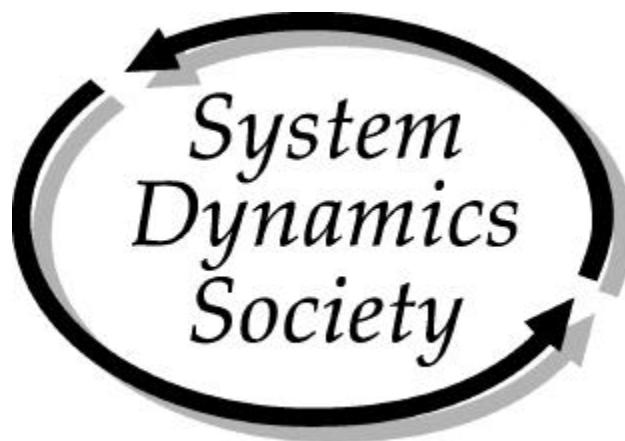


**Annual Report on
Home Office Operations**



July 2002

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 2002**

<h2>Table of Contents</h2>

<i>Introduction</i>	2
<i>New Initiatives</i>	2
Conference Management	2
Web Presence.....	2
New Products.....	3
Own the Membership Process.....	3
Long Term Financial Outlook and Sustainability of Home Office	3
<i>Routine Operations</i>	4
Membership	4
Sales	4
Society Sponsorship	5
Conference Management.....	6
Web Presence.....	7
Society Finances.....	7
Allocation of Effort	8
<i>Attachment I – New Initiatives</i>	9
<i>Attachment II – Routine Operations – Other Processes</i>	11
<i>Attachment III – Membership Statistics</i>	12
<i>Attachment IV – Sponsor Statistics</i>	14
<i>Attachment V – World Wide Web Activity</i>	15
<i>Attachment VI – Administrative Processes</i>	16
<i>Attachment VII – Conference Attendance Statistics</i>	17
<i>Attachments VIII – Financials</i>	19
Attachment VIIIa – Final Balance Sheet 2001.....	19
Attachment VIIIb – Final Profit & Loss 2001	20
Attachment VIIIc – Final Profit & Loss 2001, by Cost Centers.....	21
Attachment VIId – Balance Sheet Comparison	22
Attachment VIIIe – Profit & Loss Comparison.....	23
Attachment VIIIf – Non-Investment Accounts.....	25
Attachment VIIIg – Credit Card Sales	25
Attachment VIIIh – Beer Game Sales	26
Attachment VIIIi – Sales of Items by Year, First Six Months.....	27
Attachment VIIIj – Wiley Financial Information.....	27

**Annual Report on Home Office Operations of the
System Dynamics Society
Summer Policy Council Meeting
July 2002**

Introduction

The home office of the System Dynamics Society is housed at the Center for Policy Research at the University at Albany, SUNY. The Home office is supported by two full time staff—Jennifer Rowe and Roberta Spencer. Ms. Spencer is the Executive Director of the Society. Additional support comes from graduate students at the University at Albany, most notably Vedat Diker who works on the Society's web presence and annual conference.

New Initiatives

Conference Management

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

The new web based reviewer submittal process implemented for the Italy conference was a huge success! We had many reviewers comment on the ease of the process. Also, building on last year's review procedure to send comments to the authors, we received many wonderful comments from authors who benefited from the reviewer comments. We are in the very early stages of developing a web-based method to receive submissions, including author information, the body of work, and supporting material including models. Final materials to be included on the CD-ROM Conference Proceedings will also be submitted on-line. Although it will be labor intensive to set up, the goal is to save staff time. The plan is that this will be in place for the 2003 conference.

Web Presence

An on-line Membership Directory is ready for use. In an effort to protect personal data, we are requesting permission from members to include their contact information in the on-line Membership Directory. Jack Pugh and Jen Rowe have been working with Memberclicks, a firm that specializes in on-line membership directories. With careful advance planning the attributes of the directory have been defined. The cost of outsourcing and maintaining the on-line directory with Memberclicks is \$90 per month with 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 we exceed 1000 members. The total cost for the first year including setup and maintenance will be \$1730. Printing and mailing of the hardcopy directory amounted to approximately \$7000 in 2001. Once the directory is on-line, a hardcopy directory will not be sent to our membership. The survey mailed to our membership showed 37% of responders would like to receive the directory on-line and hard copy, 44% on-line only and 19% mail only.

Other potential new developments on the website may include a new resources page, and a FAQ page.

New Products

The videotaped PhD Seminar Series conducted by Jay Forrester was introduced at the Atlanta conference and is currently available only in NTSC VHS videotape format. We are working on producing the series in DVD and PAL formats.

The Fireside Chat (featuring Jay Forrester and George Richardson), a plenary session at the Atlanta conference, was recorded on videotape. With some finishing touches, the one-hour long videotape will be available for sale later this year.

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 proposes that he will speak with the Sustainability Institute for permission to reprint excerpts of the book. The relevant excerpts, about half the book (approximately 80 pages), could be printed double-sided on 8.5" x 11" paper, coil bound with a heavy paper cover. The estimated cost for 50 booklets would be \$295.

Own the Membership Process

All membership information is in our database. In 2001 we processed over 200 membership applications, and this number is growing each year. Benefits to our membership would include being able to deal directly with the Society office, avoiding confusion and delays in processing paperwork. Benefits to the Society would 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 approximately four percent on all credit card transactions for membership payments; we do not incur that loss now. If the Society assumed responsibility for mailing renewal notices, labor and material costs increase substantially. Conversations need to continue with Wiley about how to process membership applications.

A committee on membership issues was established at the February 2002 Policy Council Meeting. This committee will explore the issues, estimate the cost of the Society doing all membership processes, and negotiate with Wiley a better division of responsibilities and associated sharing of membership dues.

Long Term Financial Outlook and Sustainability of Home Office

At the February 2002 Policy Council Meeting, David Petersen and Kevin O'Neill were asked to consult with the home office about transition planning, options for change, financial outlook and sustainability. There is no short-term issue in this area. David Petersen visited the home office in April to meet with staff and get some preliminary information. A second meeting will be scheduled.

Routine Operations

Membership

Membership continues to grow. Please see Attachment III – Membership Statistics, page 12, for full details over time.

Services and Recruitment We currently have about 4200 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.

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 2001, letters to members who did not renew were sent out.

	January – June	July – December	Yearly Totals
1998	15	26	41
1999	7	99	106
2000	28	71	99
2001	105	98	203
2002	141		

Total memberships processed through home office
January 1998 – June 2002

Sponsorship Incentive As of June 2002, we have 59 new or renewal members that have joined the Society for the calendar year 2002 as a result of the Society Sponsorship incentive. See Attachment IV – Sponsor Statistics, page 14, for history. A sponsor receives up to three personal memberships with a sponsorship.

Membership Directory We are planning to place the 2002 membership directory on-line. 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 2002 sales for the first six months of the year are down, vis-à-vis 2001.

