsorship for Banquet and other events likely. Reception and breaks optional?	Meeting room cost includes AV and other supplies -- numbers provided not checked. 8 beamers and overhead projectors possible	Meeting room cost includes AV and other supplies -- numbers provided not checked. 8 beamers and overhead projectors possible
				meeting rooms alternatively at the University of Lugano at lower costs. Decision of the Dean of the university pendant
5. Program Features				
6. Facility Characteristics	Meeting rooms and hotel together	Conference at university, rooms at hotels in city 3kms from campus	Meeting rooms and hotel together, but only 100 rooms at Waldhaus	Meetings at convention center, with local hotels within walking distance or bus
Maximum Capacity			Only 100 rooms at conference venue. Local hotels within very short walking distance	Hotels rooms spread around city. Family run hotels with special charme
Open Issues and Concerns:		Relative location of meeting rooms.		
		Availability and cost of plenary session meeting room; number and cost of meeting rooms; cost of AV equipment.		
7. Manageability of Risk	Cost estimates can be turned into an enforceable agreement; commitment of local hosts.	Location near several centers of SD; low local direct costs; commitment of local hosts.	All prices can be contracted in CHF; commitment of local hosts.	All prices can be contracted in CHF; commitment of local hosts.
8 Local Host	Hellenic Chapter of SDS, with 30 members willing to participate to make the conference a success.	Etienne Rouwette, Jac Vennix, Ozge Pala, and others from Nijmegen and Utrecht.	Markus Schwaninger, University of St. Gallen; Gianluca Colombo, University of Lugano; Bernard Lehmann, Swiss Federal Institute of Technology Zurich; Ruth Kaufmann-Hayoz, University of Berne; Birgit Kopainsky, Swiss Federal Institute.	

Security SIG Annual Report 2004

The Security Special Interest Group was established November 2003. In July 2004 the SIG has 12 members. The SIG leaders are Jose J. Gonzalez and Klaus Breuer.

Pending the development of a home page with list server, the SIG activities have been conducted informally by email and oral contacts. (The Security SIG home page is expected to become active by September – a prototype is currently being tested.)

The main activity by the Security SIG (or members of the SIG) has been to convene a special session on security dynamics at the ISDC 2004. It turned out that responses only came from members engaging in information security.

The convened security session – Tuesday 11.30 - 12.30 at Henry Ley Room – consists of the following papers by (mostly) members of the SIG:

1. Business Dynamics Supported Security Policy Management by Denis Trcek
2. Preliminary System Dynamics Maps Of The Insider Cyber-Threat Problem by David Andersen, Dawn Cappelli, José J Gonzalez, Mohammad Mojtahedzadeh, Andrew Moore, Eliot Rich, Jose Maria Sarriegui, Timothy Shimeall, Jeffrey Stanton, Elise Weaver, Aldo Zagonel
3. Dynamics Of Vulnerability by Johannes Wiik, José Gonzalez, Howard Lipson, Timothy Shimeall

In addition, some members of the Security SIG have poster presentations related to security dynamics.

Paper 2 above is the result of an interdisciplinary collaboration involving several US American and European institutions (viz. CERT/Coordination Center at CARNEGIE Mellon University, University at Albany, Syracuse University, Attune Group, Agder University College and TECNUN, Universidad de Navarra). Paper 3 is also an interdisciplinary collaboration involving CERT/Coordination Center and Agder University College).

Jose J Gonzalez

Klaus Breuer



PROPOSAL FOR SYSTEM DYNAMICS CONFERENCE 2006
Island of Crete, Greece

Jim Lyneis

Chair Conference Committee, SDS

Dear Jim,

As promised attached please find the final proposal for the 2006 conference in Greece to be hosted by the Hellenic Chapter.

Considerations in Selecting this site:

1) Unique/attractive features of proposed conference venue.

The local host, the Hellenic Chapter of SDS, consists of over 30 members, many of whom are professors in Greek Universities (i.e. University of Volos, University of Aegean, University of Thrace). Others are practitioners with strong ties to potential local sponsors. It is, therefore, a very strong local organization, capable of making the 2006 conference a success.

The preferred location is the island of Crete at the Five-star hotel Capsis Resort Beach Hotel and Convention Center. The hotel is the official site of Olympic Games 2004 and is situated on private peninsula with fantastic amenities. This award winning Convention Center has 110 meeting rooms along with a dedicated and experienced team of total support. It features: **3 Conference Centers - total capacity 4,800 delegates; 4 outdoor, 1 indoor swimming pool; Health & Beauty Center, high-tech gymnasium, sauna, steam room, whirlpool, massage and facial & body treatments; Shopping arcade; 4 Restaurants, one sea-front taverna and 5 Bars; all rooms have a balcony or terrace with magnificent garden, pool or sea views.** The hotel, on a superb and absolutely private peninsula, almost as big as the island surrounded by gardens and crystal-clear waters, offers 1) private hotel zoo; 2) sailing; 3) horse-back riding; 3) water park; 4) 18-hole Golf course; 5) botanical garden; 6) water sports; 7) excursions, tours & cruises; 8) open-air amphitheatre with sea view...

2) Travel cost and accessibility (travel time and mode)

There are three airports on Crete, two of which service international flights. The major airport is Nikos Kazantzakis at **Iraklion**, and there is a smaller airport in **Chania**. Sitia is another option, for domestic flights. From the various airports, you can fly to and from

Athens, Thessaloniki, Rhodes, Mykonos, Santorini, Karpathos, and Kassos. Both Chania and Iraklion have direct flights from Europe and the UK, though most are charter flights. The hotel/Convention center is located 25 km from the International Airport of Iraklion and 23 km from the city center, on the private peninsula of Aghia Pelaghia, a seaside setting incorporating pools surrounded by 3 beaches. You can arrive by ferry, and there are six ports to choose from: Iraklio, Chania, Agios Nikolaos, Sitia, Katelli-Kissamos, and Rethymnon. Crete connects with Piraeus, Santorini, Sikinos, Folegandros, Milos, Sifnos, Paros, Naxos, Thessaloniki, Rhodes, Karpathos, Kassos, Karpathos, Antikythira, Kythira and the Peloponnese. But keep in mind, Crete is the most southerly island and quite a distance from even the closest islands. Estimated travel expense from USA to Athens is \$900-\$1200. Travel time from Athens to Iraklion Airport is 20 minutes by air, approximately \$100. (More details will be provided at the PC meeting)

3) Meal and accommodation costs for attendees.

The cost per room/per day is \$168.00 including taxes, daily light buffet lunch consisted from: two kinds of salad, 1 pie, 1 vegetarian dish, Risotto or Pasta made in front of the client, mirror with cold cuts, fresh fruits of the season -2 coffee breaks (morning break: coffee/tea/orange juice/water and different kinds of cookies; afternoon break: coffee/tea/soda/water and cake). The cost for students is \$42 per room/per day including taxes and the above mentioned. For four nights the cost is \$672 and a 10% discount will be applied for those staying longer. **(See attached proposal for more details)**

4) Direct Conference Costs

Meeting facilities are **complimentary** and include: 1) A plenary conference room, (Total area 429 sq,m, Width: 15.2 m. Length: 28.2 m. Height: 4.40 m.) for 400-500 persons in theatre style with head table, podium, air condition and electrical supply; 2) 10 Breakout rooms for 25-100 persons.

The cost of audiovisual equipment (overhead projectors, Slide projector & screen) is not estimated yet. We will submit at Policy Council meeting. It will also include flipcharts, pens, pads, pencils, bulletin boards, easels....

5) Program Features

Possible program themes and special sessions might include Policy, Strategy and Operational Dynamics of Natural Resources Management in and around the Mediterranean Basin. This could entail specific industries, such as energy generation and consumption, mining, agriculture, tourism, information and knowledge technologies and space satellite technologies for communication. Such themes could attract sponsorships from public utilities and other government organizations.

6) Facility Characteristics

See above # (4) and attached proposal.

7) Manageability of Risk

Upon approval of the proposal by the Policy Council, this proposal can be turned into an enforceable agreement.

8) Local Host

The local host is the Hellenic Chapter of the SDS, comprised of over 30 members willing to participate in making the 2006 conference a success. We are committed to providing administrative support, organizing local activities for the attendees, including a pre-conference seminar (in collaboration with a Greek University) and local sponsors.

At the Policy Council meeting on the 25th of July I will present to you a full video with all the fantastic features of the proposed site. The management of Capsis gave us an ultra attractive proposal, one that cannot be ignored. Moreover, they are utterly professional and supportive.

Thanks to Roberta's invaluable assistance and guidance, the SDS has the absolute commitment of the Hellenic Chapter to make the SDS 2006 conference a success. I will be happy to answer any questions you might have at the PC meeting on the 25th of July at Oxford.

