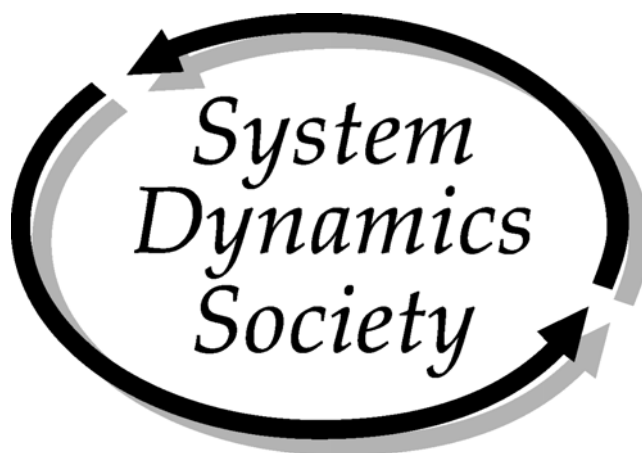


Annual Report on
Home Office Operations



July 2006

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Annual Report on Home Office Operations of the
System Dynamics Society
Summer Policy Council Meeting
July 2006

Table of Contents

Introduction.....	3
New Initiatives.....	3
Web-based Policy Council Meeting	3
Digitizing Project with Wiley	3
Digitizing Project with MIT, University of Bradford.....	3
Open Source for all Past Conference Proceedings	3
Conference Management	3
New Office Space	4
One-time Moving Sale.....	4
New Products	4
Routine Operations	4
Membership	4
Bibliography	6
Sales	6
Investment Policy for the Society.....	7
Dana Meadows Endowment Fund.....	7
Society Sponsorship.....	7
Routine Conference Management.....	8
Society Finances	9
Allocation of Effort.....	9
Web Presence.....	10
Attachment I – Other Than Routine Processes	11
Attachment II – Routine Operations – Other Processes	12
Attachment III – Membership Statistics	13
Attachment IV – Chapter and Special Interest Group Statistics.....	16
Attachment V – Sponsor Statistics.....	17
Attachment VI – Website Activity.....	19
Attachment VII – Administrative Processes	20
Attachment VIII – Conference Attendance Statistics.....	21
Attachments IX – Financial Information	23
Attachment IXa – Sales	23
Attachment IXb – Wiley Financial Information.....	24
Attachment IXc – Non-Investment and Unrestricted Net Assets Balances.....	25
Attachment IXd – Balance Sheet 2005.....	26
Attachment IXe – Profit & Loss 2005	27
Attachment IXf – Profit & Loss 2005, by Cost Centers.....	28
Attachment IXg – Balance Sheet Comparison, 15 years through 2005	29
Attachment IXh – Profit & Loss Comparison, 15 years through 2005	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 especially Robin Langer, Joan Yanni, and 25th Hour Accounting Solutions.

New Initiatives

Web-based Policy Council Meeting

The Society office assisted in setting up and managing the discussion board for this first-time event.

Digitizing Project with Wiley

Discussions with Wiley in 2005 have resulted in a plan to digitize the older issues of the *System Dynamics Review* and place them on Wiley's InterScience website. The estimated completion date of this project is December 2007. Additionally, the Society office worked with Wiley to create a comprehensive list of all articles in the *System Dynamics Review*; each title is linked to an abstract on the InterScience website. This list is posted on the Society website and is updated quarterly.

Digitizing Project with MIT, University of Bradford

Graham Winch has secured permission from the University of Bradford to digitize the very early publication *Dynamica*. John Sterman and the System Dynamics Group at MIT have volunteered to scan the publications. Once the scanning is done, these issues will be available on the Society website.

Open Source for all Past Conference Proceedings

All past conference proceedings that are already in electronic format are now available on the Society website. There is a project currently underway to add to the website all earlier print-only conference proceedings. Since this project will be done by occasional work-study students, it will be some time until it is complete.

Conference Management

Web-based Initiatives The web-based submission system continues to be improved by Bob Eberlein and incorporated into conference management. New submission system functions for 2006 include receiving workshop proposals that in the past were sent in by email and generating lists, for the web proceedings, by thread and session for easier searching.

New “First-timer” Events In an effort to make the conference more welcoming, suggestions and ideas from a number of sources have been incorporated into the Boston conference and the Nijmegen conference. In Boston there was a First-timer cocktail party. Innovations for the Nijmegen conference include a Society History Talk, the PC/PhD Colloquium Students Luncheon, and a Navigator program in which newcomers are matched with veterans to learn how to get the most out of the conference. The Navigator program is being organized by the Student Chapter. Other new events in 2006 are the Chapter and Special Interest Group Poster Session, and “Introduction to Building System Dynamics Models” software workshops by vendors.

New Office Space

The office space design has been completed and work is currently in progress. Estimated completion is September 2006. The Society made a donation in the amount of \$25,000 to the University at Albany to secure the renovations for the new space. As part of the new office space plan, the Society has acquired five new computers and related software.

One-time Moving Sale

During the months of March and April 2006 we sold 899 past issues of the *System Dynamics Review* and 181 past conference proceedings. We emptied close to 28 linear feet of shelf space and received over \$6,500 in sales.

New Products

The Fireside Chat A plenary session at the Atlanta conference featuring Jay Forrester and George Richardson was recorded on videotape. It is still not available.

The Electronic Oracle by Dana Meadows Dennis Meadows has offered to assist the Society in making excerpts of this book 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; the project has not yet started.

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.

Routine Operations

Membership

Membership continues to grow. For full details over time see Attachment III – Membership Statistics, beginning on page 13.

Services and Recruitment We currently have about 6,500 records of members, non-members and conference registrants who have contacted this office for products or information.

All membership is now processed through this office. In addition to the usual new and renewal membership applications, we continue to increase membership through the sponsorship incentive program, a membership fee being paid along with purchase of a product, and a membership fee being paid with conference registration. The Society office goal is to provide accurate, prompt and personal service. As you can see in the chart below, since we have taken over membership processing in late 2004, our memberships processed have more than tripled.

We routinely include a membership option on the conference registration form and it has been quite successful. To date for the Nijmegen conference, we have processed a total of 59 memberships; of those 29 are **new** members. Please see table “Conference Registration Fee Structure” on page 22, 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, our renewal campaign includes eight or more email messages or letters to members who did not renew.

	January – June	July – December	Yearly Totals
2006	504		
2005	510	530	1040
2004	151	477	628
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 2006**

Sponsorship Incentive As of July 2006, we have 88 new or renewal members that have joined the Society for the calendar year 2006 as a result of the Society Sponsorship incentive. See table “Membership Resulting From Society Sponsorship Incentive, 1999 – 2006” on page 18 for history. A sponsor receives up to three personal memberships with a sponsorship.

Membership Directory The 2006 membership directory is on-line. The cost of outsourcing and maintaining the on-line directory with Memberclicks is \$150 per month for a membership of 1,000 or more. Costs to date are as follows:

- 2005: \$1,526 Maintenance fees paid.
- 2004: \$ 907 Maintenance fees paid.
- 2003: \$1,209 Maintenance fees paid.
- 2002: \$1,231 First year setup (\$650) and maintenance fees for partial year.
- 2001: \$7,000 Printing and mailing costs of the hardcopy directory.

45 current members chose not to be included in the on-line directory, and 64 have not taken advantage of uploading their profiles. The on-line directory has 89% member profiles to date. Profiles of non-renewed 2005 members are included until the end of the conference. Benefits of the on-line directory include instantaneous updates for current contact information, ease of use and less hard costs.

Memberclicks has been responsive to help resolve any problems; many of the troubles we experienced in the past are now minimal; Jen Rowe works with them closely. 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 have been added and are being used by members.

We continue to maintain an Access database in addition to the on-line directory. Labor to maintain the on-line directory has decreased over the last few years. Many web submission system users are changing their contact information through this facility rather than the on-line directory.

The Third Year of Owning the Membership Process At the February 2004 Policy Council Meeting, the motion that the Society home office should take over management of the membership was unanimously approved.

Our membership processing coincided with our newsletter schedule. The original plan was to send out six renewal and new messages starting in the fall of 2004 for 2005 renewals. We have expanded the campaign to monthly contacts, the last being a message directly from the President of the Society. 73% of our 2005 members renewed for 2006 as of July 2006. This is about equal to the 2004/2005 75% renewal rate for the same time period, but a bit lower than the past five years when we have retained 80% - 85% of prior year members. It is anticipated that more members will renew before the end of the year. 78% of 2004 members renewed for 2005 by the end of that year. When members tell us why they have not renewed, one common reason is that they are not using system dynamics in their profession anymore.

As of June 30, our 2006 membership is at 980 members, slightly lower than last year at the same time. In addition to the 768 renewing members, we now have 212 new members for 2006. New members currently account for 21% of our membership. For history, please see Attachment III, table "Membership Over Time - Full Calendar Year, 1991 - 2005, page 14.

Again with the help of Bob Eberlein, the web system is also facilitating on-line membership renewals. On-line payments through PayPal now account for over 40% of all membership payments (10% in 2005).

