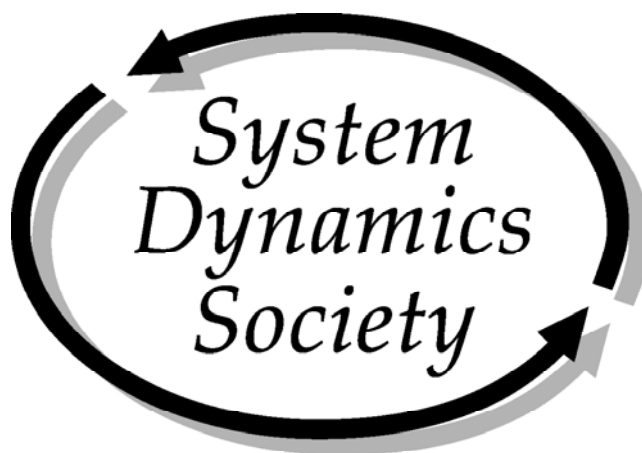


**Annual Report on
Home Office Operations**



July 2004

Milne 300 - Rockefeller College
University at Albany, SUNY
135 Western Avenue
Albany, NY 12222
Phone: +1 518 442 3865
Fax: +1 518 442 3398
system.dynamics@albany.edu
<http://www.systemdynamics.org>

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

Table of Contents

<i>Introduction</i>	3
<i>New Initiatives</i>	3
Conference Management: Web-Based Initiatives	3
New Products	3
Own the Membership Process	4
Library Campaign	5
Long Term Financial Outlook and Sustainability of Home Office	5
<i>Routine Operations</i>	6
Membership	6
Sales	7
Society Sponsorship.....	8
Routine Conference Management.....	8
Society Finances	9
Allocation of Effort.....	10
Web Presence.....	11
<i>Attachment I – New Initiatives</i>	12
<i>Attachment II – Routine Operations – Other Processes</i>	13
<i>Attachment III – Membership Statistics</i>	14
<i>Attachment IV – Chapter and Special Interest Group Statistics</i>	16
<i>Attachment V – Sponsor Statistics</i>	17
<i>Attachment VI – Website Activity</i>	19
<i>Attachment VII – Administrative Processes</i>	20
<i>Attachment VIII – Conference Attendance Statistics</i>	21
<i>Attachments IX – Financial Information</i>	23
Attachment IXa – Sales	23
Attachment IXb – Wiley Financial Information.....	24
Attachment IXc – Non-Investment and Net Assets Balances	25
Attachment IXd – Final Balance Sheet 2003.....	26
Attachment IXe – Final Profit & Loss 2003.....	27
Attachment IXf – Final Profit & Loss 2003, by Cost Centers.....	28
Attachment IXg – Balance Sheet Comparison through 2003.....	29
Attachment IXh – Profit & Loss Comparison through 2003.....	30

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

source: i:\sds\rls folders\statistical information\growth indicators\membership statis.xls\membvertime

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

source: i:\sds\rls folders\statistical information\product sales history\ sales history.xls\ all prod - yearly