Thanking you,

Andry Argyrides, JD
Member, SDS and Hellenic Chapter

CC: George Papaioannou, PhD; Nicholas Georgantzas, PhD; Roberta Spencer

PROPOSAL FOR HOSTING THE 2006 INTERNATIONAL CONFERENCE OF THE SYSTEM DYNAMICS SOCIETY IN SWITZERLAND

Local Host: University of St. Gallen, Prof. Dr. Markus Schwaninger
Local Co-hosts: University of Lugano, Prof. Dr. Gianluca Colombo
Swiss Federal Institute of Technology Zurich, Prof. Dr. Bernard Lehmann
Interdisciplinary Center for General Ecology, University of Berne, Prof.
Dr. Ruth Kaufmann-Hayoz

Contact: Birgit Kopainsky, Swiss Federal Institute of Technology Zurich
birgit.kopainsky@iaw.agrl.ethz.ch; +41-1-632 53 28

Zurich, July 13, 2004

Dear officers and members of the Policy Council,

Dear Executive Director,

Dear members of the System Dynamics Society

The Swiss Chapter of the System Dynamics Society is very pleased to invite you to Switzerland for the 2006 International System Dynamics Conference.

With this document we would like to present you a selection of two potential venues. We have visited each of them and been able to get detailed offers and preliminary reservations for the indicated dates of the conference.

Earlier this year, at your Policy Council meeting on February 9, the Swiss System Dynamics Chapter was officially approved. A considerable number of academics and practitioners are involved in system dynamics in Switzerland. The chapter's goal is to strengthen collaboration and co-operation between them and to spread system dynamics in Switzerland. This effort is reflected in the identification of the local host and co-hosts. The University of St. Gallen under the lead of Prof. Dr. Markus Schwaninger would be happy to act as local host. Markus Schwaninger would at the same time be Conference Chair. With the local co-hosts, the University of Lugano, the Interdisciplinary Center for General Ecology at the University of Berne, and the Swiss Federal Institute of Technology Zurich, we are able to meet all the responsibilities of the local host and to formally strengthen the co-operation between universities. We regard this as an important prerequisite to foster and spread system dynamics in Switzerland. As several universities are involved we are also able to guarantee a fair amount of local volunteer labor.

Approximately half of the members of the Swiss Chapter are practitioners. From this side we argue very strongly that the conference also be an opportunity for companies to learn about the power of system dynamics for their purposes. Concerning program features we would therefore want to take up the challenges identified by Prof. George P. Richardson in his presidential address from 1997 and combine high standards for academic research with an attractive information and exchange platform for consultants and practitioners.

The prices in this proposal are all indicated in Swiss Francs (CHF). The current exchange rate is 0.8, so at this time 1 Swiss Franc equals 0.8 US \$.

We would be delighted to host the 2006 conference in Switzerland and hope that at the end of this document you share our professional interest and enthusiasm.

Local host

For the Swiss System Dynamics Chapter

Prof. Dr. Markus Schwaninger

Birgit Kopainsky

Silvia Ulli-Beer

1 Conference venue 1: Parkhotel Waldhaus, Flims

Switzerland is probably most famous for its spectacular mountain scenery. The traditional and internationally famous Parkhotel Waldhaus in Flims lies in the heart of the Swiss Alps and combines an exceptionally professional management with breathtaking surroundings and impressive hotel features.

Flims is at the center of the “Alpenarena” (Flims-Laax), one of Switzerland’s top three skiing destinations. Located in the rumantsch-speaking area of Switzerland - rumantsch being the fourth national language - this destination combines mountain wilderness, tourist attractions and a rich cultural heritage.

The offer of the Waldhaus applies to the period of July 15 to 20, 2006. Because of the approaching high tourist season no later date is possible (mind the difference to the other proposed venues). However, during the conference, the hotel would uniquely host the conference guests.

1.1 Unique and attractive features of the Waldhaus

The Waldhaus consists of four newly renovated historical buildings, two of which contain the rooms for plenary and parallel sessions and two of which offer accommodation. All the buildings are linked by underground passages and are within two minutes walking distance at maximum. About half of the meeting rooms offer spectacular views of snow and glacier covered mountains. The buildings are surrounded by a huge park including a lake, jogging trails, walking paths, a pet zoo, and recreational areas. The hotel is within walking distance of the town of Flims with its shops, restaurants and tourist attractions. The hotel owns a series of restaurants in Flims so that a rich variety of meals can be guaranteed for individual dinners. The room rates of the hotel include utilization of the extensive exercise and wellness area, swimming pool, and shuttling with the hotel-owned bus everywhere and anytime within the Flims-Laax area (e.g. pick-up service for arriving guests). The room rates apply for the period of three days in advance of the conference until three days after the conference.

The Waldhaus has a unique reputation for hosting conventions. Recently it has been selected to host the summer session of both chambers of the Swiss Parliament in August/ September 2006. The Waldhaus employs a Convention Manager and a Convention Assistant who are at their full disposal before and during the conference. For the duration of the conference they additionally provide a list of people for all kinds of possible problems with their respective duties and availabilities. At the inspection trip we were impressed not only by their professionalism and experience but also and very importantly by the enthusiasm the managing team and the hotel owner showed for hosting the System Dynamics Conference and for organizing everything according to our wishes.

The Waldhaus coordinates contracting, meals, technical support, and information during the conference. For the coordination of accommodation and the organization of local activities, they work with the local tourist board.

For further information see www.parkhotel-waldhaus.ch. We have also attached a set of additional material provided by the hotel.

1.2 Travel cost and accessibility

Flims is accessible from Zurich airport within a two hours train and bus ride at an additional cost of **CHF 100.-** We could also organize a shuttle service from Zurich Airport to Flims at a 1-hour interval on Sunday. The price would be approximately the same.

While we are aware of the fact that the additional travel time is an issue we would also like to point out that the train runs through a vast part of Switzerland, starting in Switzerland's biggest and most pulsing city Zurich, slowly ascending from the lowlands and the more urbanized areas into the more rural pre-Alps and finally the Alps which our country is so famous for. As mentioned before, the Waldhaus offers a free shuttle-service for hotel guests between the bus stop and the hotel.

1.3 Meal and accommodation costs for attendees

For meals, the Waldhaus offers:

- ? Refreshment breaks for **CHF 11.50** per person per break. This price covers coffee, tea, orange juice, fruits and croissants (in the morning) or pastry (in the afternoon). Refreshment breaks can be held indoors or weather permitting outdoors on the terrace.
- ? A welcome reception for **CHF 25.-** per person. This price covers white wine, red wine, orange juice, and a selection of chips.
- ? A conference dinner for **CHF 50.-** per person. This price covers a four-course meal either vegetarian or with meat but not including beverages.
- ? The possibility of a sandwich bar for lunch breaks. This is optional and not part of the conference package.

In the Waldhaus itself there are three different bars, the lounge hall, and two restaurants. For people interested in something really special (and admittedly, really expensive...) the Waldhaus offers a seven-course dinner in the hotel's museum where each course is served in different museum room, with a special wine, and accompanied by stories about the history of the hotel and the region.

Regarding accommodation, the Waldhaus offers:

- ? 100 rooms at the Waldhaus itself at **CHF 205.-** per person per night, breakfast included.
- ? Rooms in partner 4-stars hotels at **CHF 160.-** per person per night, breakfast included.
- ? Rooms in low-cost partner hotels at **CHF 80.-** per person per night, breakfast included.

<p>So for four nights, meal and accommodation costs per participant amount to CHF 964.- or 784.- respectively, for fully paying members (app. US \$ 771.- US \$ or 672.-) CHF 464.- for student and low-income participants (app. US \$ 371.-)</p>

1.4 Direct conference costs and facility characteristics

The rooms for parallel sessions and meetings are all **CHF 200.-** per room and per day. Some of the rooms can be combined so that they can handle over 100 people. The rooms are located in two buildings but within 2 minutes walking distance of each other. The two buildings are connected by an underground passage. In parentheses and in *italics* we have indicated a suggestion of how to use the rooms. The capacities of the rooms in theatre style are:

? Building 1/ room Flem 1:	60	(<i>parallel small</i>)
? Building 1/ room Flem 2:	45	(<i>parallel small</i>)
? Building 1/ room Flem 3:	10	
? Building 1/ room Pic As:	130	(<i>parallel big</i>)
? Building 1/ room Joker:	50	(<i>conference office&storage</i>)
? Building 1/ room Piccolo:	60	(<i>exhibitor area</i>)*
? Building 1/ Panorama		(<i>poster session</i>)*
? Building 1/ Rotonde		(<i>refreshment breaks</i>)*
? Building 2/ Belmont 1&2 (double rate!):	130	(<i>parallel big</i>)
? Building 2/ Cauma 1&2 (double rate!):	60	(<i>parallel small</i>)
? Building 2/ Mundaun:	90	(<i>parallel big</i>)
? Building 2/ Cresta:	25	(<i>parallel small</i>)
? Building 2/ Greina:	15	(<i>parallel small</i>)
? Building 2/ Primula:	10	

The rooms indicated with a * are adjacent and participants can circulate freely through them. We also suggest organizing a sandwich bar for optional *lunches* in the refreshment break area (Rotonde).

The *plenary room* in building 1 comes **free** and handles 500 people.

The so called “Arvenstübli”, which is a cigar lounge in building 1, also comes **free** and could be used as the *exhibitors’ lounge*.

The lounge in building 1 is at the centre of all the rooms and would be highly suitable as *registration area*. It has a bar and comes **free**.