Bibliography

The System Dynamics Bibliography clean-up is finished. We had hundreds of authors reply, but still there are inconsistencies in the bibliography. Our bibliographer of seven years has retired and the Society has recently hired a new bibliographer to maintain the scheduled published updates of two times per year.

Sales

Beer Distribution Game, Proceedings, Journal, Bibliography, PhD Seminar Series and MIT Literature Collection There is still great interest in the Beer Distribution Game; the Society sold 894 boards in 2005. Reviewing the first six months of 2006, Beer Game sales are up 4% over 2005. Please see Attachment IXa - Sales, "Beer Game Sales at Half Year, 1998 - 2006" graph on page 23.

Sales for past conference proceedings and back issues of the *System Dynamics Review* have declined in 2005. Open source access to past conference proceedings have contributed to a decline in sales in this category. Access to past journals through Wiley using the InterScience website has influenced the sales of the past issues of the *Review*. In accordance with the 2004 contract with Wiley, past issues of the *Review* are available for sale now only to members of the Society. The sales of the Seminar Series and the MIT Literature Collection have remained the same.

Back issues of the *System Dynamics Review*: A full set of 60 back issues from 1985 to 2005 (Volume 1 – Volume 21) is offered for sale for \$750.00. The full time student member price for the Volume 1 – Volume 21 set is \$325.00.

The System Dynamics Society Bibliography is downloadable from our website. The disk is no longer available. The bibliography has been updated to include the Boston Proceedings and the *System Dynamics Review* Volume 21, Number 1 – 4. New entries are continuously being made, as the bibliography is always a work in progress; currently there are 7,915 entries.

Most importantly, in 2005, the \$66,940 profit from the sales “cost center” helped support the core operations offered by the Society office. This amount is down from \$84,600 in 2004 (a banner year).

Items Sold	2005	2004	2003	2002	2001	2000	1999	1998
Beer Game Boards*	894	1,109	710	876	1,043	837	623	828
Past Proceedings	57	98	87	45	56	36	101	52
Past <i>System Dynamics Reviews</i>	5 single 0 sets	17 single 3 sets	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	3	1	2	8	4	14	24
PhD Seminar	14 single 7 sets	15 single 14 sets	30 single 10 sets	13 single 14 sets	N/A	N/A	N/A	N/A
Literature Collection on DVD	80	81	N/A	N/A	N/A	N/A	N/A	N/A

*includes loaner boards

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

Sales – Full Year, 1998 – 2005

Investment Policy for the Society

An overall investment policy for the Society has been implemented in 2005 and is being maintained.

Dana Meadows Endowment Fund

The investment plan for the student prize restricted accounts of \$60,000 has been effectively completed and we continue to manage the investment accounts.

Society Sponsorship

Please see Attachment V – Sponsor Statistics, page 17, for a list of all Society and conference sponsors for calendar years 2000 through 2006. To date, 34 have made either a pledge, sent in a gift, or traded services for 2006. We have three new sponsors in 2006. Our sponsors are very committed; 23 of our 2006 Society sponsors have been sponsors for three consecutive years or more. Sponsors receive up to three complimentary annual (personal) memberships.

Year	Amount Received	Budgeted
2007		\$27,962
2006	\$32,761 to date	\$25,000
2005	\$36,490	\$23,837
2004	\$38,102	\$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: \rls folders\society sponsors\2006 campaign\status 2006.xls
\income-budgets since 1997

Sponsor Income, 1997 – 2006

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 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 2006 Society Sponsorship Campaign totaled 919. See Attachment V – Sponsor Statistics, chart “Society Sponsorship Mail-out Campaign, 2002 – 2006” page 18, for breakdown of letters mailed. We will continue this Society sponsors program for calendar year 2007 in September and October 2006.

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:

- Design/produce/mail the Call for Papers brochures, conference information and registration brochures, including electronic formats
- Advertise in related journals
- Contact conference sponsors including generating new contacts
- Maintain finances in QuickBooks
- Manage registrations, letters of invitation for visas, assist with roommate contacts, manage other unique site-specific details
- Organize and schedule meetings (chapter, special interest group, exhibitor demonstrations, business, editors, etc.), including assignment of chairs
- Use of web submission system to manage all aspects of submissions and review
- Produce the printed abstract proceedings and web proceedings

- Manage Dana Meadows Student Prize Award papers
- Event Insurance Coverage
- Design layout of conference sponsor information
- Organize outsourcing for specialty work
- Use of web submission system to manage the tentative and final program
- Schedule session chairs, room assignments and AV equipment arrangements
- Assist with all social program items including transportation
- Maintain the conference website
- Negotiate and work directly with the conference venue
- Organize 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 seven 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. Efforts to improve conference operations utilizing more of the web technology continue.

Current Conference Activities At any given moment the Society office is working on at least three conferences. The Society office is working closely with Etiënne Rouwette, Jac Vennix, Andreas Größler, Jack Homer, and many more volunteers for the 2006 conference. We are providing support to the Boston 2007 conference team. At this time, we are also supporting efforts for site selection for the 2008 conference and reviewing and soliciting proposals for 2009 and beyond.

Future Planning is ongoing for the Boston 2007 Conference. The dates are July 29 – August 2, 2007. See the Preliminary Call for Papers in your conference packet.

The Guide Work continues at the Society office to update and refine all conference planning and organizing tools.

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 financial information for 2005 and other related charts and graphs.

Allocation of Effort

Daily time sheets are recorded using five cost centers. During 2005, Roberta Spencer and Jennifer Rowe worked full time, and Alexander Lubyansky worked part time. The office will continue with two full time people into 2007. The graduate assistant position deleted in 2004 was added back into the budget for 2006, although it was not filled. An offer has been made and we anticipate hiring a graduate assistant for 2007. The following table, “Allocation of Staff Effort by Cost Center” shows how each of the two full time people split their time between the various cost centers used by the Society to track staff time usage.

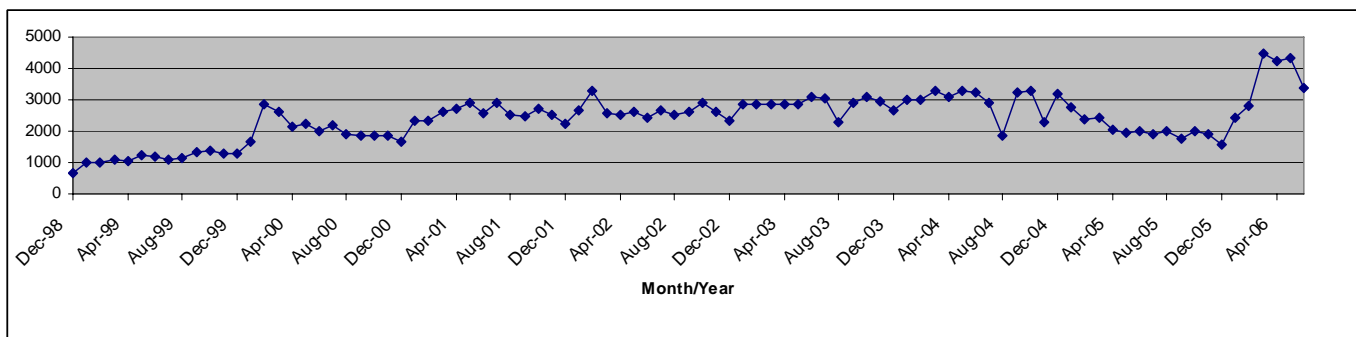
Roberta Spencer	2005	2004	2003	2002	2001	2000	1999	1998
	%	%	%	%	%	%	%	%
Full time	100	100	100	100	100	90	75	75
Core Operations	27	21	25	25	39	41	50	41
Sales	4	6	7	7	9	9	17	28
Current Conference	45	62	36	42	34	38	31	27
Next Conference	6	5	13	12	7	5	2	4
Past/Future Conference	5	1	6	7	5	3		
Publications	4	1	4	4	5	3		
Web	9	4	9	3	1	1		

Jennifer Rowe	2005	2004	2003	2002	2001	2000	1999	1998
	%	%	%	%	%	%	%	%
Full time	100	100	100	100	60-75	60	50	50
Core Operations	57	33	45	42	40	42	54	41
Sales	11	16	14	10	13	20	21	35
Current Conference	26	47	33	34	33	33	23	22
Next Conference	2	0	1	2	2	1	2	2
Past/Future Conference	0	0						
Publications	2	2	4	5	11	4		
Web	2	2	3	7	1			

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Allocation of Staff Effort by Cost Center, 1998 – 2005

Web Presence



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Website “Hits” History by Month, September 1998 – June 2006

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.

Listserves: The system dynamics listserv, the policy council listserv and the membership committee listserv are all now housed at the University at Albany.

Attachment I – Other Than Routine Processes

Other Than Routine Processes	Developments	Next Steps
A. Discuss long term financial outlook and sustainability of the home office	<i>Met in April 2002 with David Peterson and Kevin O'Neill</i>	Arrange follow up meetings. Report to Policy Council.
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. Develop electronic presence - includes questions about open source materials.	<i>Webmaster Jack Pugh has advanced the web presence. Continued funding will progress this effort. Add “newbie” and resources pages. Creation of Vice-president Electronic Presence in 2006.</i>	Expand and perform routinely. Needs more attention. Work with Jack Pugh and Bob Eberlein.
E. Develop new products to diversify and broaden sales possibilities beyond “Beer Game”	<i>The Fireside Chat; The Electronic Oracle Solicit donations of products we could sell.</i>	Work in progress.
F. Brainstorm for events that facilitate communication between members.	<i>For example – web cast</i>	Dependent on funding and generation of ideas.