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		

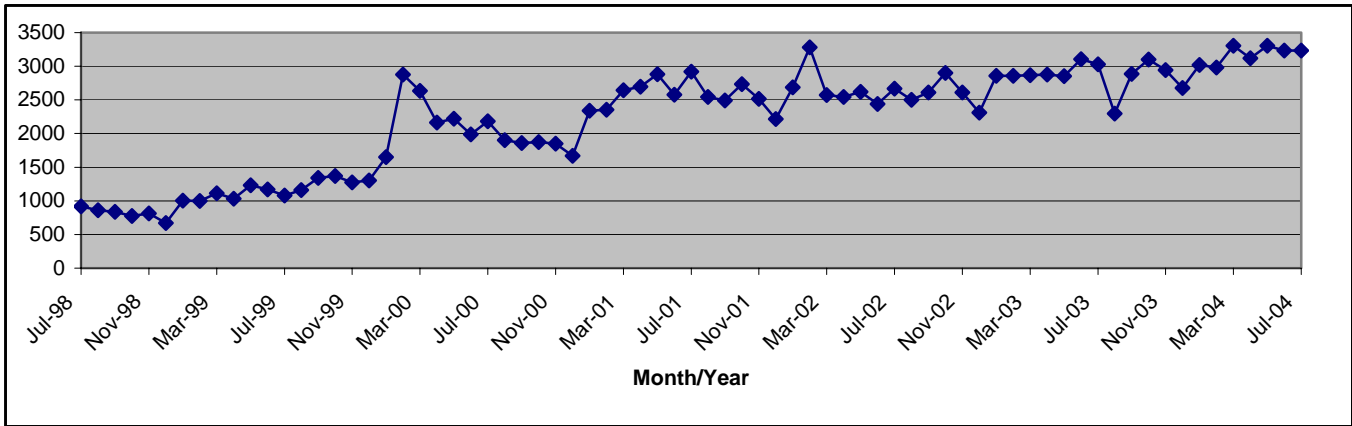
Jennifer Rowe	2003	2002	2001	2000	1999	1998
	%	%	%	%	%	%
Full time	100	100	60-75	60	50	50
Core Operations	45	42	40	42	54	41
Sales	14	10	13	20	21	35
Current Conference	33	34	33	33	23	22
Next Conference	1	2	2	1	2	2
Past/Future Conference						
Publications	4	5	11	4		
Web	3	7	1			

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

source: i:\sds\rls folders\statistical information\growth indicators
 \allocation of effort.xls

Allocation of Staff Effort by Cost Center, 1998 – 2003

Web Presence



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

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

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\membycountr

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	

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

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)

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

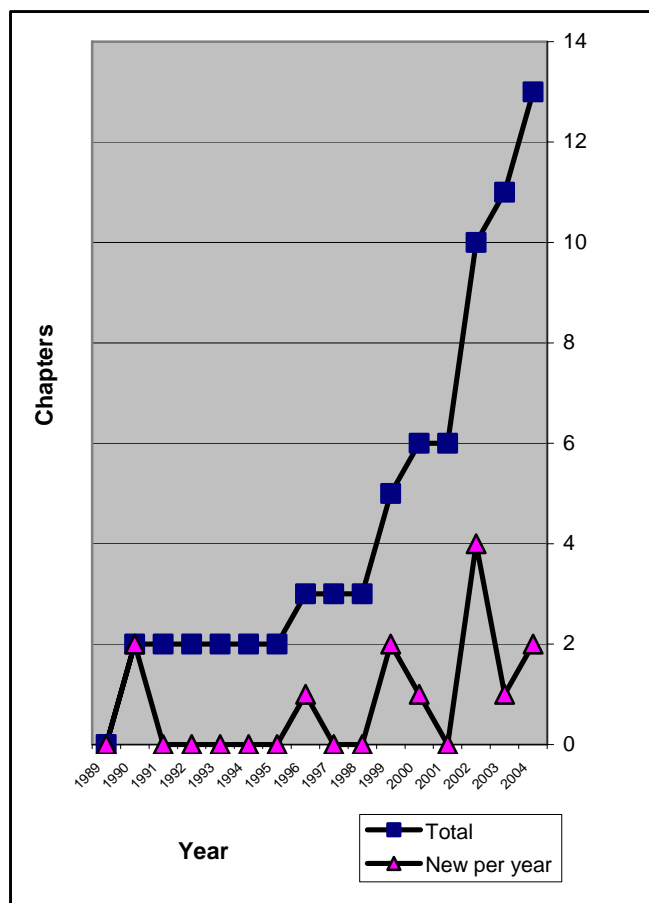
Membership Distribution by Sector, 1995 – 2003

	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
\membyscountry

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
ise 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