In 2001 there was slight increase in demand for the proceedings and a dramatic decrease 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. See Attachments VIIIh - i, pages 26 - 27, for first six months regarding sales.

Items Sold	1998	1999	2000	2001
Beer Game Boards	839	619	824	1043
Past Proceedings	52	101	36	56
Past System Dynamics Reviews	54 single/4 sets	25 single/6 sets	29 single/8 sets	13 single/4 sets
Bibliographies	24	14	4	8

Sales of Selected Items 1998 - 2001

Back issues of the System Dynamics Review: A full set of 48 back issues from 1985 to 2001 (Volume 1 – Volume 17) is offered for sale for \$750.00. The full time student member price for the Volume 1 – Volume 17 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 Atlanta Proceedings and the System Dynamics Review Volume 18, Number 1 – 2002. New entries are continuously being made, as the bibliography is always a work in progress.

The PhD Seminar Series was not for sale in 2001. To date, in 2002, we have sold 10 sets.

Most importantly, in 2001, the \$74,000 profit from the sales “cost center” helps support the core operations offered by the Society office.

Society Sponsorship

Sponsors receive up to three free annual (personal) memberships. Please see Attachment IV – Sponsor Statistics, page 14, for a list of sponsors for calendar years 2000 through 2002. This year we did not meet our budget and also received less in direct donations than the previous year.

Year	Amount	Budgeted
2002	\$20,000 (anticipated)	\$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

Sponsor Income to the Society 1997 – 2002

*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.

To date, twenty-six sponsors have made either a pledge, sent in a gift, or traded services for 2002. In addition, we have five new sponsors.

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 mail-out is not only to solicit, but to also cultivate a relationship, to involve our members and others in the field. Letters mailed for the 2002 Society Sponsorship Campaign totaled over 300. We will continue this program for calendar year 2003 Society sponsors in September and October 2002.

Conference Management

Management of our conferences is a major activity at the Society office. For conference attendance numbers please see Attachment VII – Conference Attendance Statistics, page 17.

Conference Tasks Responsibilities for conference activities have included:

- Design/produce/mail the call for papers brochures, conference information and registration brochures
- Advertising in related journals
- Contacting conference sponsors
- Maintaining finances in QuickBooks
- Managing registrations
- Assisting in organizing meetings
- Receiving electronically, storing and formatting the abstracts and papers (and workshops)
- Improving, developing and managing the review process for submissions on the web
- Producing the printed abstract proceedings and CD-ROM of full proceedings
- Track abstracts and papers
- Design layout of conference sponsor information
- Organize outsourcing for specialty work
- Managing the tentative and final program and session chairs scheduling including room and AV equipment scheduling
- Assisting with all social program items including transportation
- Maintaining the conference website
- Working directly with the conference venue
- Organizing all on-site 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 seems to be leveling out at about 44% of the 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 Carmine Bianchi, Habib Sedehi, Pål Davidsen and many more volunteers for the 2002 conference. We are providing support to Conference Chair Michael Radzicki, Program Chair Bob Eberlein, and Local Host Allen Boorstein with the New York City conference. At this time, we are staying in touch with the 2004 UK conference organizer. We help solicit short proposals for conference sites during the regular course of business.

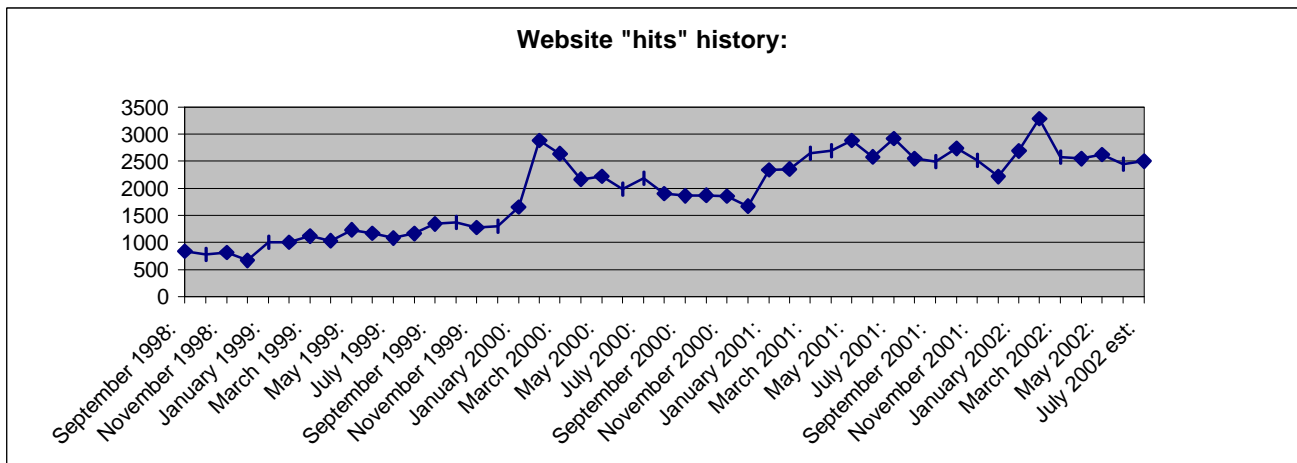
Evaluate Conference Quality Worcester Polytechnic Institute has assumed the task of measuring member satisfaction and service quality for the Society on an on-going basis. Michael Radzicki and his students at WPI have measured attendee satisfaction at the Bergen and Atlanta conferences. A summary report of the information received will be a regular agenda item at the summer Policy Council Meeting. The survey represents the Society's commitment to quality service to our membership and conference population.

The Norway survey was a pilot study. The number of questions on the survey instrument used after Norway has been greatly reduced in response to feedback received. The survey instrument is now better and more stable. Highly correlated questions have been combined and some questions are aggregated. The current survey preserves the dimensions of customer satisfaction at our conference. Measurement of pre-conference expectations will be sampled from a small number of randomly selected attendees. The post-conference perceptions survey will occur every year.

Planning is ongoing for the New York City 2003 Conference. The dates are July 20 – 24, 2003. See the 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.

Web Presence



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Website "hits" history by month, September 1998 – July 2002

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. See Attachment V – World Wide Web Activity, page 15.

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 VIIIA through VIIIJ, pages 19-27, for all final financial information for 2001 and other related charts and graphs.