Attachment II – Routine Operations – Other Processes

- Manage and update Society information vehicles, including brochure and website
- Find the best suppliers, improve when possible, maintain inventory, and fill orders for all current products
 - Beer Game
 - Back issues of Proceedings
 - Back issues of *System Dynamics Review*
 - PhD seminar Series
 - MIT Literature Collection on DVD
 - Bibliography and updates
- Respond to all inquiries including general member inquiries / member services / non-member questions
- Receive and record all new and renewal memberships and send information to Wiley to distribute the journal
 - Membership maintenance and recruitment and yearly retention analysis
- Assist PC officers as needed
- Archive systems: records retention and preservation
- Maintain checking account and accounting for funds with University
- Manage campaigns for growth
 - Membership, new and renewal
 - Society sponsorship solicitation
 - Library campaign for institutional subscriptions
 - Conference sponsorship
 - Volunteer campaign
 - Other as needed, for example the Dana Meadows Endowment
- Maintain on-line membership directory
- Produce and distribute System Dynamics Newsletter four times per year (electronic and hard copy)
- Manage Administrative Calendar and Processes
- Assist with all aspects of conference management
- Continuously strive for less use of paper and postal services
- Maintain SD Career Link on the website and as a job message board at each conference
- Update the Conference Guide after each conference
- Plan the presidential meeting each year for smooth transition and continuity

Attachment III – Membership Statistics

Country	05	04	03	02	01	00	99	98	97	96
Argentina	1	1	2	3	7	8	8	6	4	4
Australia	33	33	32	28	36	30	31	21	15	17
Austria	3	3	3	2	3	5	2	1	1	1
Bahrain	0	0	1	1	1	0	0	0	0	0
Bangladesh	1	1	0	1	1	1	1	1	1	1
Belgium	9	8	8	9	6	5	4	2	1	1
Bermuda	0	0	1	1	0	0	0	0	0	0
Brazil	21	15	15	11	10	10	8	7	5	2
Cambodia	1	0	0	0	0	0	0	0	0	0
Canada	26	29	28	25	29	28	33	24	23	15
Chile	3	3	3	1	1	1	2	2	2	0
China	6	5	4	3	6	5	5	4	3	6
Colombia	5	5	7	5	6	5	5	5	4	4
Costa Rica	2	2	1	1	2	0	0	0	0	0
Cote d'Ivoire	0	0	0	0	1	1	1	1	0	0
Croatia	8	4	2	2	2	2	2	2	1	1
Cyprus	1	0	1	2	1	0	0	0	0	0
Czech Rep	5	4	2	2	2	2	1	0	0	0
Denmark	4	4	3	5	5	4	3	3	4	4
Dom. Rep.	0	0	0	0	1	1	0	0	0	0
Egypt	9	7	11	16	1	0	0	0	0	0
Ethiopia	0	0	0	0	1	0	0	0	0	0
Finland	5	6	6	5	7	7	3	2	2	2
France	11	11	12	12	10	10	8	6	5	4
Germany	54	50	47	40	39	37	34	23	21	14
Ghana	1	0	0	0	0	0	0	0	0	0
Greece	8	13	13	9	5	4	5	4	3	2
Hong Kong	2	2	2	1	2	2	2	0	0	0
Iceland	0	0	0	0	1	1	1	1	0	0
India	6	5	5	3	4	4	2	1	2	2
Indonesia	8	8	8	4	8	13	15	7	6	4
Iran	3	2	2	2	2	2	1	1	1	0
Ireland	2	1	1	2	5	3	1	1	0	0
Israel	1	1	1	3	2	2	2	1	1	2
Italy	22	23	25	27	24	24	28	28	23	17
Jamaica	0	0	1	0	0	0	0	0	0	0
Japan	29	32	33	31	41	39	36	32	33	31
Jordan	1	2	1	0	0	0	0	0	0	0
Kenya	0	0	1	1	2	1	0	0	0	0
Korea	9	11	8	12	11	13	12	7	8	4

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

Country	05	04	03	02	01	00	99	98	97	96
Kuwait	1	1	1	1	1	1	2	0	0	0
Lebanon	1	1	1	1	1	1	1	0	0	0
Lesotho	0	0	0	1	0	0	0	0	0	0
Malaysia	2	11	3	2	2	2	8	7	6	0
Mexico	12	10	8	9	9	5	6	4	2	3
Mongolia	0	0	0	1	0	0	0	0	0	0
Neth Antilles	0	0	0	0	1	0	0	0	0	0
Netherlands	33	32	29	25	29	30	24	21	18	12
New Zealand	11	9	8	7	10	8	10	5	5	4
Nicaragua	0	0	1	1	0	0	0	0	0	0
Nigeria	1	1	1	1	1	1	1	1	1	1
Norway	24	24	23	23	31	36	32	22	16	9
Pakistan	10	1	0	0	0	0	0	0	0	0
Peru	1	2	2	1	0	0	0	0	1	1
Philippines	0	1	1	2	2	3	3	3	1	1
Poland	6	3	2	3	4	4	3	3	4	3
Portugal	9	7	6	7	6	6	5	4	2	3
Puerto Rico	2	1	1	1	0	0	0	0	0	0
Russia	8	2	2	2	2	2	2	2	1	0
Saudi Arabia	2	1	1	2	1	1	1	1	1	0
Singapore	4	5	5	5	3	3	3	1	1	2
Slovenia	2	3	2	2	3	3	1	0	0	0
South Africa	6	5	6	4	2	1	1	1	1	2
Spain	17	21	18	24	25	25	26	22	24	21
Sweden	12	15	15	14	13	10	10	9	8	6
Switzerland	33	39	30	29	24	22	18	17	16	15
Taiwan	11	6	7	7	8	5	6	7	6	4
Thailand	0	0	1	1	1	2	2	2	1	2
Tunisia	0	0	1	1	0	0	0	0	0	0
Turkey	11	10	6	4	9	15	17	6	7	1
UK	85	100	91	90	100	101	104	89	65	44
Ukraine	1	1	1	0	0	0	0	0	0	0
Uruguay	0	0	1	0	0	0	0	0	0	0
USA	445	374	384	338	425	388	451	386	323	297
Venezuela	2	0	4	4	3	0	1	1	1	2
Vietnam	0	0	0	0	1	1	1	1	0	1
Virgin Islands	0	0	1	0	0	0	0	0	0	0
Totals	1052	976	953	883	1002	946	995	808	680	572

Geographic Distribution, 1996 – 2005, Representing 77 Countries
(59 active countries in 2005)

Attachment III – Membership Statistics, continued

Attachment III – Membership Statistics, continued

Year	Society Database	Wiley	At June 30th	Regular Student	Institutional	EAL
2006			980			
2005	1052		994	852/200	1406	
2004	976	972	875	770/206	1342	76
2003	953	952	844	750/202	140	47
2002	883	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		461/43	212	
1994		484		400/84	197	
1993		487		400/87	181	
1992		406		320/89	158	
1991		418		332/70	112	
1990		413		328/85	125	
1989		396		328/67	113	
1988		354		307/47	101	
1987		258		n/a		
1986		323		277/46		
1985		167		143/24		
1984		104		86/18		

Notes: Wiley ceased keeping membership records after 2004. Institutional memberships include electronic subscriptions after 2003. Calculation source changed from Society directory to database in 2002.

source: \rfs folders\statistical information\growth indicators\membership stats.xls\memovvertime

Membership Over Time - Full Calendar Year, 1991 – 2005

Year	Unknown	Academic	Military	Private	Public	Other
	%	%	%	%	%	%
2005	0	42	3	39	14	2
2004	9	45	1.5	41	3	.5
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

(Before 2003, based on the institution name listed in the membership directory. 2003 on, self-reported by members. 65% self-reported in 2005.)

source: \rfs folders\statistical information\growth indicators\membership stats.xls\membysector