All the rooms are equipped with a complementary wireless internet connection.

For the *conference dinner* we would need the event hall which costs CHF **2’100.-** for the day of the dinner. In case conference attendance is unexpectedly high (higher than 550 participants), the event hall can also be used as plenary room.

Other rooms can be turned into parallel or meeting rooms if need be. The managing team at Waldhaus assured us that they have turned almost everything into meeting rooms at special occasions.

Beamers –except for the beamer in the plenary room – and overhead projectors are provided by the local host and co-hosts and therefore come at no additional costs.

For other *technical equipment* we have to allow for:

- ? Beamer for the plenary room: CHF 600.- per day, CHF 1'800.- for three days
- ? Poster and bulletin boards: CHF 120.- per board (package rate), CHF 3'600.- for 30 boards.
- ? Exhibitor tables: CHF 20.- per table, CHF 400.- for 20 tables and three days.
- ? Easels for conference/sponsor posters: CHF 30.- per easel per day, CHF 1'500.- for 10 easels and five days.
- ? Sound for plenary room: CHF 300.- per day, CHF 900.- for three days.
- ? Sound for rooms handling more than 100 persons: CHF 150.- per day, CHF 2'250.- for three rooms and five days.
- ? Screens: CHF 40.-, CHF 2'000.- for 10 screens and five days.
- ? Telephone line for conference office: CHF 25.- per day plus metered call charges.
- ? Fax for conference office: CHF 80.- per day, CHF 400.- for five days.
- ? Whiteboards to be used with marker pens: CHF 20.- per board per day.
- ? Flip-chart with sheets of paper: CHF 60.- per day.
- ? Extra roll of paper: CHF 50.-.

If we rent all the meeting rooms for a period of five days, the event hall for one day and the technical equipment for five days, direct conference costs amount to

CHF 62.- per person with 500 participants (app. US \$ 50.-)

CHF 78.- per person with 400 participants (app. US \$ 62.-)

1.5 Manageability of risk

All prices will be firmly contracted. There are no additional taxes; everything is already included in the price. Due to uncertainties in the exchange rate, it will be difficult to firmly contract prices in US \$, though.

1.6 Local activities

For minor questions about Flims itself and the surrounding region the concierge at the hotel reception in the Waldhaus is available during the entire conference. For the organization of local activities the Waldhaus co-operates with the local tourist office and offers a wide range of activities. The Waldhaus also offers a daycare service for hotel guests' children.

2 Conference venue 2: Convention Centre, Lugano

Lugano is the biggest city of the Italian speaking canton of Ticino and stands at the crossroads between Northern Europe and Italy. Surrounded by mountains and situated at the borders of a splendid lake, Lugano brings together all the characteristics of a metropolis of great style, while maintaining the traits of a small city. Most particular is the large pedestrian area, which contains the historic centre.

Much of Lugano's success as a centre of tourism derives from its temperate climate, moderated by the presence of the lake and with a high average of sunny days, but also from the typical uses and customs of the Mediterranean way of life.

We can reserve the Convention Centre either from July 15 to 20 or from July 22 to 27.

2.1 Unique features of the Lugano Convention Centre

The Lugano Convention Centre is centrally located, in the middle of the splendid Municipal Park and right next to the equally splendid lake. The Convention Centre and the city of Lugano hosted the summer session of both chambers of the Swiss Parliament in August and September of 2002. The Convention Centre is run by Lugano Tourism which has the advantage that the competent, helpful and enthusiastic staff coordinates the organization of the conference rooms, welcome reception, conference dinner, transfers, and excursions. They also book hotel accommodation and provide a 4-language hostess for general information and assistance. The staff is available for the entire duration of the conference and happy to help with whatever questions, problems or wishes we have.

As in Flims, we were impressed by the professionalism, experience and enthusiasm of the staff and the hotel owners in the city of Lugano.

For further information see www.lugano-conventions.com. We have also attached a set of additional material provided by Lugano Tourism.

2.2 Travel cost and accessibility

Lugano has a local airport (6km from the city centre) with direct flights from and to Zurich and Geneva. A Shuttle Bus connects the airport with the hotels in Lugano and costs around CHF **20.-** for a return ticket.

Milan Malpensa International Airport is 1 hour away from Lugano. The direct link from and to Malpensa airport is operated by two shuttle companies and costs around CHF **50.-** for a return ticket.

Lugano is directly situated on the North-South axis of the St. Gotthard route and can be reached quickly and comfortably by international rail or by car. Parking space is an issue, though, and only offered by some of the hotels in Lugano.

2.3 Meal and accommodation costs for attendees

Accommodation bookings can be made using a hotel booking card. Rooms will be confirmed directly to the attendees. The hotels in Lugano are all family-run and very charming. We have inspected two- to four-star hotels and were impressed by the quality of all of them. The hotels, however, are not very big so participants will be spread all over the city. They are all within easy walking distance of the Convention Centre or connected to it by a direct bus connection that runs every 10 minutes. The prices per person are:

- ? Five stars: CHF **240.-** per night, breakfast included.
- ? Four stars: CHF **160.-** per night, breakfast included.
- ? Four/three stars: CHF **115.-** per night, breakfast included.
- ? Three/two stars: CHF **95.-** per night, breakfast included.
- ? Two stars: CHF **75.-** per night, breakfast included.

The official caterer of the Convention Centre is Mövenpick which offers coffee breaks and an optional sandwich bar at the following rates:

- ? Refreshment breaks for CHF **9.-** per person per break. This price covers coffee, tea, orange juice, fruits and croissants (in the morning) or pastry (in the afternoon). Refreshment breaks can be held indoors or weather permitting outdoors in the park on the lake shore.

The welcome drink could be offered on the lake shore. The Lido open-air swimming centre is transformed into a visual entertainment place every night and the bar with the adjacent beaches could be privatized and rented for the night of the welcome drink at the following price:

- ? Drink and snacks per person incl. rental of the location between 7 and 10 p.m.: CHF **12.-**

For the conference dinner we suggest a boat trip of an hour where the aperitif is served. The boat would get us to Swissminiatur in Melide where you can see the whole of Switzerland in less than an hour. Melide lies on a peninsula on lake Lugano and there you can leisurely discover Switzerland's most picturesque features like towns, villages, monuments, and buildings at a scale of 1:25. The restaurant at Swissminiatur offers a Swiss buffet with specialties from the main four cultural regions and according to the Slow Food guidelines for CHF **70.-** per person, rental of the place included.

Transportation back from Swissminiatur would be organized with shuttle coaches at CHF **15.-** per person so that the entire dinner would amount to CHF **100.-** per person.

So for four nights, meal and accommodation costs per participant amount to
CHF 824.- or **644.-** respectively, for fully paying members (app. US \$ 660.- US \$ or 515.-)
CHF 484.- for student and low-income participants (app. US \$ 387.-)

2.4 Direct conference costs and facility characteristics

The daily rate of the rooms in the Convention Centre and their respective capacity in theatre style are:

? First help room		free	(storage)
? Room D		CHF 160.-	(conference office)
? Room A	1'000	CHF 2'000.-	(plenary)
? Room A	200	free	(parallel big)
? Room B	200	CHF 1'920.-	(parallel big)
? Room B	150	free	(parallel big)
? Room B	100	free	(parallel big)
? Room E	100	CHF 480.-	(parallel)
? Room F	35	CHF 200.-	(parallel)
? Teatrino	90	CHF 400.-	(parallel)
? Room C1	40	CHF 200.-	(parallel)
? Room C2	10	CHF 80.-	(meeting room)
? Room C3	30	CHF 200.-	(meeting room)
? Room G	10	CHF 160.-	(meeting room)

Beamers –except for the beamer in the plenary room – and overhead projectors are provided by the local host and co-hosts and therefore come at no additional costs.

For other *technical equipment* we have to allow for:

- ? Beamer for the plenary room: CHF 650.- per day, CHF 1'950.- for three days
- ? Poster and bulletin boards: CHF 120.- per board (package rate), CHF 3'600.- for 30 boards.
- ? Exhibitor tables: CHF 22.- per m² occupied surface, CHF 1'320.- for 20 tables and three days.
- ? Easels for conference/sponsor posters: CHF 30.- per easel per day, CHF 1'500.- for 10 easels and five days.
- ? Sound for plenary room: CHF 400.- per day, CHF 1'200.- for three days.
- ? Sound for rooms handling more than 100 persons: CHF 150.- per day, CHF 2'250.- for three rooms and five days.
- ? Fax for conference office: CHF 80.- per day, CHF 400.- for five days.
- ? Outside analogical telephone line: CHF 25.- per line and per day plus metered call charges.
- ? Outside ISDN telephone line for the conference office: CHF 300.- per line and per day plus connection and wiring costs.
- ? Whiteboards to be used with marker pens: CHF 20.- per board per day.

? Flip-chart with sheets of paper: CHF 60.- per day.

? Extra roll of paper: CHF 50.-.

All the rooms are equipped with a complementary wireless internet connection.