Allocation of Effort

Daily time sheets are recorded using five cost centers. During 2001 Roberta Spencer worked full time, Jennifer Rowe worked between 60% and 75% each week, and Vedat Diker was a 50% employee. This pattern continues into 2002 except that on January 1, 2002 Jennifer Rowe moved to full time. The table below 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	1998	1999	2000	2001		Jennifer Rowe	1998	1999	2000	2001	Vedat Diker	2001
% of full time	75%	75%	90%	100%		% of full time	50%	50%	60%	60-75%	% of full time	50%
Core Operations	41%	50%	41%	39%		Core Operations	41%	54%	42%	40%	Core Operations	1%
Sales	28%	17%	9%	9%		Sales	35%	21%	20%	13%	Sales	
Current Conference	27%	31%	38%	34%		Current Conference	22%	15%	33%	33%	Current Conference	30%
Next Conference	4%	2%	5%	7%		Next Conference	2%		1%	2%	Next Conference	25%
Past/Future Conference			3%	5%		Past/Future Conference					Past/Future Conference	
Publications			3%	5%		Publications			4%	12%	Publications	
Web			1%	1%		Web				1%	Web	44%

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Allocation of Staff Effort by Cost Center, 1998 – 2001

**Annual Report on Home Office Operations of the
System Dynamics Society
Summer Policy Council Meeting
July 2002**

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 Council in Feb 2003.
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
C. Conference Management Improvements	<i>Web ease, standardize submittal process, improve survey</i>	Make continuous improvements
D. Update conference guide	<i>Currently underway, existing guide has been reviewed; all past conference information has been gathered.</i>	Revise continuously as each conference progresses
E. 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. Our new challenge is to format NTSC-VHS tapes into PAL and DVD.</i>	On-line membership directory is ready, automated review process successful, working on conference submissions, registrations, etc.
F. New products to diversify and broaden sales possibilities beyond “Beer Game”	<i>Jay’s PhD Seminar Series Tapes; The Fireside Chat; The Electronic Oracle</i>	Jay’s tapes are now for sale. Work in progress on other items.
G. “Own” membership process	<i>We currently have all membership information in Access.</i>	Come to mutually beneficial terms with Wiley.
H. Active job exchange message board	<i>Less than 10 current entries are on our website. SD Career Link Bulletin Board will be posted at the conference. Jim Lyneis has volunteered to take over this project.</i>	Interest is growing slowly. Many listings are “general interest” rather than job specific.

New Initiatives <i>Not Routine Processes</i>	Developments	Next Steps
I. Upgrade equipment and furniture in office	<i>Need new ergonomic workstations and more storage/shelving space.</i>	Computers and chairs have been purchased. Office furnishings will be delivered in July.
J. Move to Electronic Newsletter	<i>Our survey showed 37% of responders would like to receive both on-line and hard copy, 44% on-line only and 19% mail only</i>	Work with President and Webmaster
K. Delete E-mail distribution list and only use Access.	<i>Individualize all email from this office.</i>	Done
L. Obtain new address for conference related e-mail	<i>Application sent to academic computing</i>	Done: isdc@albany.edu
M. Bibliography in MAC format on web	<i>Translations are currently being done by volunteer Rod MacDonald and e-mailed.</i>	Done in 2001
N. Include Chapter Representatives on Society Letterhead	<i>Create new letterhead to be printed in 2002 to include this information.</i>	Done for 2002

**Annual Report on Home Office Operations of the
System Dynamics Society
Summer Policy Council Meeting
July 2002**

Attachment II – Routine Operations – Other Processes

- Help manage and update Society information vehicles, including brochure and website
- Order and market Beer Game
- Inventory and fill orders for back issues of Proceedings
- Inventory and fill orders for back issues of System Dynamics Review
- Inventory and fill order for videotaped PhD seminar Series
- Respond to general member inquiries/ member services
- Membership maintenance and recruitment
- Reconcile membership issues/discrepancies with John Wiley & Sons
- Assist PC officers as needed
- Archive Systems: records retention and preservation
- Maintain checking account and accounting for funds with University
- Society sponsorship solicitation
- Produce membership directory on a yearly basis
- Produce and distribute President's Newsletter two times a year
- Manage Administrative Calendar and Processes
- Assist with all aspect of conference management

**Annual Report on Home Office Operations of the
System Dynamics Society
Summer Policy Council Meeting
July 2002**

Attachment III – Membership Statistics

Country	1996	1997	1998	1999	2000	2001	Country	1996	1997	1998	1999	2000	2001
Argentina	4	4	6	8	8	7	Japan	31	33	32	36	39	41
Australia	17	15	21	31	30	36	Kenya	0	0	0	0	1	2
Austria	1	1	1	2	5	3	Korea	4	8	7	12	13	11
Bahrain	0	0	0	0	0	1	Kuwait	0	0	0	2	1	1
Bangladesh	1	1	1	1	1	1	Lebanon	0	0	0	1	1	1
Belgium	1	1	2	4	5	6	Malaysia	0	6	7	8	2	2
Brazil	2	5	7	8	10	10	Mexico	3	2	4	6	5	9
Canada	15	23	24	33	28	29	Netherlands	12	18	21	24	30	29
Chile	0	2	2	2	1	1	Neth						
China	6	3	4	5	5	6	Antilles	0	0	0	0	0	1
Columbia	4	4	5	5	5	6	New Zealand	4	5	5	10	8	10
Costa Rica	0	0	0	0	0	2	Nigeria	1	1	1	1	1	1
Cote d'Ivoire	0	0	1	1	1	1	Norway	9	16	22	32	36	31
Croatia	1	1	2	2	2	2	Peru	1	1	0	0	0	0
Cyprus	0	0	0	0	0	1	Philippines	1	1	3	3	3	2
Czech Rep	0	0	0	1	2	2	Poland	3	4	3	3	4	4
Denmark	4	4	3	3	4	5	Portugal	3	2	4	5	6	6
Dom. Rep.	0	0	0	0	1	1	Russia	0	1	2	2	2	2
Egypt	0	0	0	0	0	1	Saudi Arabia	0	1	1	1	1	1
Ethiopia	0	0	0	0	0	1	Singapore	2	1	1	3	3	3
Finland	2	2	2	3	7	7	Slovenia	0	0	0	1	3	3
France	4	5	6	8	10	10	South Africa	2	1	1	1	1	2
Germany	14	21	23	34	37	39	Spain	21	24	22	26	25	25
Greece	2	3	4	5	4	5	Sweden	6	8	9	10	10	13
Hong Kong	0	0	0	2	2	2	Switzerland	15	16	17	18	22	24
Iceland	0	0	1	1	1	1	Taiwan	4	6	7	6	5	8
India	2	2	1	2	4	4	Thailand	2	1	2	2	2	1
Indonesia	4	6	7	15	13	8	Turkey	1	7	6	17	15	9
Iran	0	1	1	1	2	2	UK	44	65	89	104	101	100
Ireland	0	0	1	1	3	5	USA	297	323	386	451	388	425
Israel	2	1	1	2	2	2	Venezuela	2	1	1	1	0	3
Italy	17	23	28	28	24	24	Vietnam	1	0	1	1	1	1
							Totals	572	680	808	995	946	1002

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Geographic Distribution, 1996 through 2001, representing 62 countries

Attachment III – Membership Statistics, continued

Attachment III – Membership Statistics, continued

At the half year mark:		June 30, 2001 – 737	June 30, 1999 – 655
	June 30, 2002 - 761	June 30, 2000 – 720	June 30, 1998 – 600

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Membership Over Time, First Six Months

Year	Directory	Wiley	Reg/Student	Institutional
2001	1002	836	659/177	196
2000	946	779	616/163	200
1999	995	745	577/168	205
1998	808	683	547/136	212
1997	680	579	457/122	224
1996	572	552	443/109	225