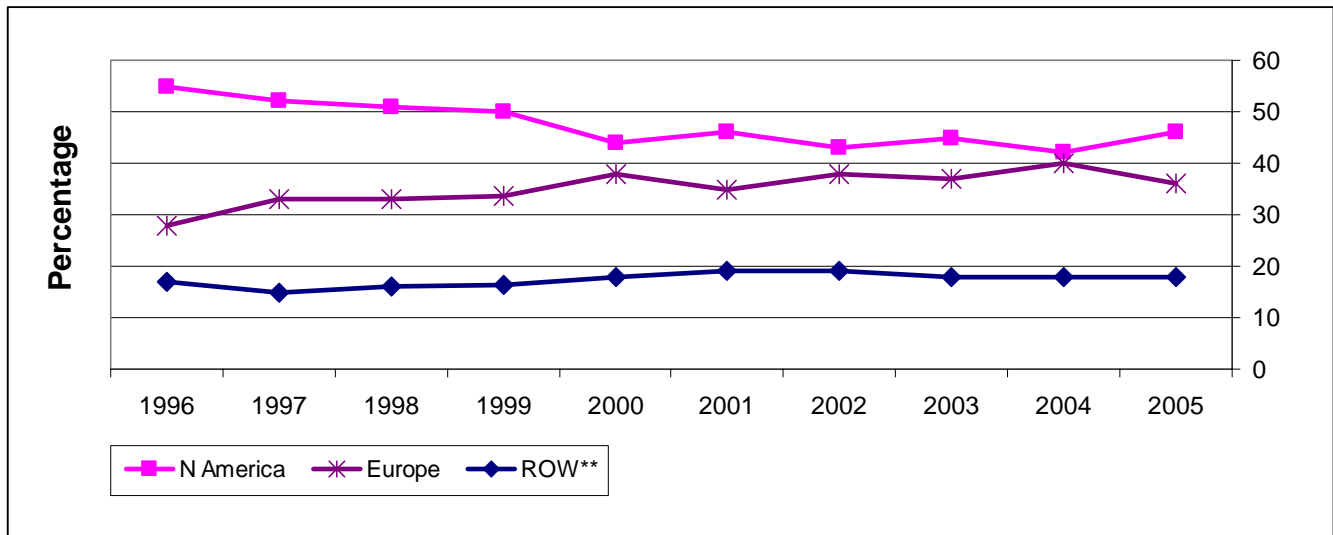
Membership Distribution by Sector, 1995 – 2005

Attachment III – Membership Statistics, continued

	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996
Africa	1.5%	1	2	3	1	0.5	0.5	0.5	0	0.5
N America	46%	42	45	43	46	44	50	51	52	55
S & C	3%	3	3	3	3	3	2	3	2	2
Asia	9.5%	10	9	9	10	10.5	10	9.5	10	10.5
Europe	36%	40	37	38	35	38	33.5	33	33	28
Pacific	4%	4	4	4	5	4	4	3	3	4
# of countries	59	56	65	63	62	55	54	49	46	42

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

Membership by Continent, 1996 – 2005



**ROW - other than N Amer. & Europe

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

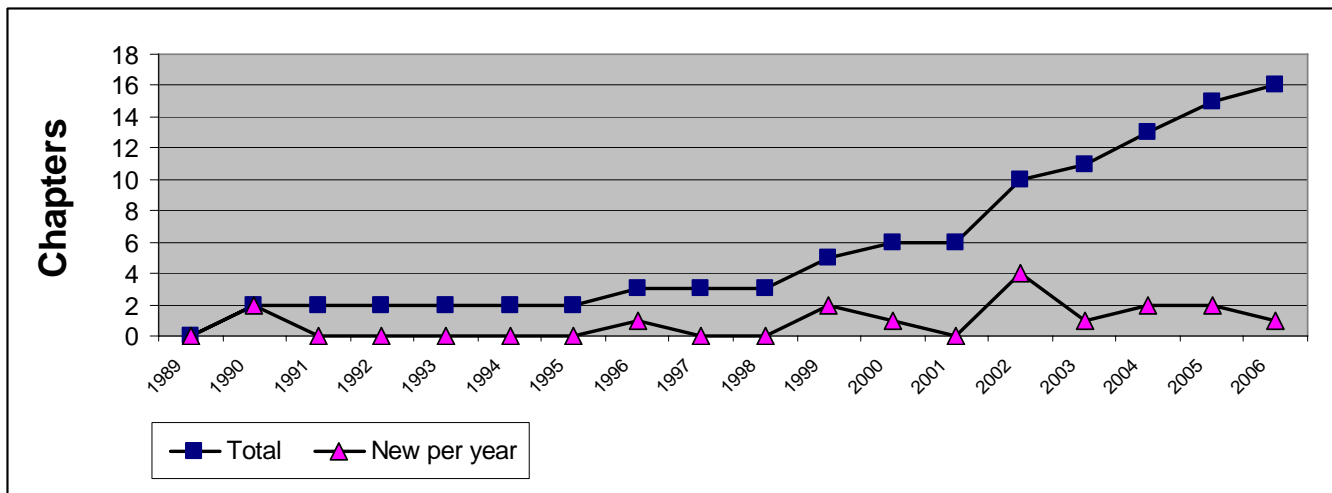
Membership by Continent, 1996 – 2005

Attachment IV – Chapter and Special Interest Group Statistics

Year	New Chapter Name
2006	Psychology
2005	Russian, Pakistan
2004	Swiss, Economics
2003	Brazil
2002	Student, Latin America, Hellenic, Egypt
2000	South Korea
1999	UK, Australasia
1996	Italian
1990	China, Japan

source: \rfs folders\statistical information\growthindicators\
 chapter-sig growth.xls\chapters

New Chapters, 1989 – June 2006



source: \rfs folders\statistical information\growth indicators\chapter-sig growth.xls\chapters

Chapter Growth, 1989 – June 2006

Special Interest Groups to date (year approved):

- Business (2005)
- Education (2002)
- Environmental (2003)
- Health Policy (2003)
- Information Science and Information Systems (2006)
- Security (2003)

Attachment V – Sponsor Statistics

Corporations:

A.T. Kearney
 Accenture
 Adirondack Oral & Maxillofacial
 Surgery PC
 AIMS, Advanced Integrated
 Management Strategies, LLP¹
 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
 ASSINDUSTRIA (Association of
 Entrepreneurs)³
 Asthma 2000 Group
 Atrivé^{1,2}
 Attune Group, Inc.^{2,3}
 Avra Estiatorio³
 Banco di Sicilia S.p.A.
 BearingPoint (formerly KPMG)
 Bolide Pty Ltd¹
 Booz Allen Hamilton^{1,2}
 Bosan Nissan^{2,3}
 BP^{1,2}
 Brand Management
 Business Dynamics
 CALIBRE¹
 California Management Review³
 Cantine Settesoli Scarl (Winery)³
 Capital One
 City of Bergen, Norway³
 City of Nijmegen^{2,3}
 Comune di Palermo (Municipality of
 Palermo)³
 CRA International, Inc.
 Decision Dynamics, Inc.¹
 De Vierjaargetijden^{2,3}
 Delsys Research Group
 Delta Air Lines, Inc.³
 Deutsche Lufthansa AG¹
 Forio Business Simulations²
 e-integrate¹
 GE Insurance Solutions^{2,3}
 General Motors¹
 Georgia-Pacific Corporation¹
 Global Strategy Dynamics Ltd.²
 Hall, Vasil & Dowd, CPA's^{1,3}
 Hewlett-Packard Company

HVR Consulting Services Ltd.
 IBM
 Intel Corporation
 International Society for the Systems
 Sciences^{2,3}
 International System Dynamics Ltd.¹
 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
 LISTO bvba²
 Master Systems Inc.¹
 McKinsey & Company³
 Mediterranea Digit Srl – XEROX
 Dealer³
 Minase Consulting²
 Mohaseboon Financial and Business
 Consultants¹
 Northwater Capital¹
 OLM Consulting (formerly Cognitus)
 PA Consulting Group¹
 Paradigm Business Simulators
 Patni Computer Systems
 Pegasus Communications, Inc.^{1,2,3}
 Plug Power¹
 Powersim Software AS
 Powersim Solutions^{1,2}
 Practice Fields
 Project Performance Corporation
 Proverbs¹
 Proyectos Comerciales de México, SA de
 CV, una empresa de Grupo Proyectos¹
 Pugh Roberts Associates
 Roosevelt Hotel³
 SAIC, Science Applications
 International Corporation
 Sicilia Dreams Travel Agency³
 Significant BV²
 Sioo²
 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, Inc.^{1,2}
 Ventana Systems UK¹

Vestec AS
 Vivaldi's Café^{2,3}
 Waters Foundation
 WB Incorporated³
 XJ Technologies²

Universities and University Centers:

ABK, Radboud University Nijmegen²
 Ackoff Center for Advancement of
 Systems Approaches (ACASA)
 Adger University College
 Center for Technology in Government
 (CTG) University at Albany/SUNY³
 CUSA-System Dynamics Group
 Delft University of Technology¹
 London Business School
 London South Bank University
 Methodology Department
 Nijmegen School of Management,
 Radboud University Nijmegen^{2,3}
 MIT System Dynamics Group¹
 PAR Group, Nijmegen School of
 Management, Radboud University
 Nijmegen¹
 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 System Dynamics
 Group¹
 University of Palermo
 University of Salford, Centre for
 Operational Research & Applied
 Statistics (CORAS)¹
 University of Wellington Graduate
 School of Business and Public
 Management
 Worcester Polytechnic Institute,
 Advanced Distance Learning
 Network^{1,2}

*Attachment V – Sponsor Statistics,
 continued*

Attachment V – Sponsor Statistics, continued

Individual Sponsors:

Frank Davidson
Jay W. Forrester ¹
Toshiro Shimada ¹

Individual Donor:

Ken Carpenter

¹ 2006 Society Sponsor

² 2006 Conf. Sponsor

³ In-kind Sponsor (in one or more years)

source: \rls folders\statistical information\sponsor info\sponsors_by type 2000-2006.doc