If we rent all the meeting rooms for a period of five days, the event hall for one day and the technical equipment for five days, direct conference costs amount to

CHF 76.- per person with 500 participants (app. US \$ 61.-)

CHF 95.- per person with 400 participants (app. US \$ 76.-)

2.5 Manageability of risk

All prices will be firmly contracted. There are no additional taxes; everything is already included in the price. Due to uncertainties in the exchange rate, it will be difficult to firmly contract prices in US \$, though.

The Università della Svizzera Italiana, represented by Gianluca Colombo, is within walking distance of the Convention Centre and is ready to help out with everything, starting from technical equipment to student workforce. We could also try to hold the sessions on the premises of the University if this option was preferred.

2.6 Local activities

Upon request and free of charge the staff of the Convention Centre can handle the organization of excursions and spouses' programs, transfers, tour guides etc.

3 Conference venue 3: Crowne Plaza, Geneva

We have also considered the city of Geneva as a potential location for the conference. The hotel Crowne Plaza is located directly next to Geneva International Airport and a very impressive hotel with modern conference facilities. The price level in Geneva, however, makes it almost impossible for a non-for-profit organization to host a conference in any of the existing venues. We have attached the offer of the hotel Crowne Plaza but will not comment on it in detail as it is far too expensive.

4 Concluding remarks

With the Waldhaus in Flims and the Convention Centre in Lugano we have, in our eyes, two highly valid options for the 2006 conference of the System Dynamics Society. The two venues are both very suitable for hosting a conference of our size, the staff of both of them impressed us thoroughly and the location of both venues is breathtaking and shows the best in scenery and culture our country can offer. To facilitate the choice between the two locations these are the main differences:

- ? Flims lies in the heart of very typical and breathtaking Swiss mountains which our country is so famous for.
- ? Lugano, on the other hand, combines Italian charm from a scenic point of view with Swiss reliability from an organizational point of view.
- ? The train/ coach ride from Zurich International Airport to Flims takes some 2.5 hours. It is offset by a panoramic trip covering a wide variety of Swiss landscape.
- ? Lugano can easily be reached by direct shuttle service either from Milano Malpensa Airport or from Lugano Agno Airport.
- ? In the case of Flims the conference would take place in a hotel equipped with modern conference facilities. On the premises of the hotel, we could hold all the conference activities including welcome drink and conference dinner. The hotel itself and the premises are an island of relaxation and concentration and could not be more adequate for the purpose of a conference.
- ? In Lugano the conference would be held in a convention centre. Welcome drink and conference dinner can either be organized on the premises of the convention centre or in other places which would provide a unique Swiss experience.

This text is a preliminary proposal for Nijmegen as a venue for the 2006 International System Dynamics Conference (ISDC). The conference is to be hosted by Nijmegen University, which will change its name to Radboud University in September 2004. A proposed time for the conference is Sunday 23 July to Thursday 27 July 2006, although later dates are possible.

1. Features of conference venue

System dynamics is an active field of research, teaching and consultancy in Nijmegen and throughout the Netherlands. In addition Nijmegen offers an attractive location for a professional conference. Nijmegen is a center of system dynamics research and teaching. In 2003 two researchers at Nijmegen University (Carolus Grütters and Etiënne Rouwette) received their PhD on system dynamics. At the moment the teaching program at the Faculty of Management Studies includes a system dynamics course which is attended by approximately 250 bachelor students. Group model building is part of a broader study on intervention methods and taught to about 200 bachelor students.

Other system dynamics centers in the Netherlands are the following. System dynamics is part of the teaching program of Utrecht University, Delft University, Sioo (postdoctoral courses on management) and courses offered by the Ministry of Finance. A number of Dutch consultancy firms regularly employ system dynamics: Atrivé, Significant, Minase and TNO Telecom. Accenture and PricewaterhouseCoopers are active in system dynamics projects in the Netherlands. A number of larger firms and government institutes have been exposed to system dynamics in either commercial or research projects. Among these are Shell, Fokker Aviation, Stork, KPN Telecom, the Ministry of Transport, the Ministry of Justice, the Ministry of Agriculture and regional and local governments. In 2001, academics, consultants and other interested parties have established the Systems Thinking Platform which has met three times since.

Apart from professional considerations, Nijmegen as the oldest city of the Netherlands offers a unique conference venue. In 2005 the city celebrates its 2000 years' existence and the fact that it enjoys city rights for 1900 years. In July each year some 40,000 people from all over the world come to Nijmegen to participate in the four day walking march, the 'Vierdaagse'. The city combines interesting historic sites with ample opportunities for nature visits in forests nearby. More information on the city can be found on www.nijmegenonline.nl. In the Netherlands English is commonly spoken and the climate in Summer is pleasant.

Three hours of traveling by car or public transportation gives access to cities such as Amsterdam and Brussels, the North Sea coast and the unique natural reserves the Wadden Sea and the Veluwe forest.

2. Travel costs and accessibility

The conference venue is accessible by train within two hours from the international airports of Amsterdam (Schiphol) and Frankfurt in Germany. Airfares as compared to the 2003 and 2004 conferences are competitive (see appendix 1). At present a number of low cost carriers such as BasiqAir, RyanAir and EasyJet provide frequent connections to locations such as the UK, Germany, Italy, Turkey and Norway. In addition many destinations in Europe can be reached by high speed trains.

The conference sessions will take place at the campus of Nijmegen University. The campus is about three kilometers from the city center where most hotels are located. Taxis are available and public transport between the city center and the campus is frequent and inexpensive.

3. Meal and accommodation costs for attendees

Appendix 1 includes an estimation of meal and accommodation costs for both 'normal' attendees and students. For 'normal' attendees costs add up to \$448,- which is well below the maximum of \$800,- suggested in the conference proposal guidelines. For students meal and accommodation costs are \$210,- which the conference proposal guidelines suggest should not be higher than \$400,-.

4. Direct conference costs

Direct conference costs can be kept low since all sessions (except for the banquet) can take place at the campus of Nijmegen University. Prices for room rental are \$0.49 per seat and the spreadsheet in the attachment provides further information on room sizes. Additional costs are charged in weekends. The opening ceremony can be held at the university aula or alternatively at the city hall. There are several alternatives for the conference banquet. An attractive location is the 'Wijnfort Lent', a 19th century fortress at the river Waal, three kilometers from Nijmegen city center. Wijnfort Lent provides facilities and dinner for up to 800 persons. A rough estimate of costs based on 550 attendees is as follows (see the spreadsheet):

- opening reception (\$9.78 per person, 550 attendees)	\$5,378,-
- rooms Sun (4 rooms for one day):	\$735,-
- rooms sessions Mon – Wed (12 rooms for three days):	\$11,573,-
- rooms Thu (5 rooms for one day):	\$1,033,-
- additional AV equipment:	\$2,798,-
- coffee breaks (550 attendees times 6 breaks):	\$3,775,-
- conference banquet (550 persons times dinner \$61.50):	\$33,825,-
- total	\$59,118,-

This comes down to a total of \$107,- per person which well below \$150,- as mentioned in the conference proposal guidelines. Lunch would be an additional \$28,- for three days and it would be possible to sell lunch vouchers for a lunch buffet. Attendees who want to have lunch on their own can do so at the university restaurant. It is reasonable to expect that a lower price can be negotiated for the facilities as a large number of rooms are rented at the same time for an academic conference. In addition, the Methodology Department of Nijmegen University has agreed to sponsor the 2006 conference and Significant has committed to sponsoring the wine for the banquet. Several other consultancy firms, universities and government institutes mentioned earlier have expressed interest in sponsoring or helping out at the time of the conference.

The congress center of Nijmegen University regularly handles conference registrations (including credit card payments), hotel arrangements and the social program. An exact price for this service would have to be negotiated, but this year prices for other conferences have been around \$17,- per attendee and an additional \$2,800,- for working hours. On the basis of 550 attendees this would come down to \$12,150,- or an extra of \$22,10 per attendee.

5. Program features

This part of the conference proposal addresses appropriate conference themes, special sessions and the social program. Details of the conference theme need to be worked out with the Program Committee, but a suggested conference theme is 'Models of decision making'. This theme brings together several important topics. First, it continues the attention given to the interplay of psychology and system dynamics, evident at the special forum on psychology at ISDC 2003 conference in New York and the psychology stream at ISDC 2004. Researchers on potentially interesting topics in cognitive and social psychology, for example group decision making, can be invited at a special session.

Second, this theme allows us to contrast different rationalities as espoused in for example economy and psychology. This evokes several interesting discussion themes, such as the ability of system dynamics to act as a bridge between disciplines or the rationality of using system dynamics as a tool for organizational interventions.

Third, several researchers at Nijmegen University are working on related 'systemic' sciences such as social cybernetics and social systems theory. The conference theme 'Models of decision making' allows us to probe the differences and commonalities of different ways of conceptualizing systems. At previous conference linkages to systems thinking and operational research have been explored (for example ISDC 1999), but the relations to social cybernetics and social systems theory have not been addressed in depth. Contrasting both approaches might shed more light on their respective methodological and philosophical assumptions.

At present the social program has not been worked out in detail. However, the 2000 years' anniversary of Nijmegen University and the festivities surrounding the Vierdaagse provide excellent opportunities for social activities.