Year	Wiley	Reg/Student	Institutional
1995	504	416/43	212
1994	484		197
1993	487		181
1992	406		158
1991	418		112

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Membership Over Time, Full Calendar Year

Year	Unknown	Academic	Military	Private	Public	Other
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%

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Membership Distribution by Sector (based on the institution name listed in the membership directory)

	1996	1997	1998	1999	2000	2001
	%	%	%	%	%	%
Africa	0.5	0	0.5	0.5	0.5	1
Americas	57	54	54	52	47	49
Asia	10.5	10	9.5	10	10.5	10
Pacific	4	3	3	4	4	5
Europe	28	33	33	33.5	38	35
# of countries	42	46	49	54	55	62

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Membership by Continent

**Annual Report on Home Office Operations of the
System Dynamics Society
Summer Policy Council Meeting
July 2002**

Attachment IV – Sponsor Statistics

Organization	2000	2001	2002
A.T. Kearney Inc.	X	X	
Accenture/Andersen Con.	X	X	
Adirondack Oral & Maxillofacial Surgery PC			X
Amber Blocks, Ltd.	X	X	X
Arthur Andersen		X	
BRB Consulting	X	X	
Cognitus Ltd.	X	X	X
Frank Davidson			X
Decision Dynamics, Inc.	X		X
Jay W. Forrester	X	X	X
General Motors		X	X
Georgia Pacific		X	X
Hall, Vasil & Dowd, CPA's	X	X	X
Hewlett Packard Company	X	X	X
High Performance Systems	X	X	X
HVR Consulting		X	X
Intel Corporation	X	X	
ITP Consultores			X
KBS		X	
Minase			X

C:\My Documents\Society Sponsors\link status\calendar Year 2002 Society Sponsors

Organization	2000	2001	2002
MIT System Dynamics Group	X	X	X
Mohaseboon Financial			X
Nijmegen School of Management		X	X
PA Consulting Group	X	X	
Pegasus Communications Inc.	X	X	X
Powersim	X	X	
Powersim Solutions, Inc.			X
PricewaterhouseCoopers	X	X	X
Project Performance		X	X
Proyectos Comerciales		X	X
Rockefeller College, Univ at Albany	X	X	X
Strategic Clarity (formerly SDSG)	X	X	
University of Salford			X
Ventana Systems, Inc	X	X	X
Ventana Systems UK			X
Vestec, AS	X		

Society Sponsors for Calendar Years 2000 – 2002*

*As of March 13, 2002

Past Sponsors – not current	4
Conference Sponsors/Not Society	5
Last year paying	23
Cold Call Universities	103
Cold Call Non Mem Non Univ	90
Cold Call Members	51
Over \$500 Beer Game Sales	35
Total letters mailed for 2002	311

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2002 Society Sponsorship
Mail-out Campaign

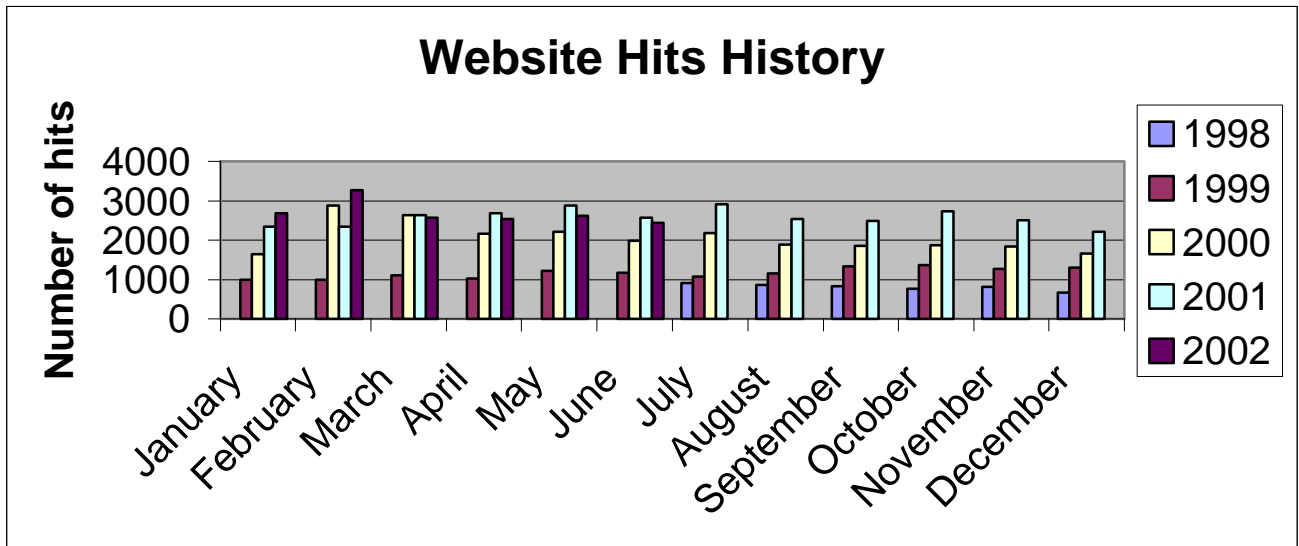
Year	Number of Members (new or renewal)
2001	59 (as of June 30, 2002)
2001	54
2000	45
1999	34

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Membership Resulting From
Society Sponsorship Incentive

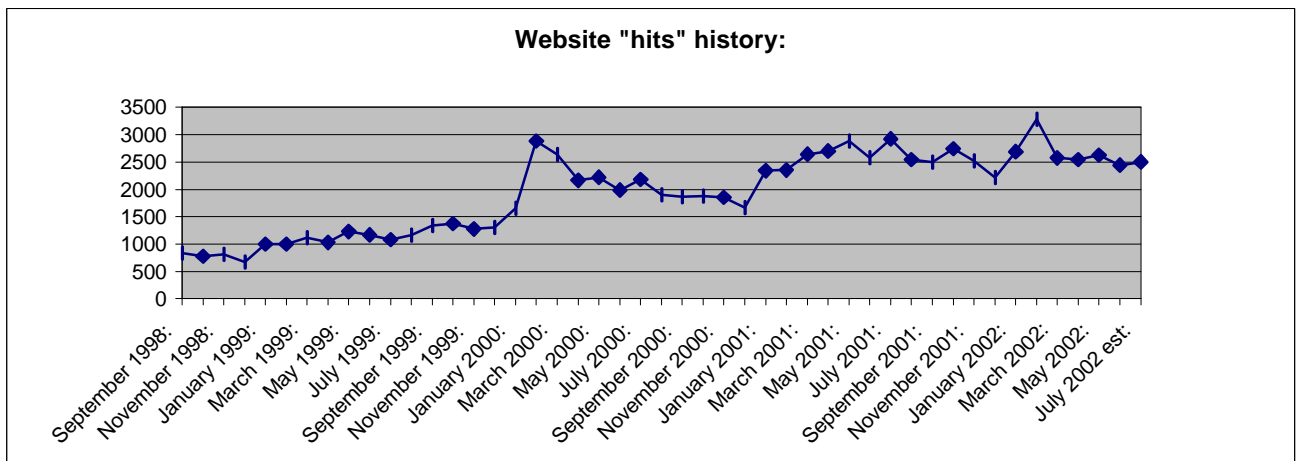
**Annual Report on Home Office Operations of the
System Dynamics Society
Summer Policy Council Meeting
July 2002**