All Sponsors 2000 - 2006

	2006	2005	2004	2003	2002
Past Sponsors – not current	24	13	2	4	4
Conference Sponsors/Not Society	8	11	9	6	5
Last year paying	36	45	19	23	23
Cold Call Universities	368	270	240	93	103
Cold Call Non Mem Non Univ	255	253	315	86	90
Cold Call Members	228	235	203	89	51
Over \$500 Beer Game Sales	0	0	0	0	35
Total letters mailed	919	827	788	301	311

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

Society Sponsorship Mail-out Campaign, 2002 – 2006

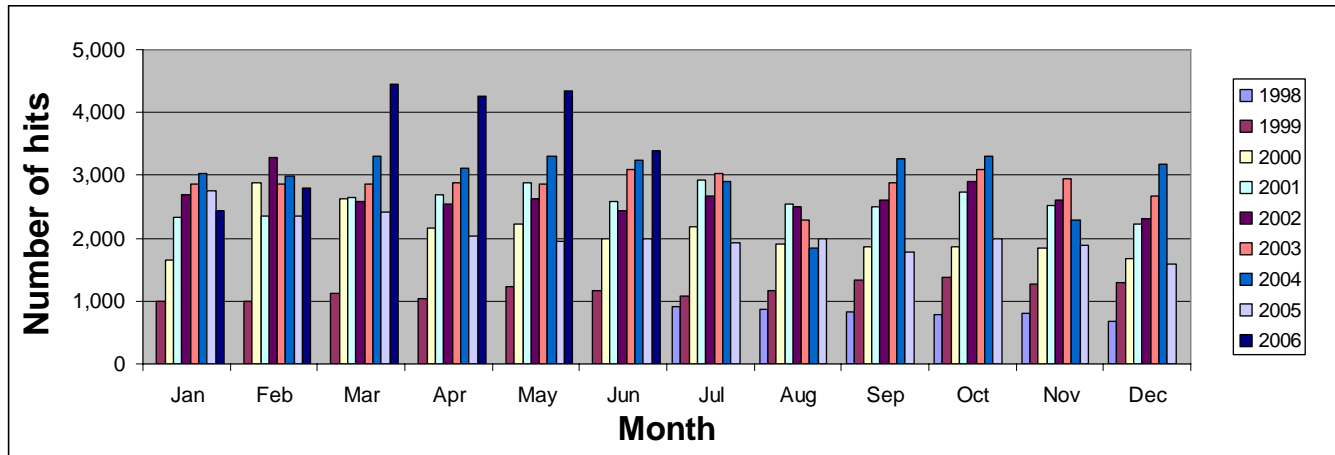
Year	# of Members from Sponsorship Incentive (new or renewal)
2006	88
2005	95
2004	103
2003	55
2002	59
2001	54
2000	45
1999	34

*As of June 30th

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

Membership Resulting From Society Sponsorship Incentive, 1999 - 2006

Attachment VI – Website Activity



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

Website Hits History, January 1998 – June 2006, Monthly Comparison

Attachment VII – Administrative Processes

Business Processes Tightly Linked to Administrative Calendar:

- Tax filings, work with CPA (Massachusetts and New York)
- 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 continuity meeting of the presidents
- System Dynamics Newsletter (four times per year)
- Manage nominations and elections procedures (October/November)
- **Awards:**
 - Jay W. Forrester Award selection procedure
 - Dana Meadows Award at research conference
 - Other awards
- Manage sponsors
- Annual membership billing
- Annual membership directory
- Manage conference site selection (3-4 years in advance)
- Update bibliography
- Annual Report
- VP Publications Report including Editor's Report, Website Report, System Dynamics Newsletter, Publisher's Report, etc.
- VP Finance Report
- Notices in journals
- Update Society pages printed in the *System Dynamics Review*

- May 15 Federal (no fee) and State (\$100 fee) review to be filed
- November 15 – Annual filing with the Massachusetts Secretary of State; a one-page form that lists officers, policy council members and date of annual meeting for the past year. Clerk must be a resident of Massachusetts.

- Work with Administration Committee to refine processes.

Attachment VIII – Conference Attendance Statistics

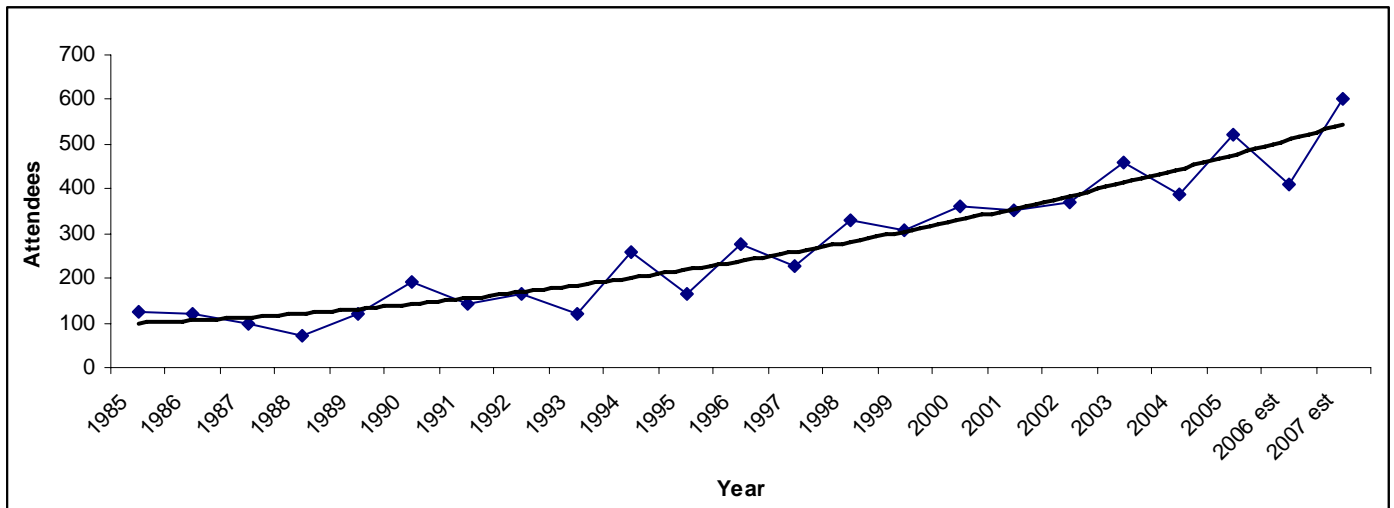
Year	Location	Attendees	Guests
2005	Boston, MA USA	521	39
2004	Oxford, England	388	45
2003	NYC, USA	460	58
2002	Palermo, Italy	372	83
2001	Atlanta, GA USA	352	22
2000	Bergen, Norway	359	55
1999	Wellington, New Zealand	307	27
1998	Québec City, Canada	331	51

Year	Location	Attendees	Guests
1997	Istanbul, Turkey	228	
1996	Cambridge, MA USA	275	
1995	Tokyo, Japan	165	
1994	Stirling, Scotland	257	
1993	Cancún, Mexico	121	
1992	Utrecht, Netherlands	146	
1991	Bangkok, Thailand	159	
1990	Chestnut Hill, MA USA	191	

Year	Location	Attendees	Guests
1989	Stuttgart, Germany	122	
1988	LaJolla, CA USA	71	
1987	Shanghai, China	99	
1986	Seville, Spain	122	
1985	Keystone, CO USA	125	
1984	Oslo, Norway	55	
1983	Chestnut Hill, MA USA	120	

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

Conference Attendance Over Time by Year, 1983 – 2005



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

Conference Attendance Over Time by Year, 1983 – 2007 est

Attachment VIII – Conference Attendance Statistics, continued

Attachment VIII – Conference Attendance Statistics, continued

	2005 Boston	2004 Oxford	2003 NYC	2002 Italy	2001 Atlanta	2000 Norway
Paying Members	274	236	258	160	154	155
Paying Non-Members	57	41	74	82	63	77
Paying Day Passes	19	16	6	0	10	7
Paying Students	99	85	84	73	77	61
Organizers/Volunteers/Awards	19	6	15	25	13	20
Financial Assistance	4	0	1	6	13	11
Program Invite	6					
Conference Scholarship	10					
Sponsor Complimentary	33	4	22	26	25	28
TOTAL	521	388	460	372	352	359

source: \rfs folders\statistical information\conference related\attendees.xls\bypayment

Conference Attendees by Type of Payment/Support, 2000 – 2005

	2006 Nijmegen	2005 Boston	2004 Oxford	2003 NYC	2002 Italy	2001 Atlanta	2000 Norway
Member Registration - Early	\$425	\$425	\$1450	\$375	\$435	\$325	\$325
Non-Member Registration - Early	\$500	\$500	\$1525	\$450	\$485	\$350	\$375
Additional Cost for Membership	\$15	\$15	\$15	\$15	\$40	\$65	\$40
Half year membership	977	994	875	844	761	737	720

source: \rfs folders\statistical information\conference related\attendees.xls\fee structure