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

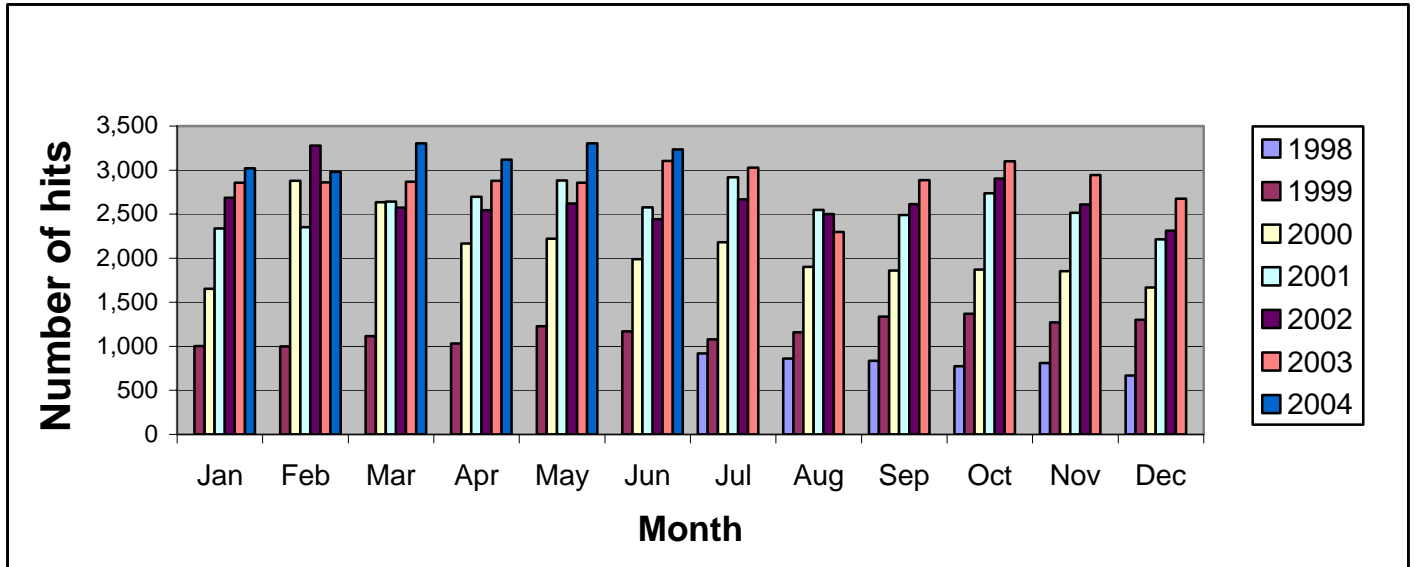
Year	Number of Members (new or renewal)
2004*	93
2003	55
2002	59
2001	54
2000	45
1999	34