Attachment V – World Wide Web Activity



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Website Hits History, January 1998 – 2002, Monthly Comparison



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Website Hits History, September 1998 – July 2002

**Annual Report on Home Office Operations of the
System Dynamics Society
Summer Policy Council Meeting
July 2002**

Attachment VI – 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 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

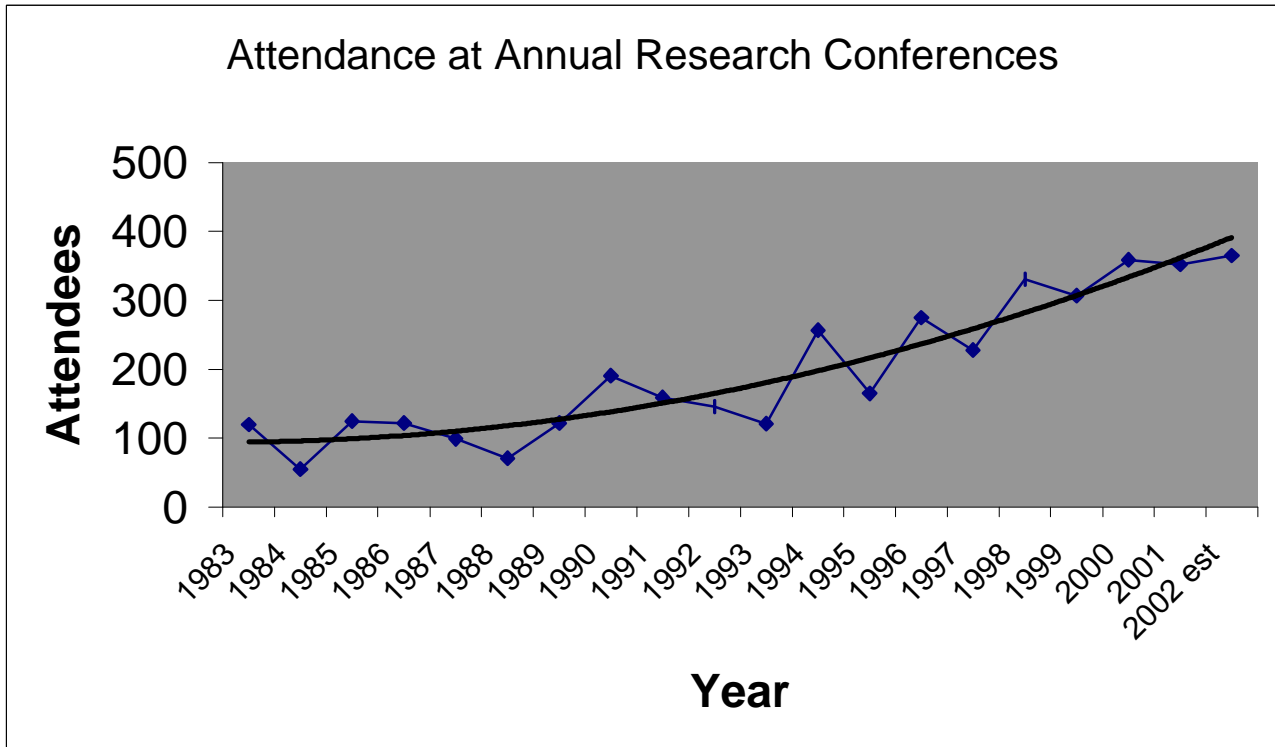
- Executive Director's report
- VP Publications report including Editor's Report, Website Report, President's Newsletter, Publisher's Report, etc.
- VP Finance Report
- Notices in journals - for what and when
- Attachment VI - Administrative Processes, continued
- Update SDR - SDS pages

- 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?

**Annual Report on Home Office Operations of the
System Dynamics Society
Summer Policy Council Meeting
July 2002**

Attachment VII – Conference Attendance Statistics



C:\My Documents\Statistical Information\attendees.xls\all

Conference Attendance Over Time by Year, 1980 – 2001

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

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

Year	Attendees	Guests
1997	228	
1998	331	51
1999	307	27
2000	359	55
2001	352	22
2002	326*	83

C:\My Documents\Statistical Information\attendees.xls\all

Conference Attendance Over Time by Year, 1983 - 2002*

*as of July 2, 2002 (not complete)

Attachment VII – Conference Attendance Statistics, continued

Attachment VII – Conference Attendance Statistics, continued

	2000 Norway	2001 Atlanta	2002 Italy
Paying Members	155	154	147
Paying Non-Members	77	63	68
Paying Day Passes	7	10	0
Paying Students	61	77	64
Compensated for Work	20	13	19
Financial Assistance	11	13	5
Sponsor Complimentary	28	25	27
TOTAL:	359	352	326

C:\My Documents\Statistical Information\attendees.xls\byPayment

Conference Attendees by Type of Payment/Support, 2000 – 2002*

	1999 NZ	2000 Norway	2001 Atlanta	2002 Italy
Africa	1	1	0	4
Americas	13	34	66	27
Asia	13	12	7	11
Pacific	53	4	3	6
Europe	21	50	24	52
Total %	100	100	100	100

C:\My Documents\Statistical Information\attendees.xls\byContinent

Continent Representation at Conferences, 1999 – 2002*

*as of July 2, 2002 (not complete)

**Annual Report on Home Office Operations of the
System Dynamics Society
Summer Policy Council Meeting
July 2002**

Attachment VIIIa - Final Balance Sheet 2001

	Dec 31, 01
ASSETS	
Current Assets	
Checking/Savings	
Fleet (Bank Boston)	
Checking - Fleet	99,829.91
Companion Savings - Fleet	51,545.52
Total Fleet (Bank Boston)	151,375.43
Fidelity Cash Reserves	61,421.06
PaineWebber	
Equities	4,018.80
Mutual Fund - Washington	26,499.85
Money Mkt - PaineWebber	67,177.33
Total PaineWebber	97,695.98
Total Checking/Savings	310,492.47
Other Current Assets	
Undeposited Funds	327.75
Total Other Current Assets	327.75
Total Current Assets	310,820.22
Fixed Assets	
Equipment	9,783.25
Accumulated Depreciation	-5,147.00
Total Fixed Assets	4,636.25
TOTAL ASSETS	315,456.47
LIABILITIES & EQUITY	
Equity	
Retained Earnings	241,428.12
Net Income	74,028.35
Total Equity	315,456.47
TOTAL LIABILITIES & EQUITY	315,456.47