Conference Registration Fee Structure, 2000 – 2006

	2006 Nijmegen	2005 Boston	2004 Oxford	2003 NYC	2002 Italy	2001 Atlanta	2000 Norway	1999 NZ
Africa	2%	1	1	1	4	0	1	1
N America	28%	60	31	57	22	63	30	12
C/S America	3%	2	2	2	5	3	4	1
Asia	9%	8	7	8	11	7	12	13
Pacific	3%	3	7	4	6	3	3	53
Europe	55%	26	52	28	52	24	50	20
Total %	100	100	100	100	100	100	100	100

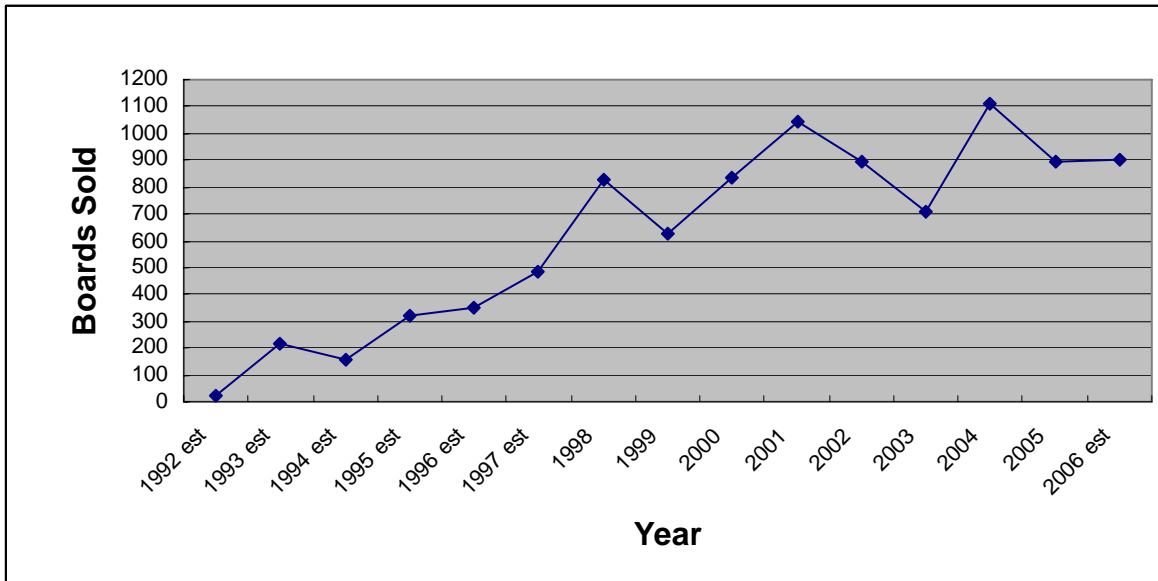
Note: immediate pre-conference figures

source: \rfs folders\statistical information\conference related\attendees.xls\by continent

Conference Attendance by Continent Representation, 1999 – 2006

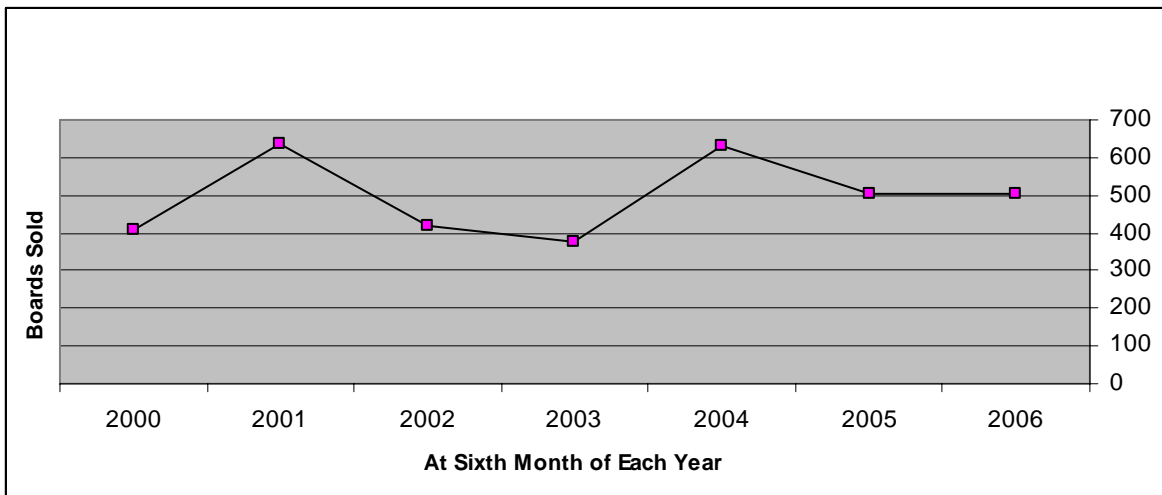
Attachments IX – Financial Information

Attachment IXa – Sales



source: \rls folders\statistical information\product sales history\sales history.xls\bg-yearly

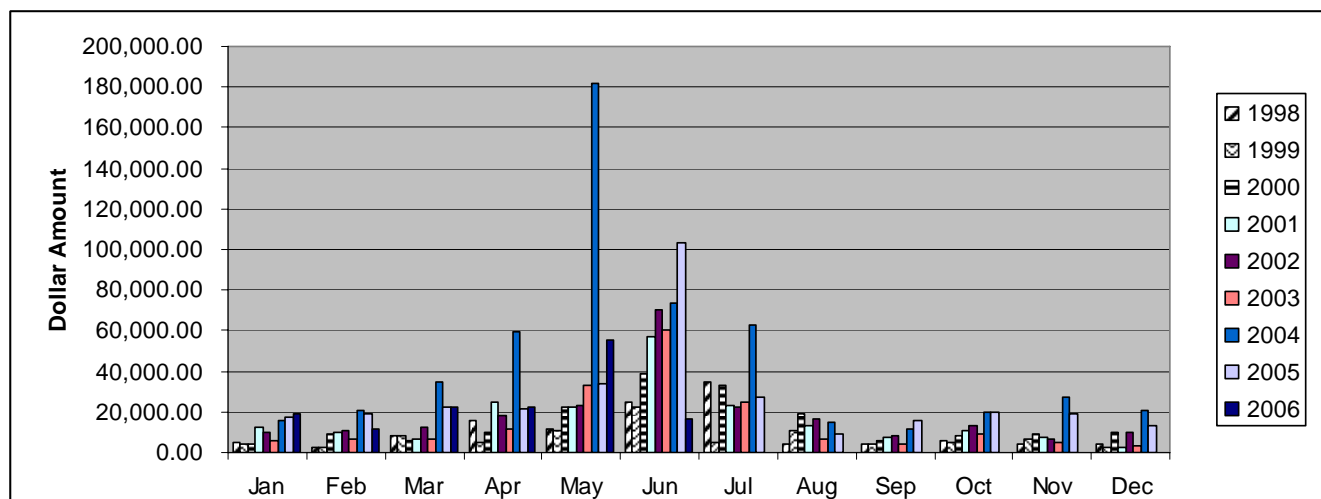
Beer Game Boards Sold, 1992 – 2006 est



source: \rls folders\statistical information\product sales history\sales history.xls\half-year since 1999

Beer Game Sales at Half Year, 1998 – 2006

Attachment IX – Financial Information, continued



source: \rls folders\statistical information\financial\electronic payments.xls

All Electronic Payments, 1998 – June 2006, Monthly Comparison

Attachment IXb – Wiley Financial Information

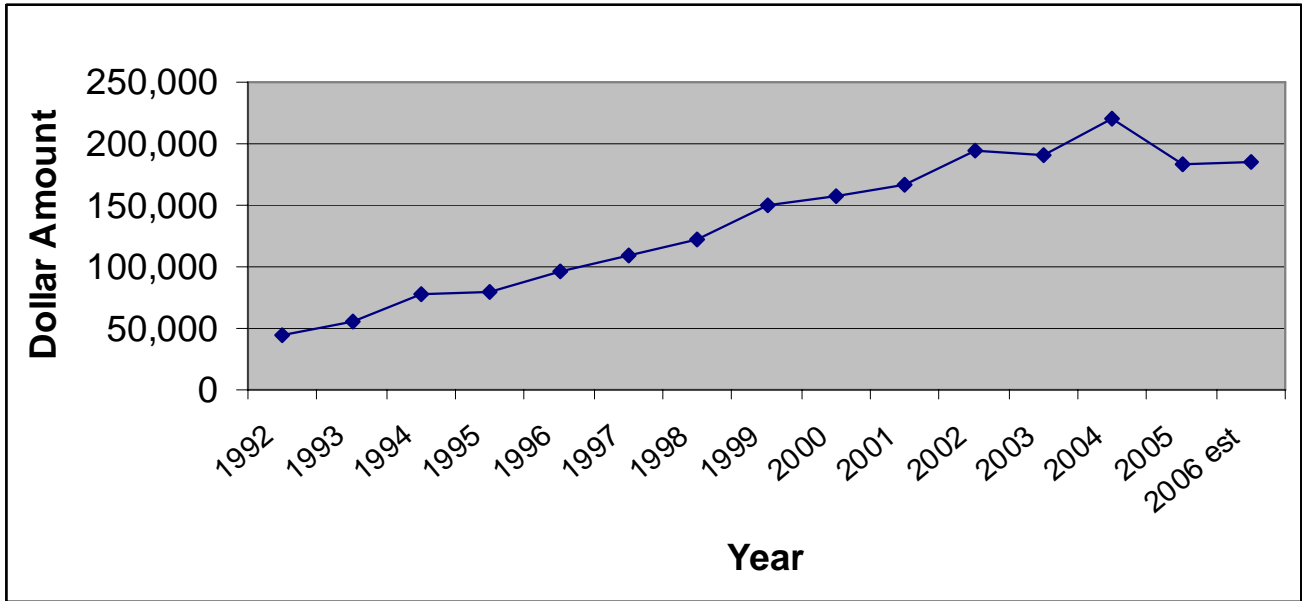
	Royalties Income	Membership Income	% Increase Membership Income	Wiley Income from SDR	% Increase Wiley Income from SDR	Regular Membership Price	Student Membership Price
2005	\$39,900	0	0.000	\$184,082	0.833	\$90	\$45
2004	\$28,643	\$32,419	3.805	\$220,958	1.156	\$90	\$45
2003	\$19,117	\$8,520	1.108	\$191,170	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: \rls folders\statistical information\journal-wiley stats\wiley.xls\summary