*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

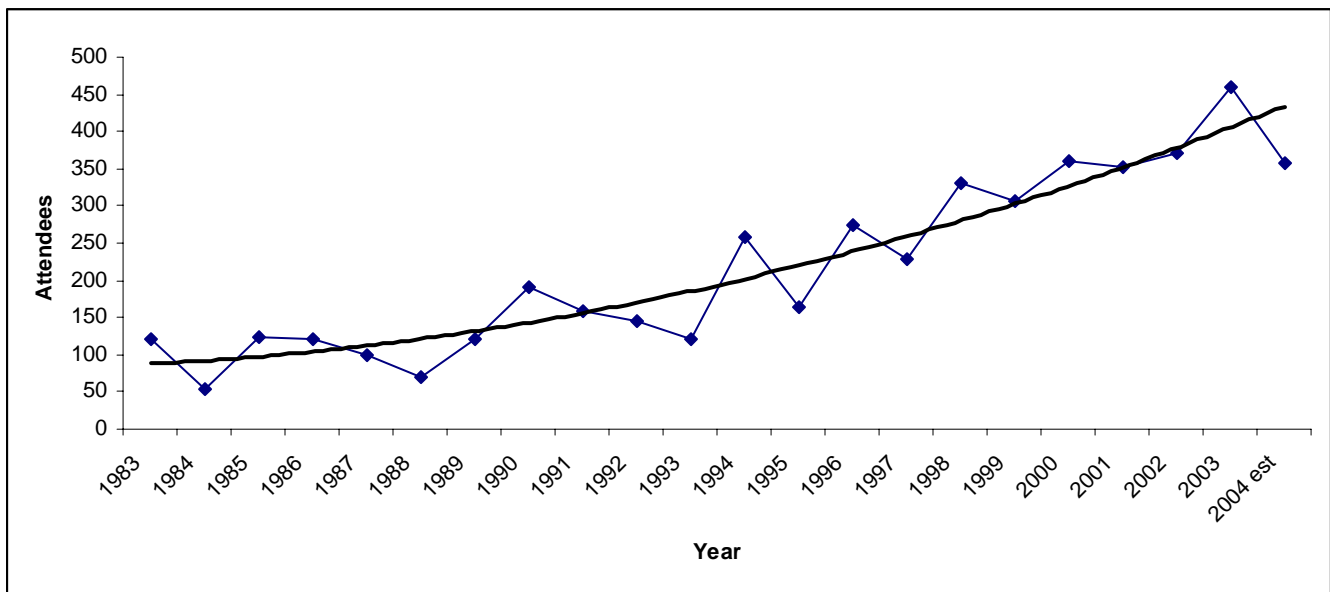
Year	Attendees	Guests
2003	460	58
2002	372	83
2001	352	22
2000	359	55
1999	307	27
1998	331	51
1997	228	