6. Facility characteristics

At the Nijmegen University campus three rooms of 150-200 persons as well as several rooms for about 20 or 70 persons are available at all times. There is the possibility to rent a lecture hall with a capacity of 420 persons, but for 550 persons a part of the campus restaurant might be used. The campus restaurant can be used for the coffee breaks and lunches. Exhibitors can be located near the lunch space. Adjacent to the campus restaurant (and accessible by an indoor hallway) is a building with several large auditoria. Registration on Sunday may take place at the university aula and later on move to the hallway of the lecture halls. Additional rooms for parallel sessions are located opposite the lecture halls. If this setup can be followed all rooms are in adjacent buildings or located across the street.

7. Manageability of risks

Three sources of risks are identified in the conference proposal guidelines: 1. attendance; 2. local direct costs; 3. Central Office administrative costs. The risk with regard to attendance is expected to be low since many centers of system dynamics are located nearby and can attend the conference at reasonable expenses. Local direct costs are lower than the maximum fee mentioned in the proposal guidelines and it seems reasonable to expect a lower total price. The conference team is willing to spend time and effort in managing local arrangements in order to keep administrative costs as low as possible.

8. Local host

The proposed conference chair for this conference is Dr. Etiënne Rouwette. Program manager is Özge Pala. Co-chair is Prof. Dr. Jac Vennix. A number of co-workers will be part of the conference team: Dr. Carolus Grütters, Rienk van Marle, Cécile Thijssen and Eugene Zhuchenko. Student volunteers are available.

Etiënne Rouwette was a member of the student team helping in organizing the ISDC 1992 in Utrecht, the Netherlands and a member of the organizing committee in 1999 in Wellington, New Zealand. Currently he is a member of the policy council. Özge Pala was a member of the student team helping in organizing the ISDC 1997 in Istanbul, Turkey. Özge Pala and Etiënne Rouwette organized the first Student Colloquium at the ISDC 2000 in Bergen, Norway. Jac Vennix was conference chair of the ISDC 1992 in Utrecht, the Netherlands, is managing editor of System Dynamics Review, former president of the System Dynamics Society and winner of the Forrester Award in 1999. Carolus Grütters completed his PhD on system dynamics in 2003. Rienk van Marle and Cécile Thijssen are lecturers and Eugene Zhuchenko is a PhD student at the Methodology Department.

Etiënne Rouwette, July 2004

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Attachment: Estimated participant costs ISDC 2006 Nijmegen

Attachment 1 5 July 2004 - estimated Participant Costs ISDC 2006 Nijmegen

	\$	euro	1 euro = 1.23 dollar (5 July 2004)
Registration fee low cost			
Hotel	147.60	120.00	Catharina hotel, via website 5 July 2004, single room week days, including breakfast and tourist tax: euro 30 per night
4 Breakfast	0.00	0.00	alternative: double room for the price of single at Apollo, \$85,- including breakfast
3 Lunch	27.68	22.50	Refter Nijmegen University, lunch per person from euro 5.83 to euro 13, average price 7.50
2 Dinners	9.84	8.00	Refter Nijmegen University dinner, euro 3.20 dinner, drinks 0.80
Ground transport	24.60	20.00	price for buses city center - campus, two-way 4 days
Subtotal	209.72	170.50	

Registration fee normal			
Hotel	346.52	281.72	Apollo hotel, via website 30 June 2004, single room week days, including breakfast: euro 69 per night, euro 1.42 tourist tax per person per night
4 Breakfast	0.00	0.00	alternative: Belvoir hotel, via web 30 June 2004, single room week days, no breakfast or taxes euro 119 per night
3 Lunch	27.68	22.50	Refter Nijmegen University, lunch per person from euro 5.83 to euro 13, average price 7.50
2 Dinners	49.20	40.00	average price restaurant city centre Nijmegen including drinks euro 20
Ground transport	24.60	20.00	price for buses city center - campus, two-way 4 days
Subtotal	447.99	364.22	

Airfare These prices are based on rates given by Travelocity.com on June 30, 2004. If the bookings are done earlier in the year, it is likely that the fares will be lower.

train airport - venue	40.10	32.6	second class
	64.21	52.2	first class
Seoul, Korea			
7/26 - 8/1	1625	prices do not include extra hotel nights	
7/27 - 8/1	1624		
7/28 - 8/1	1624		
Total Seoul	2113.09		
Brussels, Belgium			
7/26 - 8/1	222	prices do not include extra hotel nights	
7/27 - 8/1	222		
7/28 - 8/1	222		
Total Brussels	710.09		
Boston, MA			
7/26 - 8/1	1100	prices do not include extra hotel nights	
7/27 - 8/1	1123		

7/28 - 8/1 1173
 Total Boston 1661.09

Room rental

places	hours/ day	cost/ room (\$0.49 pph)
20	12	117.6
35	12	205.8
35	8	137.2
70	8	274.4 beamer included
total Monday		735

Monday - Wednesday
 (1 plenary, 3 days)
 (11 parallel, 3 days)

20	12	352.8
35	12	617.4
35	8	411.6
70	8	823.2 beamer included
76	8	893.76
80	8	940.8
70	8	823.2
40	8	470.4
40	8	470.4
166	8	1952.16 beamer included
166	8	1952.16 beamer included
423	3	1865.43 beamer included
total Mon -Wed		11573.31

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Thursday
 (5 rooms one day)

20	12	117.6
35	12	205.8
35	8	137.2
70	8	274.4 beamer included
76	8	297.92
total Thursday		1032.92

total costs rooms all days 13341.23

AV equipment

beamers	needed	in rooms	additional costs	first day: \$215.25	0 additional days: half
Sunday	1	1	0		
Mon-Wed	10	4	6	2583	
Thursday	3	1	2	215.25	
total costs AV equipment				2798.25	

Coffee breaks

	\$	euro
coffee/ cup	0.71	0.58
tea/ cup	0.81	0.66
cake	0.43	0.35

total costs coffee breaks 3774.87 based on 6 breaks for 550 attendees, 1 cup and 1 slice per break

Opening reception

	\$	euro
per person	9.78	7.95

total costs opening reception 5378.18 based on 550 attendees, wine and toast (no buffet)

Conference banquet

	\$	euro
per person	61.50	50.00

total costs banquet 33825.00 based on 550 attendees

Total registration costs

opening reception	5378.18
rooms	13341.23
AV equipment	2798.25
coffee breaks	3774.87
banquet	33825.00
\$ total registration	59117.53
\$ per person	107.49 based on 550 attendees

The System Dynamics Society

Spanish Bulletin

PROPOSAL

Juan Martín-García

Based on my experience in the field of System Dynamics over more than ten years at various universities, I have always perceived the need for people to have available a means to facilitate the distribution of Spanish Language activities in this area. For this reason, in 2002, I started the quarterly Bulletin of the System Dynamics Area of the UNESCO Center in Technology and Sustainable Development at the Polytechnic University of Catalunya (Barcelona / Spain.)

In the years in which I have published the Bulletin I have observed the interest it has aroused, despite the fact that its distribution is limited to only my own students and colleagues. I have also observed the limitations of the Bulletin. Since it is in HTML it did not allow for the distribution of the studies in their full integrity, despite the wishes both of the authors and the readers.

For this reason, I think it would be of real interest to have a bulletin which collected together all these activities in order to facilitate the distribution of the studies in their entirety, along with other information such as events and interesting news items.

Subscribers

This bulletin is directed to Spanish-speaking people interested in System Dynamics. Its main objective is to inform its subscribers about studies published in Spanish.

Its aim is to be a vehicle of mutual information for all persons and enterprises carrying out academic and professional activities in this field.



The bulletin and the System Dynamics Society

To ensure the viability of this Bulletin, we believe that it will be extremely important to have the recognition and support of the System Dynamics Society, and especially of the Latin American Chapter and the Spanish members of the SDS.

This bulletin would have many positive aspects for the SDS. Besides facilitating a broader distribution of its activities, it would also help to bring together existing members and attract new members. Moreover, the existence of the bulletin could promote more frequent publications by its members.

Furthermore, the existence of a bulletin in Spanish would hopefully increase publications, which are not currently done due to the language barrier.

The bulletin, therefore, which could conceivably exist in autonomous form, is set out under the tutelage of the System Dynamics Society in order to ensure its viability and quality.

Content of the Bulletin

The bulletin would not set out to be the Spanish version of the publications of the SDS, although on occasion the translation of some of the studies could be carried out. Rather, the bulletin would be a channel to distribute, in Spanish, the studies and activities performed in this language.

The sections, which can be established initially in the bulletin, are:

- Interviews. The goal would be to show relevant current activities of people in this field.
- Studies. A selection of the most recent and interesting studies.
- Class exercises. Support material for teachers in this field to share with other teachers. Similar to Road Maps but with its own contributions.
- Articles. Contributions of a theoretical nature.
- Books. Publicity for select publications.
- Events
- Software. Information about new releases and the features.
- Travel. It could be interesting to this highly, geographically dispersed, community to have a section describing interesting places.

In order to guarantee the high-quality level of its contents, it is suggested that the bulletin be submitted to the SDS for editing.

Format

From my own experience, I find that publishing quarterly will provide sufficient content.

