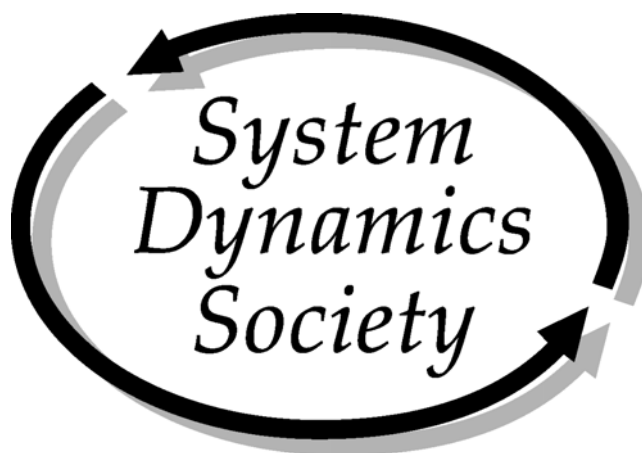


**Annual Report on**  
**Home Office Operations**



**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

|   |           |
|---|-----------|
| <b>Introduction.....</b>  | <b>3</b>  |
| <b>New Initiatives.....</b>   | <b>3</b>  |
| 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         |
| <b>Routine Operations .....</b>   | <b>4</b>  |
| 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        |
| <b>Attachment I – Other Than Routine Processes .....</b>                  | <b>11</b> |
| <b>Attachment II – Routine Operations – Other Processes .....</b>         | <b>12</b> |
| <b>Attachment III – Membership Statistics .....</b>                       | <b>13</b> |
| <b>Attachment IV – Chapter and Special Interest Group Statistics.....</b> | <b>16</b> |
| <b>Attachment V – Sponsor Statistics.....</b>                             | <b>17</b> |
| <b>Attachment VI – Website Activity.....</b>                              | <b>19</b> |
| <b>Attachment VII – Administrative Processes .....</b>                    | <b>20</b> |
| <b>Attachment VIII – Conference Attendance Statistics.....</b>            | <b>21</b> |
| <b>Attachments IX – Financial Information .....</b>                       | <b>23</b> |
| 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 25<sup>th</sup> 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.

|             | <b>January – June</b> | <b>July – December</b> | <b>Yearly Totals</b> |
|-------------|-----------------------|------------------------|----------------------|
| <b>2006</b> | 504                   |                        |                      |
| <b>2005</b> | 510                   | 530                    | 1040                 |
| <b>2004</b> | 151                   | 477                    | 628                  |
| <b>2003</b> | 177                   | 162                    | 339                  |
| <b>2002</b> | 141                   | 113                    | 254                  |
| <b>2001</b> | 105                   | 98                     | 203                  |
| <b>2000</b> | 28                    | 71                     | 99                   |
| <b>1999</b> | 7                     | 99                     | 106                  |
| <b>1998</b> | 15                    | 26                     | 41                   |

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

**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<br>0 sets  | 17 single<br>3 sets  | 13 single<br>5 sets  | 8 single<br>1 set    | 13 single<br>4 sets | 29 single<br>8 sets | 25 single<br>6 sets | 54 single<br>4 sets |
| Bibliographies                      | 1                   | 3                    | 1                    | 2                    | 8                   | 4                   | 14                  | 24                  |
| PhD Seminar                         | 14 single<br>7 sets | 15 single<br>14 sets | 30 single<br>10 sets | 13 single<br>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.

| <b>Year</b> | <b>Amount Received</b>  | <b>Budgeted</b> |
|-------------|-------------------------|-----------------|
| <b>2007</b> |                         | <b>\$27,962</b> |
| <b>2006</b> | <b>\$32,761 to date</b> | \$25,000        |
| <b>2005</b> | \$36,490                | \$23,837        |
| <b>2004</b> | \$38,102                | \$21,000        |
| <b>2003</b> | \$38,445                | \$21,000        |
| <b>2002</b> | \$19,494                | \$21,000        |
| <b>2001</b> | \$28,922 *              | \$16,000        |
| <b>2000</b> | \$17,909                | \$13,000        |
| <b>1999</b> | \$12,738                | \$15,000        |
| <b>1998</b> | \$11,000                | \$ 9,000        |
| <b>1997</b> | \$ 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.