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

	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

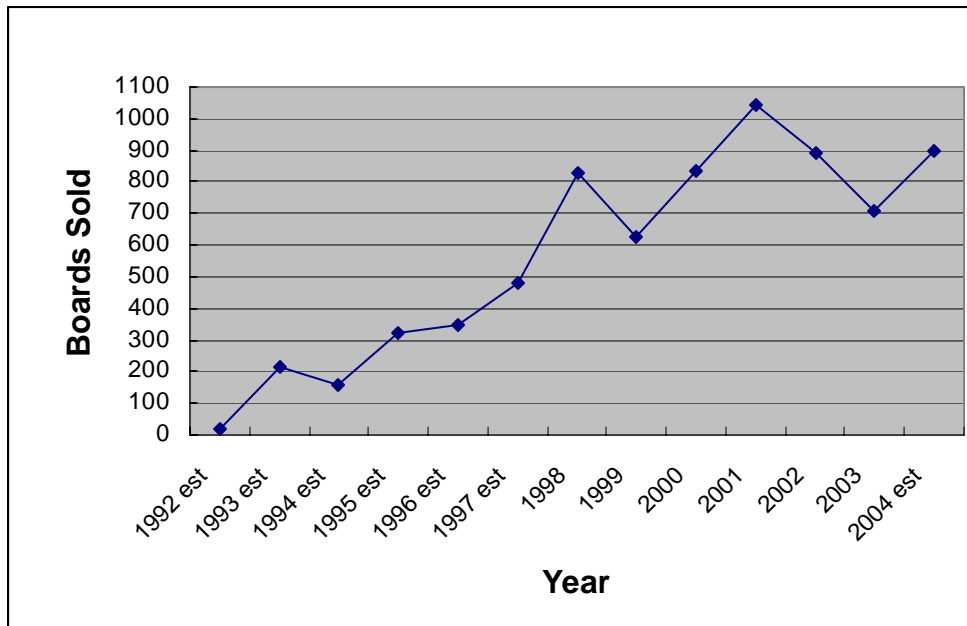
immediate pre-conference figures

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

Conference Attendance by Continent Representation, 1999 – 2004

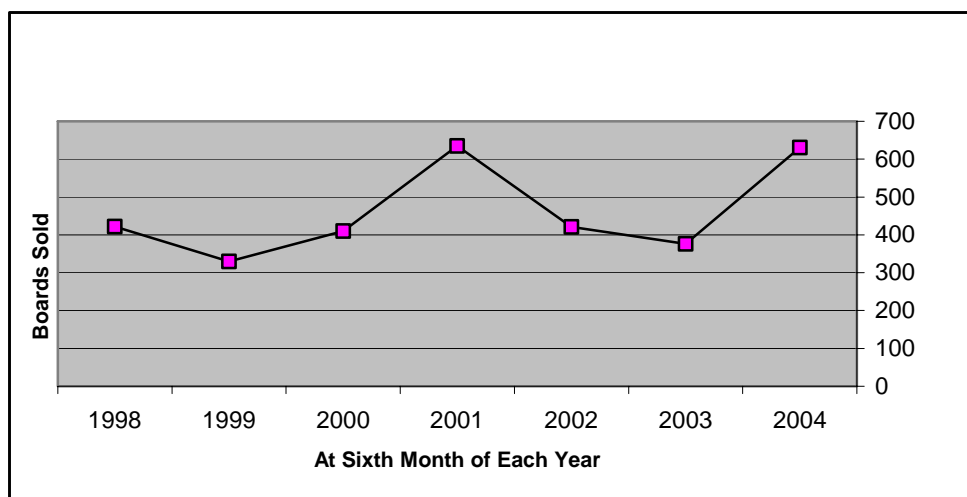
Attachments IX – Financial Information

Attachment IXa – Sales