It is preferable to publish on CD because this option will be the most inexpensive to distribute it in the Spanish speaking countries, and will still not create a major limitation for the user.

Publisher

A single person or an organization, such as the UNESCO Centre that does not have legal status, would not seem to have an appropriately efficient administrative structure to publish the bulletin. Therefore it would seem convenient to have a company acting as publisher of the Bulletin.

The publishing company would be responsible for assembling the contents, promoting the bulletin, searching for sponsorships and advertising the Bulletin, and it would be the permanent centre-point for information.

The company known as ARES Formación (Valencia-Spain) has an excellent structure for this task, and additionally has close ties with the Sociedad Española de Sistemas Generales (Spanish Society of General Systems.)

ARES Formación offers System Dynamics courses and its activity as publisher of the bulletin, while not bringing in any net income, would increase its student enrollment.

Economic Aspects

The viability of the Bulletin requires that the publisher shall act with total autonomy in the economic aspects.

A private company could contribute, in addition to its managerial expertise, the investment which is necessary at the outset, and a long-term vision which would allow it to deal with both the good and bad periods in business.

Figures based on an estimated 100 subscribers indicate the cost of the annual subscription (4 copies) at:

Members of the SDS: 30 \$ (25 €)

Non members of the SDS: 60 \$ (50 €)

No doubt these figures are unlikely to make this activity profitable, but it may be complemented with additional income from sponsors or from advertising.

Links

CV of Juan Martín García

<http://www.catunesco.upc.es/cursos/t6.htm>

Information about the BADS Bulletin

<http://www.catunesco.upc.es/ads/ads.htm>

<http://www.catunesco.upc.es/bads/bads.htm>

Ares Formación

<http://www.aresacademia.com/>

<http://www.aresacademia.com/sistemas/online.htm>

Juan Martin-Garcia
jmg@grn - jmarting@catunesco.upc.es

Index of the first issues of the bulletin Minimum anticipated content

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Estudio de los conflictos familiares

Modelación de la gestión de proyectos con el método Wilson

Modelo de gestión de empresas innovadoras

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Modelo de ingestión de tóxicos

Corredor de integración vial

Pensamiento Sistémico y Desarrollo Sostenible

Ingeniería de proyectos

Viajes Valencia (España)

Publisher's Report for SDS Policy Council (July 2004)

Confidential – not for re-publication

Graham Russel grussel@wiley.co.uk

SYSTEM DYNAMICS REVIEW

PUBLISHER'S MISSION STATEMENT

- To increase the visibility of *System Dynamics Review* throughout the world both geographically and to different groups.
- To increase usage of the *Review*; and to grow revenue through subscriptions, licences, and individual pay-per-view.
- To work with the System Dynamic Society (SDS) to increase and service the membership.
- To realize the potential of the internet and the developmental potential for the *Review*.
- To increase the *Review*'s citation coverage and improve its Impact Factor.

SOME HIGHLIGHTS

- **New publishing agreement reached** with the Society. Wiley are proud to be able to continue our position as publisher of *SDR* and look forward to developing the *Review* still further over the next period.
- Under the new agreement, all membership renewals and billings for calendar year 2005 onwards will go through the Society office.
- **Impact Factor up** – latest figures from SSCI. (See box later.)
- **Online usage statistics** (see later in this report). We hope the information provided is interesting and that it will be of use to the Society and the editor in their planning and development of the *Review*.
- **Online repository** for models, simulations and datasets: I would like to explore further how we can move this proposal forward and help the Society achieve this goal.. Once the repository is set up and is populated – we will link available models, methods, or datasets linked from the online abstracts of papers themselves. This will not only allow easy navigation, but would enable guest users to appreciate even more the value of getting a subscription or joining the SDS.
- **Digitization** of older issues of *SDR*: I would also like to explore further how we can move this forward.

OVERVIEW

Published with Wiley since: 1990

Issues per year: 4

Major geographical split 2004 (excluding SDS members):

USA / Western Europe / Asia / Japan / Middle East / UK

Previously, Western Europe was ahead of the US. The growth in Enhanced Access Licence (EAL) deals has been most marked in the USA, but there has also been particularly strong take up in South Korea, Turkey, and Australia.

LICENCE/SUBSCRIPTION PATTERN

Our target audience is, of course, made up of researchers, educators, consultants, and practitioners who are using system dynamics.

Society membership appears to have increased by nearly 5% during 2000, 8% in 2001, 5% in 2002, and well over 7% in 2003, all of which is consistently excellent. SDS membership clearly remains an attractive package for people working or researching within the field of system dynamics.

In order to stay customer facing in the rapidly transitioning journals business we have been actively developing several different delivery options for our journal users. Access to individual articles on a pay-per-view basis for non-subscribers started in May 2003, although numbers of papers accessed in such a way have remained quite small. With a standard price of \$25 per paper (this price applies across all Wiley journals at present) even an occasional downloader of *SDR* material would be better off joining the Society instead.

Major e-licensing deals – such as the one Wiley have entered into with library-supplier ProQuest [*see box below*] for all Wiley business, finance and management journals – are also making sure that we can reach more "information consumers" with the *Review* than ever before.

PROQUEST DEAL

This major aggregator of reference material for (non-academic) libraries signed with Wiley in 2002 to take all 40 Wiley business, finance, and management journals (the Wiley BoldIdeas collection).

ProQuest will make the full text of *SDR* available to their subscribers - starting with 2002 issues but on a time-lag basis. (They will not be able to distribute anything until it has been published for at least twelve months.)

SDR's inclusion in the ProQuest collection will undoubtedly bring the *Review* to the attention of new readers and enable more people to access - and cite - the research that is published.

At the same time, Enhanced Access Licences (EALs) are allowing multiple users to access the *Review* simultaneously, across multiple sites at universities within different consortia. This is a major turnaround in availability that we have seen in the past year. Significantly more institutions (because of their presence in academic consortia) now have access to the *Review* online than in the past.

INASP

Wiley are also working with the International Network for the Availability of Scientific Publications (INASP) who are based in Oxford, UK.

INASP was established in 1992 by the International Council for Science, as a programme of the Committee for the Dissemination of Scientific Information. It offers advice and support on all aspects of literature publication and dissemination, especially in response to and in partnership with institutions in developing and transitional countries.

As a consequence, a significant number of journals that Wiley publishes have now been made available through INASP to some of the very poorest countries in the world, backed up with INASP funding for library systems to actually make the material properly accessible.

We are pleased to report that *System Dynamics Review* is now available on this basis in Bolivia, Ethiopia, Malawi, Rwanda, Sri Lanka, Tanzania, and Zambia.

Even excluding the INASP access arrangements, we now calculate that there are currently 7% more institutions with access to the Review in 2004 than there were in 2003.

Institutions who have Enhanced Access Licences can also purchase additional print copies at just 10% of the ordinary full price. (Many institutions have opted to do so, and they get an extra copy of each *SDR* for just \$57 more per year.)

The total content in an EAL deal will vary according to each consortium, but it is a customer-specific collection of Wiley-held material treated at one go, rather than individual journals with individual price-rise points.

A majority of Wiley's journal revenue now comes in the form of EALs. Rather than simply the publisher setting the new price, these deals are subject to separate price-capping arrangements with each different consortium. For instance, one consortium might have agreed that prices can only go up in 2005 by 6% but another might have agreed 8%.

IMPACT FACTOR SHOWS IMPROVEMENT

The ISI Journal Citation reports for 2003 are now available. These show that the latest Impact Factor for *SDR* has improved in the past period, and now stands at 0.500 (up from 0.455 in 2002's figures).

This puts *SDR* at 47th out of 67 in the broad "Management" category, and 21st out of 29 in the "Social Sciences, Mathematical Methods" category.

The number of cites continues to rise slightly: 125 in 2001; 138 in 2002; and 140 in 2003.

PRODUCTION

The Content Editor responsible for *SDR* – John McCarty – is pleased to report that *SDR* is all on schedule.

The Special Issue 20:2 is now published and all of the material for issue 20:3 is in at Wiley. This issue will be published on time in September.

ABSTRACTING AND INDEXING

SDR is currently covered by the following abstracting and indexing services: Computing Reviews, Current Contents/Social and Behavioural Sciences (ISI), Fluidex (Elsevier), Geographical Abstracts: Human Geography (Elsevier), INSPEC, International Abstracts in Operations Research, Psychological Abstracts/PsycINFO, Research Alert (ISI), Social Sciences Citation Index (ISI), Social SciSearch (ISI).

INTERNET/ELECTRONIC PRESENCE ENHANCEMENT

SDR is available online at Wiley InterScience to subscribers with appropriate access status. Archival years of full text go back to 1997 with (abstracts also available for 1996). In addition SDS members, with their 2004 subscription, also receive access to *SDR* on Wiley InterScience.