Attachment VIIIb – Final Profit & Loss 2001

	Jan - Dec 01
Income	
INC Conferences	142,579.50
Investment Income	8,631.31
Membership Dues	22,626.00
Other Income	337.44
Shipping and Handling	17,926.32
Products	115,295.20
Publications Sales	5,411.25
Sponsor Dues and Donations	29,660.00
Conversion from Accrual to Cash	-3,754.30
Total Income	338,712.72
Cost of Goods Sold	
Bibliography Update Expense	417.48
Fireside Chat	0.00
Management Game	20,424.33
PhD Seminar in System Dynamics	7,909.00
Proceedings 2000	1,056.00
Total COGS	29,806.81
Gross Profit	308,905.91
Expense	
Awards	6,019.56
Bank Adjustments (Expense)	24.95
Contract with Univ at Albany	111,211.00
Credit card fees	7,708.96
Depreciation Expense	2,188.00
EXP Conferences	43,256.48
Journal Expense	12,000.00
Membership Directory Exp	3,782.20
Membership Services	2,994.76
Membership Subsidies	6,120.00
Miscellaneous Expense	15.00
Office Equipment Purchases	3,267.25
Less Capitalized Equip	-3,267.25
Officer Expenses	5,511.10
Phone, Fax, E-mail Services	132.96
Printing & Duplicating	2,391.78
Professional Fees	18,897.02
Shipping /Postage Expense	11,341.43
Supplies	1,282.36
Pending, to be classified	0.00
Total Expense	234,877.56
Net Income	74,028.35

Attachment VIIIc – Final Profit & Loss 2001, by Cost Centers

	<u>Core Ops</u>	<u>2002 Italy</u>	<u>2003 NYC</u>	<u>2001 Atlanta</u>	<u>Sales</u>	<u>Publication</u>	<u>Web</u>	<u>2000 Bergen</u>	<u>TOTAL</u>
Income									
INC Conferences	0.00	2,000.00	0.00	140,579.50	0.00	0.00	0.00	0.00	142,579.50
Investment Income	8,631.31	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,631.31
Membership Dues	22,626.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	22,626.00
Other Income	50.00	0.00	0.00	0.00	343.44	0.00	0.00	0.00	393.44
Shipping and Handling	0.00	0.00	0.00	0.00	17,919.32	7.00	0.00	0.00	17,926.32
Products	0.00	0.00	0.00	0.00	115,295.20	0.00	0.00	0.00	115,295.20
Publications Sales	0.00	0.00	0.00	0.00	3,001.75	2,409.50	0.00	0.00	5,411.25
Sponsor Dues and Donations	29,660.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	29,660.00
Conversion from Accrual to Cash	0.00	0.00	0.00	0.00	-3,754.30	0.00	0.00	0.00	-3,754.30
Total Income	60,967.31	2,000.00	0.00	140,579.50	132,805.41	2,416.50	0.00	0.00	338,768.72
Cost of Goods Sold									
Bibliography Update Expense	417.48	0.00	0.00	0.00	0.00	0.00	0.00	0.00	417.48
Fireside Chat	0.00	0.00	0.00	0.00	56.00	0.00	0.00	0.00	56.00
Management Game	0.00	0.00	0.00	0.00	20,424.33	0.00	0.00	0.00	20,424.33
PhD Seminar in System Dynamics	0.00	0.00	0.00	0.00	7,909.00	0.00	0.00	0.00	7,909.00
Proceedings 2000	0.00	0.00	0.00	0.00	1,056.00	0.00	0.00	0.00	1,056.00
Total COGS	417.48	0.00	0.00	0.00	29,445.33	0.00	0.00	0.00	29,862.81
Gross Profit	60,549.83	2,000.00	0.00	140,579.50	103,360.08	2,416.50	0.00	0.00	308,905.91
Expense									
Awards	6,019.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,019.56
Bank Adjustments (Expense)	24.90	0.00	0.00	-14.95	25.00	0.00	0.00	-10.00	24.95
Contract with Univ at Albany	38,125.67	10,524.89	1,497.00	35,613.24	11,828.88	11,544.52	2,076.80	0.00	111,211.00
Credit card fees	1,450.56	0.00	0.00	2,965.28	3,258.61	33.86	0.00	0.65	7,708.96
Depreciation Expense	2,188.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,188.00
EXP Conferences	0.00	7,487.43	2.20	35,766.85	0.00	0.00	0.00	0.00	43,256.48
Journal Expense	0.00	0.00	0.00	0.00	0.00	12,000.00	0.00	0.00	12,000.00
Membership Directory Exp	0.00	0.00	0.00	0.00	0.00	3,782.20	0.00	0.00	3,782.20
Membership Services	0.00	0.00	0.00	0.00	0.00	2,994.76	0.00	0.00	2,994.76
Membership Subsidies	6,120.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,120.00
Miscellaneous Expense	15.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00
Office Equipment Purchases	3,267.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,267.25
Less Capitalized Equip	-3,267.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-3,267.25
Officer Expenses	5,126.01	0.00	0.00	0.00	0.00	0.00	385.09	0.00	5,511.10
Phone, Fax, E-mail Services	83.20	0.00	0.00	0.00	0.00	0.00	49.76	0.00	132.96
Printing & Duplicating	1,163.86	0.00	0.00	0.00	502.00	725.92	0.00	0.00	2,391.78
Professional Fees	10,245.82	349.50	5.50	4,778.70	3,506.50	11.00	0.00	0.00	18,897.02
Shipping /Postage Expense	656.43	0.00	0.00	0.00	10,685.00	0.00	0.00	0.00	11,341.43
Supplies	1,191.91	0.00	0.00	0.00	38.65	0.00	51.80	0.00	1,282.36
Pending, to be classified	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Expense	72,410.92	18,361.82	1,504.70	79,109.12	29,844.64	31,092.26	2,563.45	-9.35	234,877.56
Net Income	-11,861.09	-16,361.82	-1,504.70	61,470.38	73,515.44	-28,675.76	-2,563.45	9.35	74,028.35

Attachment VIIIId – Balance Sheet Comparison

	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991	1990	1989
ASSETS													
Current Assets													
Total Cash-Fleet checking/savings	\$ 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	\$ 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
PaineWebber-Treasury Notes	\$ 26,500	26,105	24,699	79,162	76,829	270,501	275,390	275,519	246,211	201,754	201,735	-	-
Marketable securities	\$ 4,019	2,975	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	\$ 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	\$ 9,783	6,516	2,857	2,411	2,411	-	-	-	-	-	-	-	-
Less: Accumulated Depreciation	\$ -5,147	-2,959	-1,806	-1,254	-482	-	-	-	-	-	-	-	-
Total Fixed Assets	\$ 4,636	3,557	1,051	1,157	1,929	0	0	0	0	0	0	0	0
TOTAL ASSETS	\$ 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													
Sales tax payable	\$ -	-	-	-	-	38	149	46	-	-	-	-	-
Due to Creative Learning Exchange	\$ -	-	-	-	533	-	-	-	-	-	-	-	-
Total Liabilities	\$ 0	0	0	0	533	38	149	46	0	0	0	0	0
Net Assets													
Unrestricted - General fund	\$ 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	\$ 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	\$ 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