Summary of Financial Information Provided by Wiley, 1991 – 2005

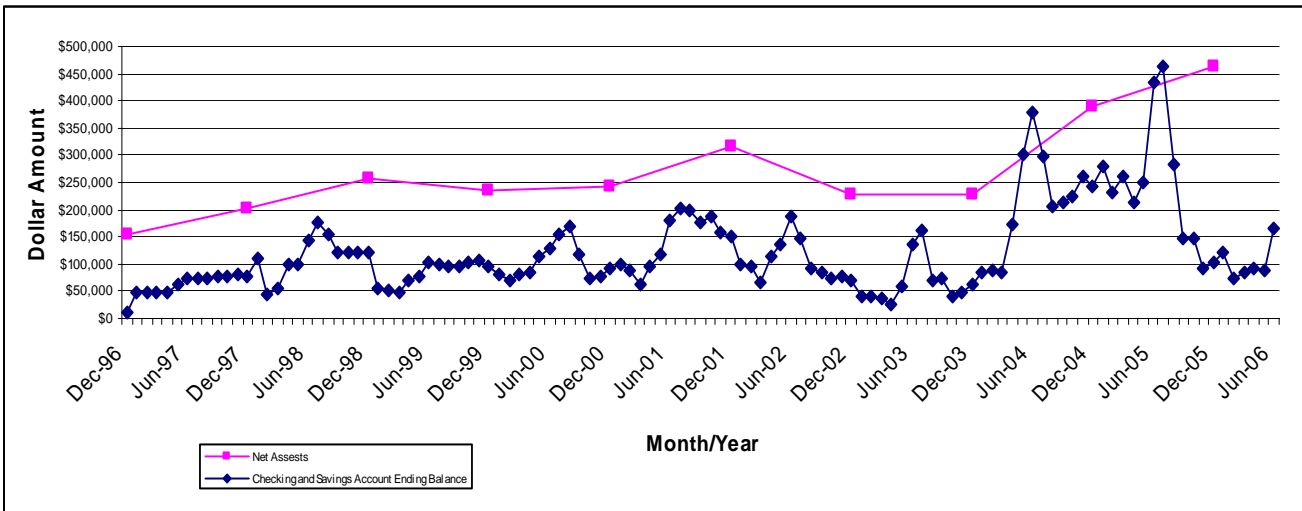
Attachment IX – Financial Information, continued



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

Wiley Income from System Dynamics Review, 1991 – 2006

Attachment IXc – Non-Investment and Unrestricted Net Assets Balances



source: \rls folders\statistical information\financial \FinancesOverTime\ending bal.xls

**Ending Balances for Non-Investment Accounts & Unrestricted Net Assets
December 1996 – June 2006**

Attachment IXd – Balance Sheet 2005

Prior to year-end adjusting entries	<u>Dec 31, 05</u>
ASSETS	
Current Assets	
Checking/Savings	
Bank of America (Fleet)	103,152.09
Bank PayPal	2,593.77
UBS Financial (PaineWebber)	49,098.59
Vanguard DM Endow(88006930361)	37,580.48
Vanguard Society (88008478957)	338,716.83
Travel Cash	<u>179.11</u>
Total Checking/Savings	531,320.87
Other Current Assets	
Refunds Receivable	44.80
Transfers in Transit	25,556.16
Undeposited Funds	<u>632.13</u>
Total Other Current Assets	<u>26,233.09</u>
Total Current Assets	557,553.96
Fixed Assets	
Equipment	11,350.40
Accumulated Depreciation	<u>-9,993.00</u>
Total Fixed Assets	<u>1,357.40</u>
TOTAL ASSETS	<u>558,911.36</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Advance on Journal Royalty	5,000.00
Restricted Conf.Scholar/Awards	1,060.00
Membership Sub Payable 2005+	23,190.00
Refunds Pending CLEARING	<u>16.00</u>
Total Other Current Liabilities	<u>29,266.00</u>
Total Current Liabilities	<u>29,266.00</u>
Total Liabilities	29,266.00
Equity	
Net Assets - Restricted (DMA)	65,837.68
Net Assets - Unrestricted	391,350.86
Net Income	<u>72,456.82</u>
Total Equity	<u>529,645.36</u>
TOTAL LIABILITIES & EQUITY	<u>558,911.36</u>

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

Attachment IXe – Profit & Loss 2005

Prior to year-end adjusting entries	<u>Jan - Dec 05</u>
Income	
DMA Endow. Fund Camp.	34,125.28
Products	109,013.00
INC Conferences	219,255.31
DM Investment Inc	745.96
Investment Income	14,935.32
Journal Income	12,479.20
Membership Dues	109,271.63
Other Income	269.00
Shipping and Handling	18,624.35
Publications Sales	2,838.75
Sponsor Dues and Donations	35,951.50
Conversion from Accrual to Cash	392.14
Total Income	<u>557,901.44</u>
Cost of Goods Sold	
Bibliography Update Expense	332.50
Management Game	20,851.50
PhD Seminar in System Dynamics	161.50
Proceedings	775.00
SD Review Reprints	7,941.71
Total COGS	<u>30,062.21</u>
Gross Profit	<u>527,839.23</u>
Expense	
Awards	5,493.80
Bank Adjustments (Expense)	656.36
Contract with Univ at Albany	207,855.00
Credit card fees	11,443.61
EXP Conferences	72,290.63
Journal Expense	12,000.00
Membership Directory Exp	1,526.00
Miscellaneous Expense	25,175.35
Officer Expenses	7,747.72
Printing & Duplicating	5,151.95
Professional Fees	56,015.66
Repairs	286.79
Shipping /Postage Expense	14,065.34
Supplies	1,242.96
DM Exp reallocated to Core	0.00
Total Expense	<u>420,951.17</u>
Net Ordinary Income	106,888.06
Other Expense	
Restricted DMA Donations & Int.	34,431.24
Total Other Expense	<u>34,431.24</u>
Net Other Income	<u>-34,431.24</u>
Net Income	<u><u>72,456.82</u></u>