- In July 2003 there were 860 members in total, but there are now apparently 888 members (711 regular, and 177 students).
- The membership take up of electronic access to the *Review* continues to be excellent. There are currently 825 members accessing *SDR* online. This is up more than 7% on the January 2004 figure of 767, and is up more than 45% on the 566 members who had arranged access back in July 2002. 825 represents more than 92% of the membership. This is a huge take-up rate for electronic access, and is certainly the most widespread that Wiley have with any society journal.
- As mentioned above, we are keen to see the addition of links to supplementary material from the *SDR* homepage, and especially the possibility of making downloadable models available. Any plans to make full model documentation available as a link from the online *System Dynamics Review* to a data archive will certainly add an extra dimension to the *Review* online. Giving users the opportunity to replicate models easily is an excellent example of how electronic access can offer more than the print version alone. This will undoubtedly also have powerful applications in the teaching of system dynamics theory.
- And as also mentioned above, we are keen to explore the issues around digitization of older issues of *SDR*: I hope to have the opportunity to explore further how we can move this forward during my visit to the Conference in Oxford.

ContentAlerts (ToC) registration

In the meantime, any registered Wiley InterScience user may now sign up for **ContentAlerts** and receive, via email, a hyperlinked table of contents for the most recent issue of any Wiley InterScience journal including *SDR*. These emails are generated as soon as a full issue is published in Wiley InterScience. Users do not even

need to be subscribers to sign up for **ContentAlerts**, although access to the full text is, of course, limited to Society members, subscribers or those going through the pay-per-view route. To get started, you need only to select the "Add Alert" button on the Available Issues page for *SDR*; you can manage your list of alerts from your personal home page on Wiley InterScience (which you set up by registering). We would urge all involved with the *Review* to register for these alerts, and we would be happy to provide more detailed instructions on how to register for them if required.

Currently only a minority of Society members have signed up for ContentAlerts so far, and we would like to see this number boosted if possible.

MARKETING

Diverse market penetration

“The *System Dynamics Review* exists to communicate to a wide audience advances in the application of the perspectives and methods of system dynamics to societal, technical, managerial, and environmental problems.” (from the *Aims and Scope*) This has been reflected over the years by the diversity of papers and special issues (e.g. Health and Health Care Dynamics, Systems Thinking and System Dynamics in Small-Medium Enterprises, The Global Citizen).

Wiley is ideally placed to promote *SDR* to a diverse market due to the scope of our corporation’s publishing programmes and corresponding marketing infrastructures. For example with the Health Care special issue we were able to target a market of approximately 30,000 readers and individuals via our own portfolio of journals and inhouse database of buyers. Similarly we were able to target the environmental market with ‘The Global Citizen’ special issue.

Going forward, with the new facility to promote individual papers via ‘**pay-per-view**’, Wiley is perfectly placed to take *SDR* to the diverse market areas that system dynamics is applied to. This will be a significant area of marketing focus in the coming years in order to increase the visibility, citation and readership of *SDR*. (see below ‘pay-per-view’).

Global reach

Wiley provides must-have content and services to professionals, scientists, educators, students, life-long learners, and consumers worldwide. Our physical presence with offices across the world and our online presence with Wiley InterScience put us in a significant position and experience to promote *SDR* across all areas of the world.

1. Pay-per-view promotion

Pay-per-view allows users without a subscription or society membership to simply click and purchase. From a marketing perspective, this major new service will allow us to operate in unprecedented ways:

- Marketing at an article as well as journal level
- Immediate email blasts for articles receiving high citations or reviews
- Marketing of customized content packages based around niche fields
- Cross-marketing between journals from different subject areas
- EarlyView service for articles ready ahead of the journal issue

- Promotion of key backlist articles
- Marketing to new users and user groups
- Creation of a registrant database
- And much more, all benefiting *System Dynamics Review*!

2. The System Dynamics Society

Membership

We are keen to continue strengthening our relationship with individual members of the Society, and will maintain the 15% discount scheme on all our business books that we set in place last year. This will be promoted at the 2004 Oxford conference, and is an attractive benefit for Society members.

We will continue to seek new ways of adding value to Society membership through our publishing programmes and marketing activity.

Conference Promotion

Conference in Oxford 2004 – Wiley has agreed to provide sponsorship for the Conference in Oxford by taking responsibility and paying for the production of the conference proceedings.

In addition, marketing materials available at the stand, together with printed sample copies of the journal, will reinforce the visual brand awareness. There will also be a demonstration running of our web-based content service Wiley InterScience and its features that are relevant to *Systems Dynamics Review*.

Regional Chapters

Wiley attended the Annual Gathering of the UK Chapter of the SDS in Harrogate in February 2003 and 2004 and provided £500 sponsorship on each occasion. In addition we are investigating ways in which we can leverage the annual meetings of the other regional Chapters around the world, and aiming to establish an ongoing infrastructure for regular cooperation in the future.

3. Cross-marketing initiatives

Across subjects

System Dynamics as a discipline cuts across many fields. The marketing of *System Dynamics Review* is now managed by a Marketing Manager working solely on journals, with the benefit of ensuring that best practice for journals marketing is applied to *System Dynamics Review*. In addition, we will continue to ensure that it is included in all appropriate mailings from relevant subject groups, for instance Business, Finance and Environmental Science.

With Wiley books

We frequently publish books with relevance to *System Dynamics Review*, and will ensure that we capitalize on any opportunities to cross-promote between our book and journal audiences. For instance, wherever possible we will aim to advertise the journal in the endpapers of relevant books.

With other journals

In today's climate, the acquisition of a 'body of knowledge' is often more attractive to customers than subscription to a single journal. We will continue

to market *System Dynamics Review* in this way, leveraging aggregators and consortia wherever possible to increase usage.

4. Catalogues and direct mail

System Dynamics Review featured in our *Leadership, Management and Strategy Catalogue 2004*, a flagship piece which mailed to a carefully selected list of managers and general business people in December 2003. A supporting postcard was mailed to a further 35,000 prospects in January 2004. *System Dynamics Review* appears on page 3 of the catalogue, with key articles suggested for PPV purchase. We are increasing our direct mail output in 2004 and the journal and its articles will be featured prominently wherever appropriate in established and new mailing pieces.

5. Conferences and exhibitions

We will promote *System Dynamics Review* at all relevant events we attend through the year, and make efforts to promote at further events via leaflet insertions. Sample issues of the journal will continue to form the basis of this promotion, but with renewed emphasis on registering with InterScience to view the sample issue online.

6. Ad-hoc marketing activity

Whenever we have features or news relating to *System Dynamics Review*, we will inform our audience of business book and journal buyers. For instance we can announce forthcoming Special Issues ahead of time to targeted audiences, or provide extra 'buzz' promotion for highly cited or well-reviewed articles (see the 'Pay-Per-View' section above). Further opportunistic activity will take place as appropriate.

FEEDBACK ON ACCESS TO *SDR* ONLINE

New internal reports on *SDR* online usage via Wiley InterScience are available. Our new method of recording the number of accesses complies with the way that libraries have requested publishers to count them. For instance, opening an online article and then immediately hitting "refresh" used to count as two hits – now it is just recorded as one.

Some highlights during first half of 2004:

- 20,000 views of *SDR* tables of contents.
- 6,000 online *SDR* abstracts looked at.
- 10,000 online PDFs of articles downloaded.
- 1,800 access attempts were denied access. *

* Basically this means they either had no subscription to the full-text version, or their institution didn't have enough concurrent-user subscriptions.

As an aid to seeing which particular papers from *SDR* are being downloaded, we have prepared a report of the top 100 articles downloaded (attached separately) between January and June 2004, which is made available to the Policy Council meeting on a confidential basis.

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Top 100 SDR articles downloaded from Wiley InterScience between January and June 2004
 Confidential - not for re-publication