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

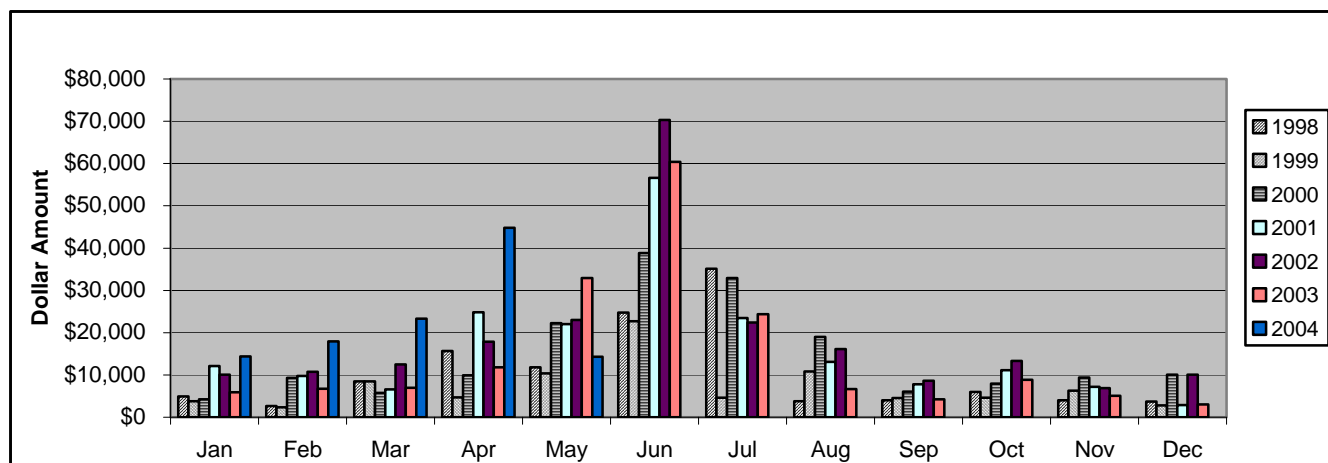
Beer Game Boards Sold, 1992 – 2004



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

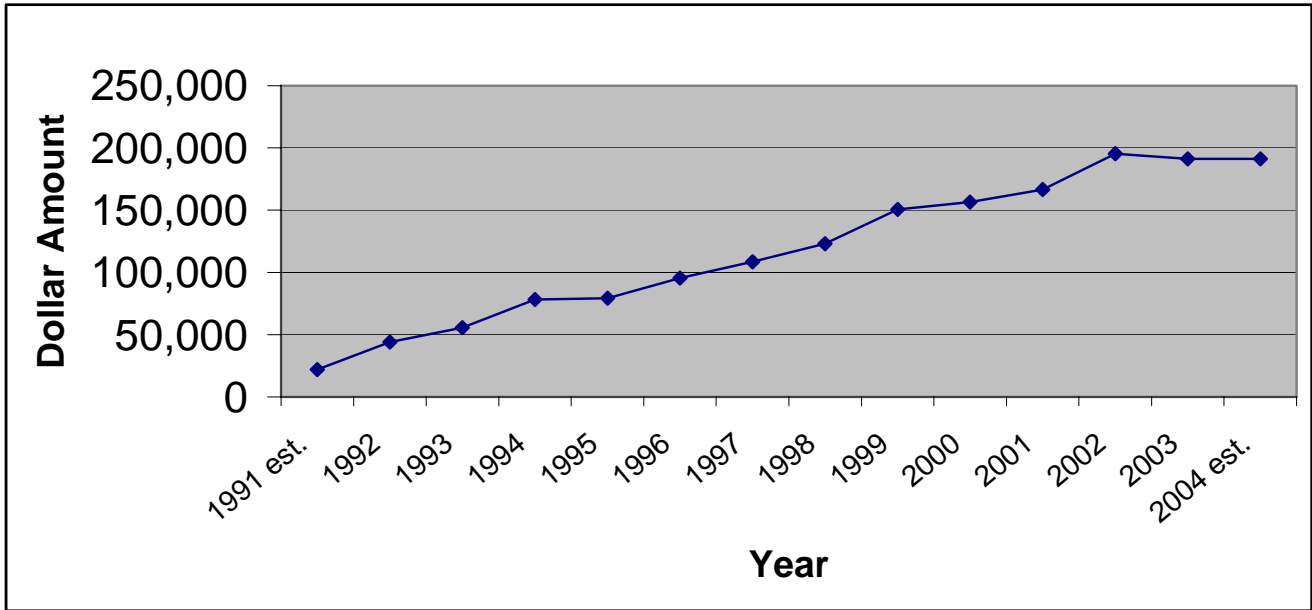
Attachment IXb – Wiley Financial Information

	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

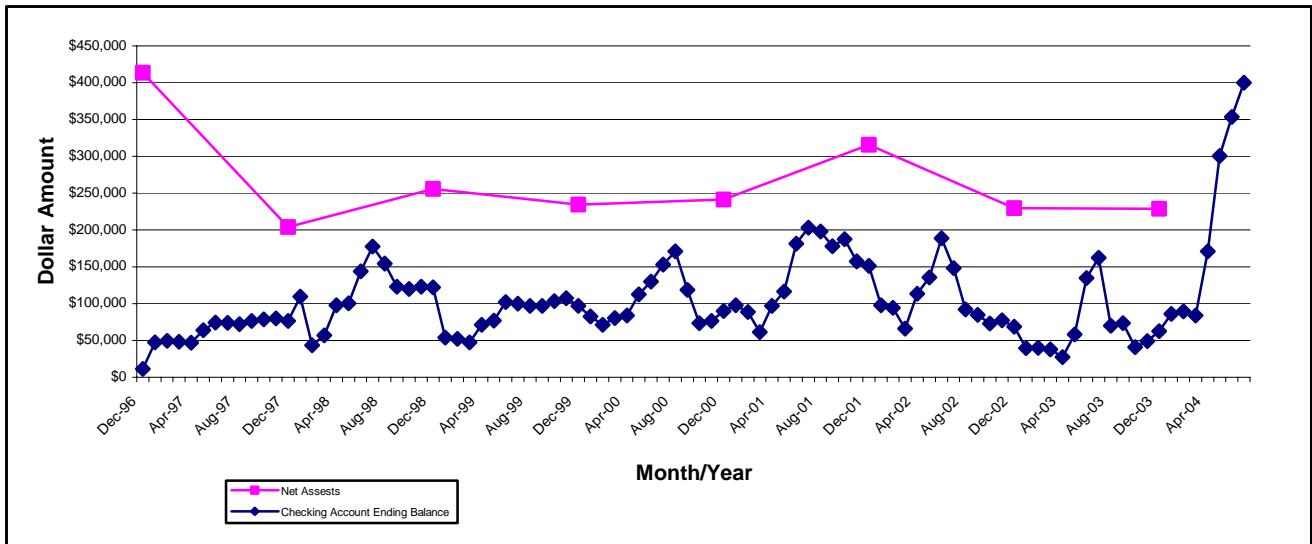
Summary of Financial Information Provided by Wiley, 1991 – 2004