Attachment VIIIe – Profit & Loss Comparison

	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991	1990	1989
INCOME AND GAINS													
Conferences	\$ 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(interest-dividends)	\$ 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	\$ 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	\$ 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
Pub. Shipping/Handling (1)	\$ 17,926	9,074	8,109										
Products (Bibliog, games, etc.)	\$ 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	\$ 29,660	22,262	12,910	738	568	5,858	8,000	2,130	10,407	7,324	2,567	615	0
Mis/Other Income	\$ 337	79	481	0	468	13	183	10	46	20	0	495	1,685
Accrual to Cash Conversion	\$												
Gain/loss on securities	\$ 661		131	272	108	0	0	167	-99				
Restricted Assets released (GB)	\$					2,500	11,584						
Total Gross Income	\$ 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													
Forresster PhD Seminar Series	\$ 7,909												
Bibliography/Management Game	\$ 20,841	21,923	13,669	14,413	0	13,033	7,517	10,023	9,853	3,331	0	0	0
Fireside Chat	\$												
Proceedings 2000	\$ 1,056	1,650											
Total CGS	\$ 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	\$ 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

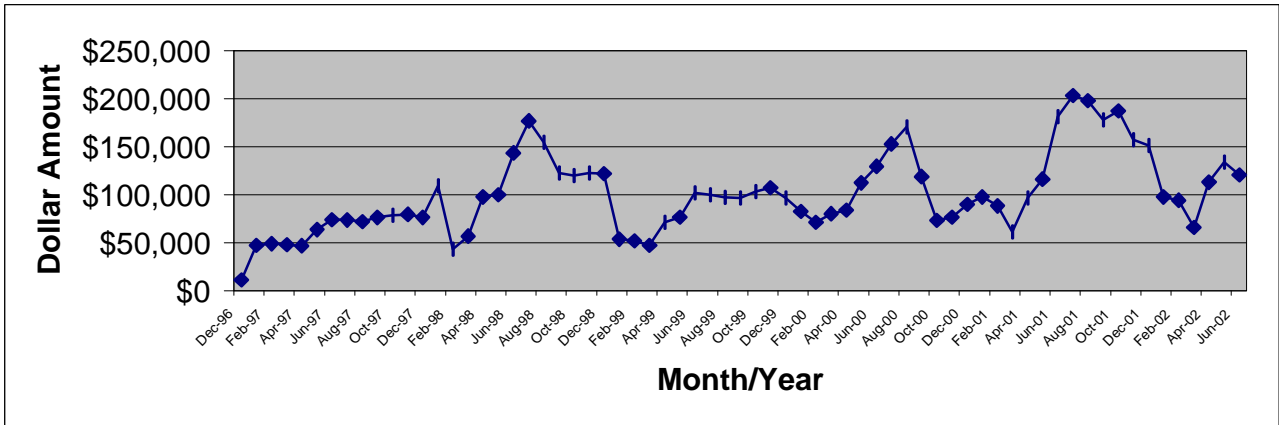
Attachment VIIIe - Profit & Loss Comparison, continued

	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991	1990	1989
EXPENSES AND LOSSES													
Awards/Grants	\$ 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/CrCd Fees	\$ 7,734	7,189	3,763	4,911	425	55	532	11	100	9	40	33	27
Admin/Contract with SUNY	\$ 111,359	105,293	90,932	92,542	4,274	30,787							
Depreciation Expense	\$ 2,188	1,153	552	772	482								
EXP Conferences	\$ 43,256	103,181	30,361	0	1,941	0	0	5,605	2,085	1,626	9,571	0	452
Publications-Journal	\$ 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	\$ 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	\$ 6,777	6,335	8,453	4,824	5,071	1,106	3,384	6,729	306	350	2,892		
Membership Services	\$		5,956										
Member Subsidies/Incentives	\$ 6,120	3,865	3,480										
Miscellaneous Expense	\$		370										
Office Equipment Purchases	\$												
Less Capitalized Equipment	\$												
Officer Expenses/Travel	\$ 5,512	5,567	1,683	2,700	3,412	732	2,574	652	650	0	3,383		
Printing & Duplicating	\$												
Professional Services Fees	\$ 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	\$ 11,341	6,891	6,466	0	0	797	800	1,529	252	514	566	1,797	962
Supplies/Office expenses (2)	\$ 1,282	1,084	179	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	\$ 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	\$ 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	\$ 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

(1) Since 1999 S/H not included Publications

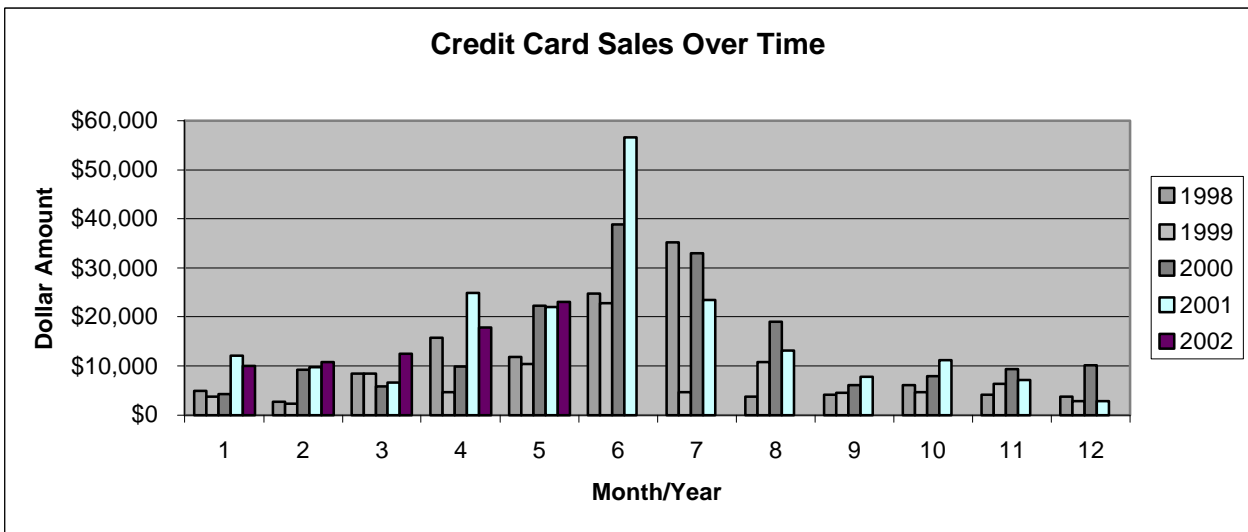
(2) Includes misc office exp, supplies and state fees(1989 -1995)