	Title (and issue number)	Full Text	Abs	Denied	Turn away	Article Select	PPV
	Total (Top 100) (Top 20 with author details added)		8767		1609	93	42
1	Collecting and analyzing qualitative data for system dynamics: methods and models (19:4)	Luna-Reyes, Andersen	595	264	16	6	6
2	Dynamic models of economic systems and industrial organizations (19:4)	Forrester	409	205	14	4	1
3	Selling system dynamics to (other) social scientists (19:4)	Repenning	361	136	7	1	0
4	Links between systems thinking and complex decision making (20:1)	Maani, Maharaj	282	333	150	4	2
5	Limits to growth in the new economy: exploring the 'get big fast' strategy in e-commerce (19:2)	Oliva, Sterman, Giese	221	182	25	3	0
6	Dynamic change management for construction: introducing the change cycle into model-based project management (19:3)	Park, Peña-Mora	218	98	39	1	0
7	Group model-building: tackling messy problems (15:4)	Vennix	215	276	43	1	0
8	Understanding and control of a simple dynamic system (19:2)	Jensen, Brehmer	189	65	10	1	2
9	All models are wrong: reflections on becoming a systems scientist (18:4)	Sterman	185	85	30	0	0
10	Tourism dynamics: Cyprus' hotel value chain and profitability (19:3)	Georgantzis	170	174	52	0	1
11	Towards the definition and use of a core set of archetypal structures in system dynamics (19:1)	Wolstenholme	155	78	27	0	0
12	Strategic management of complex projects: a case study using system dynamics (17:3)	Lynois, Cooper, Els	154	92	30	2	1
13	Dynamic, hard and strategic questions: using optimization to answer a marketing resource allocation question (19:1)	Graham, Ariza	153	84	11	0	0
14	Group model building effectiveness: a review of assessment studies (18:1)	Rouwette, Vennix, van Mullekom	153	129	43	0	2
15	Group exploration of system dynamics models - is there a place for a feedback loop in the decision process? (19:3)	Skraba, Kljaji, Leskovar	148	66	14	3	1
16	Perspectives on rationality in system dynamics - a workshop report and open research questions (20:1)	Grössler, Milling, Winch	148	72	24	0	0
17	Using Digest to implement the pathway participation method for detecting influential system structure (20:1)	Mojtahedzadeh, Andersen, Richardson	136	81	58	0	0
18	Understanding and managing innovation processes (18:1)	Milling	128	72	16	2	0
19	The 2003 Jay Wright Forrester Award: Citation for the winner: Nelson P. Repenning (19:4)	Morecraft (announcement)	127	55	27	0	1
20	Qualitative and quantitative modelling in system dynamics: some research questions (16:3)	Coyle	122	68	17	0	0
21	Modeling the dynamics of human energy regulation and its implications for obesity treatment (18:4)		116	76	20	0	0
22	System dynamics for business strategy: a phased approach (15:1)		115	52	12	0	0
23	Bathub dynamics: initial results of a systems thinking inventory (16:4)		107	47	21	0	0
24	Introducing SD modelling into planning and control systems to manage SMEs' growth: a learning-oriented perspective (18:3)		103	61	10	3	2
25	Combining system dynamics and conjoint analysis for strategic decision making with an automotive high-tech SME (18:3)		102	52	6	2	0
26	Using system dynamics to improve public participation in environmental decisions (18:2)		101	66	6	1	1
27	System dynamics for market forecasting and structural analysis (16:1)		99	62	8	0	0
28	Maps and models in system dynamics: a response to Coyle (17:4)		98	106	18	2	0
29	Competitive strategy dynamics, by Kim Warren. John Wiley & Sons, Chichester, 2002 (19:3)		93	38	6	2	0
30	Opportunities and pitfalls related to e-commerce strategies in small-medium firms: a system dynamics approach (18:3)		93	52	19	0	0
31	A dynamic model of resource allocation in multi-project research and development systems (16:3)		86	58	17	0	0
32	The value of product development lead time in software startup (19:1)		85	38	7	0	0
33	Renum cognoscere causas: Part I (17:2)		83	45	18	1	0
34	Using system dynamics to anticipate the organizational impacts of outsourcing (15:4)		83	57	12	0	4
35	Not only the tragedy of the commons: misperceptions of feedback and policies for sustainable development (16:4)		82	30	7	0	0
36	The validation of commercial system dynamics models (16:1)		81	49	13	0	0
37	A system dynamics analysis of the Westray mine disaster (19:2)		78	57	17	0	0
38	Cloudy skies: assessing public understanding of global warming (18:2)		75	89	18	0	0
39	Renga: a systems approach to facilitating inter-organizational network development (17:3)		72	55	7	3	0
40	Renum cognoscere causas: Part II (17:4)		70	25	5	2	0
41	Toward a dynamic theory of antibiotic resistance (16:4)		69	63	16	0	0
42	Agreeing access policy in a general medical practice: a case study using QPID (20:1)		68	91	22	0	1
43	Surviving in an environment of financial indiscipline: a case study from a transition country (19:1)		66	30	2	0	0
44	Measurement and control of business processes (17:1)		64	34	4	3	0

45	What are we talking about? - A taxonomy of computer simulations to support learning (16:2)		64	49	9	0	0	0	0
46	Dynamic modeling of product development processes (14:1)		62	37	3	1	0	0	0
47	Expert knowledge elicitation to improve formal and mental models (14:4)		62	20	1	0	1	0	0
48	The practice of system dynamics: milestones, lessons and ideas from 30 years experience (14:4)		62	20	1	0	0	0	0
49	New product diffusion models in innovation management - a system dynamics perspective (14:4)		61	29	3	0	0	0	0
50	Cycles in the sky: understanding and managing business cycles in the airline market (17:4)		59	50	21	0	0	0	0
51	Mental models concepts for system dynamics research (14:1)		59	24	4	2	1	0	0
52	Consulting approaches with system dynamics: three case studies (15:1)		54	24	11	3	1	0	0
53	The cognitive psychology of systems thinking (13:3)		54	31	3	0	0	0	0
54	Dana Meadows: thinking globally, acting locally (18:2)		52	20	10	0	0	0	0
55	Editorial (19:1)		52	10	5	0	0	0	0
56	From limits to growth to sustainable development or SD (sustainable development) in a SD (system dynamics) perspective (16:3)		51	19	4	0	0	0	0
57	Using response surfaces to improve the search for satisfactory behavior in system dynamics models (16:2)		50	22	1	0	0	0	0
58	Modeling the environment: an introduction to system dynamics models of environmental systems (19:2)		49	38	3	0	1	0	0
59	Towards evaluation of systems-thinking interventions: a case study (13:2)		49	28	5	2	0	0	0
60	Using system dynamics to help develop and implement policies and programmes in health care in England (15:3)		49	26	10	2	0	0	0
61	Call for papers (19:3)		48	22	11	0	0	0	0
62	Exploring policy options with a behavioral climate-economy model (18:2)		48	35	5	0	0	0	0
63	Scripts for group model building (13:2)		48	20	1	0	0	0	0
64	The Strategic Forum: aligning objectives, strategy and process (13:2)		48	20	5	2	0	0	0
65	User-parameterised generic models: a solution to the conundrum of modelling access for SMEs? (18:3)		48	43	10	0	0	0	0
66	Human - computer interface design can reduce misperceptions of feedback (16:3)		47	26	7	0	1	0	0
67	Using system dynamics to analyse interactions in duopoly competition (16:2)		46	37	12	1	0	0	0
68	A distributed computing approach to system dynamics (18:1)		45	26	4	0	0	0	0
69	Modelling latent market power across gas and electricity markets (13:4)		45	29	4	2	0	0	0
70	Transforming an agricultural trade organization: a system-dynamics-based intervention (18:3)		45	28	6	0	0	0	0
71	Why firefighting is never enough: preserving high-quality product development (17:1)		45	18	5	0	0	0	0
72	Mental models concepts revisited: some clarifications and a reply to Lane (15:4)		44	30	5	0	0	0	0
73	Problems in causal loop diagrams revisited (13:3)		44	13	0	0	0	0	0
74	A behavioral approach to feedback loop dominance analysis (15:1)		41	23	4	1	1	0	0
75	A patient flow perspective of U.K. health services: exploring the case for new "intermediate care" initiatives (15:3)		40	41	13	2	0	1	0
76	Management of the "skills inventory" in times of major change (17:2)		40	28	0	0	0	0	0
77	Modeling short- and long-term dynamics in the commercialization of technical advances in IT producing industries (15:1)		40	21	2	0	0	0	0
78	In memory of Barry Marshall Richmond 1946-2002 (19:1)		38	15	6	0	0	0	0
79	A dynamic model of work quality in a government oversight organization (18:4)		37	21	8	0	0	0	0
80	Dana Meadows: asking hard questions, speaking simple truths (18:2)		37	14	0	0	0	0	0
81	Strategic evaluation of flexible assembly systems on the basis of hard and soft decision criteria (14:4)		37	21	3	1	2	0	0
82	The electronic oracle: computer models and social decisions (18:2)		37	15	0	1	0	0	0
83	The long and winding (and frequently bumpy) road to successful client engagement: one team's journey (17:3)		37	17	3	0	0	0	0
84	A system dynamics model for a mixed-strategy game between police and driver (13:1)		35	10	3	0	0	0	0
85	Dynamic simulation for strategic insurance management (16:1)		35	18	8	0	0	0	0
86	Model-based scenarios for the epidemiology of HIV/AIDS: the consequences of highly active antiretroviral therapy (17:2)		35	26	8	0	0	0	0
87	Accurate estimation of performance measures for system dynamics models (14:1)		34	17	0	0	0	0	0
88	OR: after the post mortem (17:4)		34	25	9	0	0	0	0
89	Waiting lists in Spanish public hospitals: a system dynamics approach (15:3)		33	14	0	0	0	0	0
90	Group model building: adding more science to the craft (13:2)		32	16	2	0	0	0	0
91	It is not how long it is, but how you make it long - waiting lines in a multi-step service process (17:4)		32	16	1	0	0	0	0
92	The source of poor policy: controlling learning drift and premature consensus in human organizations (17:1)		32	16	2	0	0	0	0
93	Drivers of quality in health services: different worldviews of clinicians and policy managers revealed (15:3)		31	13	2	0	0	0	0
94	Letter to the editor (19:2)		30	9	2	0	0	0	0
95	A framework for evaluating systems thinking interventions: an experimental approach to mental health system change (13:2)		29	17	3	0	0	0	0

96	Erratum (18:4)				29	15	3	0	0	0
97	Foreword: Group model building, art. and science (13:2)				29	11	2	0	0	0
98	Sustainable trade relations in a global economy (14:2-3)				29	8	2	0	0	0
99	Rejoinder to Homer and Oliva (17:4)				28	19	3	0	0	0
100	System Dynamics and the Electric Power Industry (13:1)				28	11	1	0	0	0
Total					8767					