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	2002 Italy	Unclassified	TOTAL
Income											
Products	0	0	0	0	88,506	0	0	0	0	0	88,506
INC Conferences	5,000	0	0	0	0	0	0	177,504	2,725	0	185,229
Investment Income	0	0	0	6,713	0	0	0	0	0	0	6,713
Membership Dues	0	0	0	27,340	0	0	0	0	0	0	27,340
Other Income	0	0	0	0	0	0	0	0	0	0	0
Shipping and Handling	0	0	0	24	15,334	0	0	0	0	0	15,358
Publications Sales	0	0	0	0	4,485	3,715	0	0	0	0	8,200
Sponsor Dues and Donations	0	0	0	38,445	0	0	0	0	0	0	38,445
Conversion from Accrual to Cash	0	0	0	-885	0	0	0	0	0	0	-885
Total Income	5,000	0	0	71,637	108,325	3,715	0	177,504	2,725	0	368,906
Cost of Goods Sold											
Proceedings	0	0	0	0	1,977	0	0	0	0	0	1,977
Bibliography Update Expense	0	0	0	0	235	0	0	0	0	0	235
Management Game	0	0	0	0	8,306	0	0	0	0	0	8,306
PhD Seminar in System Dynamics	0	0	0	0	1,757	0	0	0	0	0	1,757
Reprint Outdated SDR	0	0	0	0	0	248	0	0	0	0	248
Total COGS	0	0	0	0	12,275	248	0	0	0	0	12,523
Gross Profit	5,000	0	0	71,637	96,050	3,467	0	177,504	2,725	0	356,383
Expense											
Awards	0	0	0	5,130	0	0	0	0	0	0	5,130
Bank Adjustments (Expense)	0	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	183,015
Credit card fees	0	0	0	2,864	2,890	10	0	4,398	0	0	10,162
Depreciation Expense	0	0	0	1,627	0	0	0	0	0	0	1,627
Electronic Presence Support	0	0	0	0	0	0	232	0	0	0	232
EXP Conferences	2,229	92	0	10	0	0	0	75,805	0	0	78,136
EX Conference Prepaid	20,326	0	0	0	0	0	0	0	0	0	20,326
Journal Expense	0	0	0	0	0	11,000	0	0	0	0	11,000
Membership Directory Exp	0	0	0	0	0	1,209	0	0	0	0	1,209
Membership Services	0	0	0	250	0	0	0	0	0	0	250
Membership Subsidies	0	0	0	8,145	0	0	0	0	0	0	8,145
Miscellaneous Expense	0	0	0	224	0	0	0	0	0	0	224
Officer Expenses	0	0	0	3,031	0	0	0	0	0	0	3,031
Printing & Duplicating	0	0	0	1,812	219	0	0	0	0	0	2,031
Professional Fees	279	0	0	10,904	4,581	0	0	6,131	0	0	21,895
Shipping /Postage Expense	0	0	0	579	11,713	0	0	0	0	0	12,292
Supplies	0	0	0	667	24	0	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	360,015
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	-	-	-	-	-	-	-	-
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														
Sales tax payable		-	-	-	-	-	-	38	149	46	-	-	-	-	-
Due Creative Learning Exchange		-	-	-	-	-	533	-	-	-	-	-	-	-	-
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								285,650	257,659	259,476	215,279	235,278	224,076	223,343	182,357
Total Net Assets	\$ 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	25,058	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/crkd 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	2,842	4,877		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