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

Attachment IXf – Profit & Loss 2005, by Cost Centers

Prior to year-end adjusting entries		2006	2005	MiscConf	Core Ops	Sales	Publication	Web	DMC	IFR	TOTAL
Income:	DMA Endow. Fund Camp.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	34,125.28	0.00	34,125.28
	Products	0.00	0.00	0.00	-30.00	109,043.00	0.00	0.00	0.00	0.00	109,013.00
	INC Conferences	5,000.00	214,255.31	0.00	0.00	0.00	0.00	0.00	0.00	0.00	219,255.31
	Investment Income	0.00	0.00	0.00	14,245.22	0.00	0.00	0.00	1,436.06	0.00	15,681.28
	Journal Income	0.00	0.00	0.00	0.00	0.00	12,479.20	0.00	0.00	0.00	12,479.20
	Membership Dues	0.00	0.00	0.00	109,271.63	0.00	0.00	0.00	0.00	0.00	109,271.63
	Other Income	0.00	0.00	0.00	259.00	10.00	0.00	0.00	0.00	0.00	269.00
	Shipping and Handling	0.00	0.00	0.00	0.00	18,624.35	0.00	0.00	0.00	0.00	18,624.35
	Publications Sales	0.00	0.00	0.00	120.00	2,688.75	30.00	0.00	0.00	0.00	2,838.75
	Sponsor Dues and Donations	0.00	0.00	0.00	35,951.50	0.00	0.00	0.00	0.00	0.00	35,951.50
	Conversion from Accrual to Cash	0.00	0.00	0.00	392.14	0.00	0.00	0.00	0.00	0.00	392.14
Total Income		5,000.00	214,255.31	0.00	160,209.49	130,366.10	12,509.20	0.00	35,561.34	0.00	557,901.44
Cost of Goods Sold	Bibliography Update Expense	0.00	0.00	0.00	0.00	332.50	0.00	0.00	0.00	0.00	332.50
	Management Game	0.00	0.00	0.00	0.00	20,851.50	0.00	0.00	0.00	0.00	20,851.50
	PhD Seminar in System Dynamics	0.00	0.00	0.00	0.00	161.50	0.00	0.00	0.00	0.00	161.50
	Proceedings	0.00	0.00	0.00	0.00	775.00	0.00	0.00	0.00	0.00	775.00
	SD Review Reprints	0.00	0.00	0.00	0.00	0.00	7,941.71	0.00	0.00	0.00	7,941.71
Total COGS		0.00	0.00	0.00	0.00	22,120.50	7,941.71	0.00	0.00	0.00	30,062.21
Gross Profit		5,000.00	214,255.31	0.00	160,209.49	108,245.60	4,567.49	0.00	35,561.34	0.00	527,839.23
Expense:	Awards	0.00	0.00	0.00	5,053.80	0.00	0.00	0.00	440.00	0.00	5,493.80
	Bank Adjustments (Expense)	0.00	0.00	0.00	656.36	0.00	0.00	0.00	0.00	0.00	656.36
	Contract with Univ at Albany	9,479.91	61,538.58	14,756.22	85,791.16	17,481.40	8,620.98	9,495.56	0.00	691.19	207,855.00
	Credit card fees	19.64	4,325.40	3.26	4,405.66	2,568.41	4.86	0.00	116.38	0.00	11,443.61
	EXP Conferences	1,317.10	70,973.53	0.00	0.00	0.00	0.00	0.00	0.00	0.00	72,290.63
	Journal Expense	0.00	0.00	0.00	0.00	0.00	12,000.00	0.00	0.00	0.00	12,000.00
	Membership Directory Exp	0.00	0.00	0.00	0.00	0.00	1,526.00	0.00	0.00	0.00	1,526.00
	Miscellaneous Expense	0.00	0.00	0.00	25,175.35	0.00	0.00	0.00	0.00	0.00	25,175.35
	Officer Expenses	0.00	0.00	0.00	4,883.49	0.00	2,864.23	0.00	0.00	0.00	7,747.72
	Printing & Duplicating	0.00	0.00	0.00	4,491.95	660.00	0.00	0.00	0.00	0.00	5,151.95
	Professional Fees	188.31	8,559.03	37.49	34,777.00	6,681.03	1,650.38	2,185.17	149.94	1,787.31	56,015.66
	Shipping /Postage Expense	0.00	0.00	0.00	161.39	13,899.12	0.00	0.00	4.83	0.00	14,065.34
	Supplies	0.00	0.00	94.90	1,318.85	16.00	0.00	100.00	0.00	0.00	1,529.75
	DM Exp reallocated to Core	0.00	0.00	0.00	271.15	0.00	0.00	0.00	-271.15	0.00	0.00
Total Ordinary Expense		11,004.96	145,396.54	14,891.87	166,986.16	41,305.96	26,666.45	11,780.73	440.00	2,478.50	420,951.17
Net Ordinary Income		-6,004.96	68,858.77	-14,891.87	-6,776.67	66,939.64	-22,098.96	-11,780.73	35,121.34	-2,478.50	106,888.06
Other:	Restricted DMA Donations & Int.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	34,431.24	0.00	34,431.24
Net Other Income/Expense		0.00	0.00	0.00	0.00	0.00	0.00	0.00	-34,431.24	0.00	34,431.24
Net Income		-6,004.96	68,858.77	-14,891.87	-6,776.67	66,939.64	-22,098.96	-11,780.73	690.10	-2,478.50	72,456.82

source: \qb\reports\memorized reports\company\profit & loss – previous year by cost centers

Attachment IXg – Balance Sheet Comparison, 15 years through 2005

Prior to year-end adjusting entries	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991
ASSETS															
Current Assets															
Total Cash (checking/savings/PayPal)	\$ 132,259	243,394	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
MM mutual funds	\$ 16,064	131,931	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
Marketable sec.-Mutual Funds	\$ 380,414	35,481	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	\$ 528,737	410,806	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
Fixed Assets															
Equipment	\$ 11,046	11,046	11,046	10,396	9,783	6,516	2,857	2,411	2,411	-	-	-	-	-	-
Less: Accumulated Depreciation	\$ 10,690	9,993	8,982	-7,355	-5,147	-2,959	-1,806	-1,254	-482	-	-	-	-	-	-
Total Fixed Assets	\$ 356	1,053	2,064	3,041	4,636	3,557	1,051	1,157	1,929	0	0	0	0	0	0
Other Fixed Assets															
Cash - restricted	\$ 28,947	29,439													
TOTAL ASSETS	\$ 558,040	441,297	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
LIABILITIES & NET ASSETS															
Conf scholarship awards payable	\$ 1,060	1,285	2,525												
Prepaid Editorial / Travel	\$ 0	3,054													
Royalty Payment	\$ 5,000														
Membership Sub. Payable	\$ 23,190	14,640													
Misc. current liabilities	\$								533	38	149	46	-	-	-
Total Liabilities	\$ 29,250	18,979	2,525	0	0	0	0	0	533	38	149	46	0	0	0
Net Assets															
Unrestricted - General fund	\$ 462,262	391,351	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
Restricted	\$ 66,528	30,966								285,650	257,659	259,476	215,279	235,278	224,076
Total Net Assets	\$ 528,790	422,317	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
TOTAL LIABILITIES & NET ASSETS	\$ 558,040	441,297	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

source: \rls folders\executive director & vp reports\2006\exdir july 2006\multi yr balance sheet comparison thru 2005.xls

Attachment IXh – Profit & Loss Comparison, 15 years through 2005

Prior to year-end adjusting entries	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991
INCOME AND GAINS															
Conferences	219,255	216,501	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
Investment Income(int & div)	16,733	5,566	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
Membership Dues	109,272	49,402	27,340	24,130	22,626	21,680	18,452	25,058	17,515	470	365	5,330	3,610	10,470	2,939
Publications Sales	2,839	6,962	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
Shipping/Handling - prepaid	18,624	20,157	15,358	15,936	17,926	9,074	8,109								
Products (Bibliog, games, etc.)	109,282	134,014	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
Donations (Sponsors)	35,952	32,190	38,445	19,519	29,660	22,262	12,910	738	568	5,858	8,000	2,130	10,407	7,324	2,567
Misc/Other Income	12,479	264		28	337	79	481	0	468	13	183	10	46	20	0
Gain/loss on securities				-4,849	661		131	272	108	0	0	167	-99		
Conversion from Accrual to Cash	392	-2,395	-885												
Restricted Assets Income	34,125	31,528								2,500	11,584				
Total Gross Income	558,953	494,189	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
Cost of Goods Sold															
Lit Collection/PhD Seminar Series	162	1,550	1,757	4,337	7,909										
Bibliography/Management Game	21,184	30,004	8,541	16,464	20,841	21,923	13,669	14,413	0	13,033	7,517	10,023	9,853	3,331	0
Proceedings/outdated SDR	8,717	318	2,225	4,075	1,056	1,650									
Total CGS	\$ 30,063	31,872	12,522	24,876	29,806	23,573	13,669	14,413	0	13,033	7,517	10,023	9,853	3,331	0
TOTAL NET INCOME	\$ 528,890	462,317	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
EXPENSES AND LOSSES															
Admin/Contract with SUNY	207,855	165,788	183,014	182,550	111,359	105,293	90,932	92,542	4,274	30,787					
Awards/Grants	5,494	5,560	5,130	5,606	6,020	2,066	0	0	2,057	2,064	2,000	3,000	1,000	0	1,000
Bank Adjustments/CrCd Fees	12,100	19,571	10,782	12,182	7,734	7,189	3,763	4,911	425	55	532	11	100	9	40
Depreciation Expense	697	1,011	1,627	2,208	2,188	1,153	552	772	482						
Donations (to SUNY for renovations)	25,000														
EXP Conferences	72,291	2,527	98,462	123,476	43,256	103,181	30,361	0	1,941	0	0	5,605	2,085	1,626	9,571
Publications-Journal	12,000	12,000	11,000	11,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	0	0	0
Publications-Other				1,782	2,392	4,261	6,819	2,842	4,877		1,632	5,140	2,410	3,771	8,810
Membership Dir/Mailing Exp/Serv	1,526	1,718	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	0	2,430	8,145	4,320	6,120	3,865	3,480								
Officer Expenses/Travel	7,748	3,121	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	56,016	33,758	21,895	24,443	18,897	13,379	7,524	4,132	1,865	1,886	1,253	1,293	950	952	5,873
Shipping /Postage Expense	14,068	14,794	12,292	9,917	11,341	6,891	6,466	0	0	797	800	1,529	252	514	566
Misc./Ptrg/Supplies	7,012	3,722	3,178	904	1,282	1,084	549	0	870	1,988	1,096	1,084	1,716	1,605	268
Restricted Asset Exp.	34,125	30,966								5,078	11,645				
TOTAL EXPENSES	\$ 455,932	296,966	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
TOTAL EXPENSES AND CGS	\$ 485,995	328,838	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
INCREASE/DECREASE IN NET ASSETS	\$ 72,958	165,351	-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

source: \rls folders\executive director & vp reports\2006\exdir july 2006\multi yr profit & loss comparison thru 2005.xls