Attachment VIII f – Non-Investment Accounts



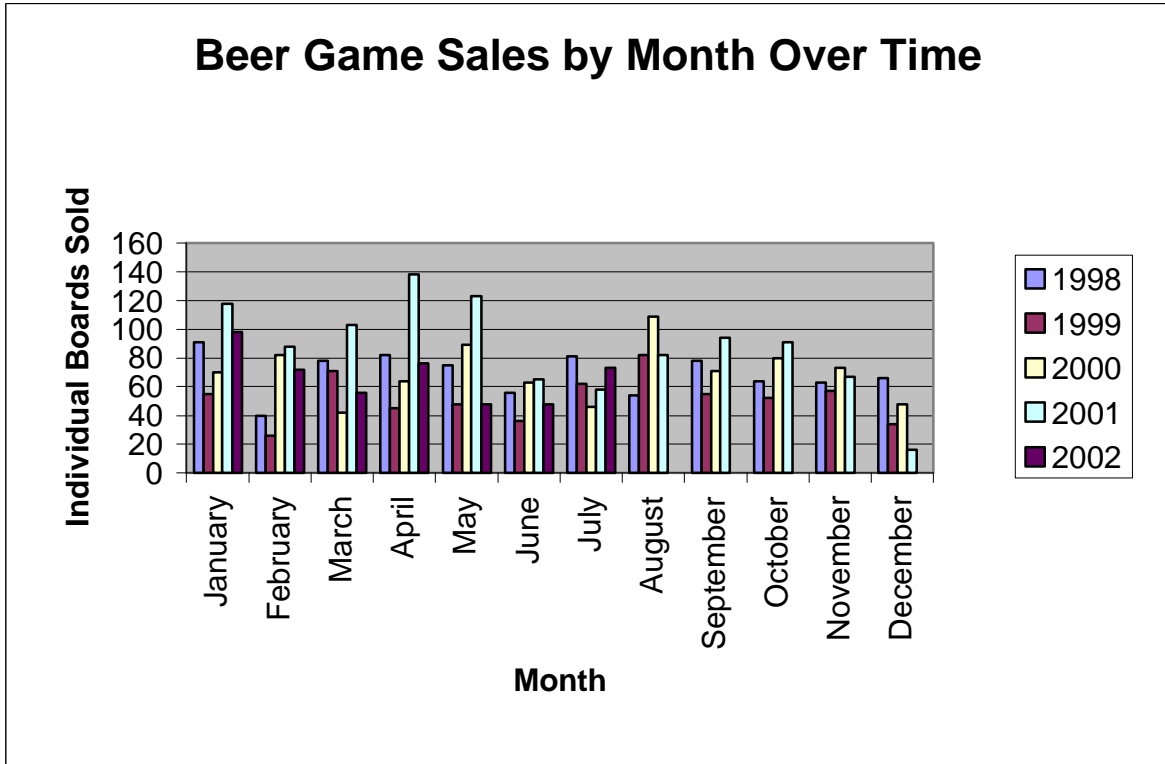
C:\My Documents\Statistical Information\Ending Balances.xls
Ending Balances for Non-Investment Accounts, December 1996 – June 2002

Attachment VIII g – Credit Card Sales

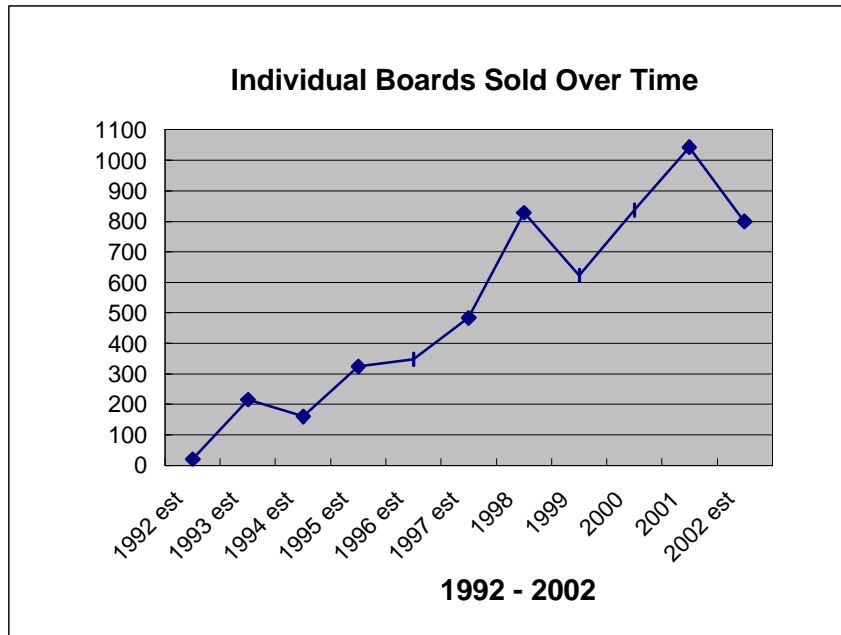


C:\My Documents\Statistical Information\web-credit cards.xls\All
Credit Card Sales, 1998 – May 2002, Monthly Comparison

Attachment VIIIh – Beer Game Sales



C:\My Documents\Statistical Information\ Beer Game Sales History.xls\Item sales by month
 Beer Game Sales, 1998 – May/June 2002, Monthly Comparison



C:\My Documents\Statistical Information\ Beer Game Sales History.xls\Totals
 Beer Game Boards Sold, 1992 - 2002

Attachment VIIIi – Sales of Items by Year, First Six Months

Items Sold	1998	1999	2000	2001	2002
Beer Game Boards	422	330	404	635	421
Past Proceedings	27	22	25	22	6
Past System Dynamics Reviews	34 single/1 set	18 single/3 sets	28 single/3 sets	3 singles/3 sets	7 single/0 sets
Bibliographies	17	9	2	4	1
PhD Seminar	N/A	N/A	N/A	N/A	1 single/10 sets

C:\My Documents\Statistical Information\Sales Over Time.xls

Sales of Selected Items, First Six Months, 1998 - 2002

Attachment VIIIj – Wiley Financial Information

	Royalties Income paid to SDS	Membership Income paid to SDS	% Increase	Wiley Income from SDR	% Increase	Regular Membership price	Student Membership price
1991							
1992	6000 ('93)	3645		44,083		\$70	\$35
1993	6000 ('94)	4435	1.217	55,620	1.262	\$70	\$35
1994	7835	4335	0.977	78,349	1.409	\$70	\$35
1995	7993	4825	1.113	79,334	1.013	\$70	\$35
1996	9540	4975	1.031	95,404	1.203	\$80	\$40
1997	10,848	5180	1.041	108,476	1.137	\$80	\$40
1998	12,302	6150	1.187	123,021	1.134	\$80	\$40
1999	15,070	6610	1.075	150,696	1.225	\$80	\$40
2000	15,651	6975	1.055	156,509	1.039	\$80/\$90	\$40/\$45
2001	16,655	7475	1.072	166,548	1.064	\$90	\$45
2002						\$90	\$45

C:\My Documents\Statistical Information\Wiley.xls

Summary of Financial Information Provided by Wiley to
the System Dynamics Society 1991-2002