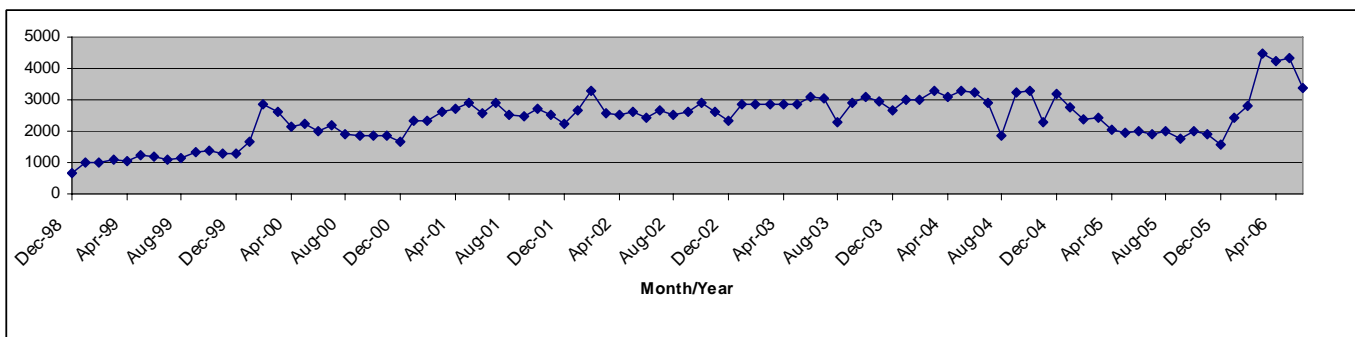
| <b>Roberta Spencer</b> | <b>2005</b> | <b>2004</b> | <b>2003</b> | <b>2002</b> | <b>2001</b> | <b>2000</b> | <b>1999</b> | <b>1998</b> |
|------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|                        | <b>%</b>    | <b>%</b>    | <b>%</b>    | <b>%</b>    | <b>%</b>    | <b>%</b>    | <b>%</b>    | <b>%</b>    |
| 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           |             |             |

| <b>Jennifer Rowe</b>   | <b>2005</b> | <b>2004</b> | <b>2003</b> | <b>2002</b> | <b>2001</b> | <b>2000</b> | <b>1999</b> | <b>1998</b> |
|------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|                        | <b>%</b>    | <b>%</b>    | <b>%</b>    | <b>%</b>    | <b>%</b>    | <b>%</b>    | <b>%</b>    | <b>%</b>    |
| 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           |             |             |             |

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

### Allocation of Staff Effort by Cost Center, 1998 – 2005

## Web Presence



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

### 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

| <b>Other Than Routine Processes</b>  | <b>Developments</b>  | <b>Next Steps</b>  |
|--|--|--|
| 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>   | <b>Arrange follow up meetings.<br/>Report to Policy Council.</b>                                     |
| 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.<br/><br/>Chapters may need more support at start up or with membership drives.</i> | <b>Expand and perform routinely.<br/>Needs more attention.</b>                                       |
| 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.<br/><br/>Add “newbie” and resources pages.<br/><br/>Creation of Vice-president Electronic Presence in 2006.</i>   | <b>Expand and perform routinely.<br/>Needs more attention. Work with Jack Pugh and Bob Eberlein.</b> |
| E. Develop new products to diversify and broaden sales possibilities beyond “Beer Game”  | <i>The Fireside Chat; The Electronic Oracle<br/><br/>Solicit donations of products we could sell.</i>  | <b>Work in progress.</b>   |
| F. Brainstorm for events that facilitate communication between members.  | <i>For example – web cast</i>  | <b>Dependent on funding and generation of ideas.</b>   |

## **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          |
| <b>Totals</b>  | <b>1052</b> | <b>976</b> | <b>953</b> | <b>883</b> | <b>1002</b> | <b>946</b> | <b>995</b> | <b>808</b> | <b>680</b> | <b>572</b> |

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

Attachment III – Membership Statistics, continued

*Attachment III – Membership Statistics, continued*

| <b>Year</b> | <b>Society Database</b> | <b>Wiley</b> | <b>At June 30th</b> | <b>Regular Student</b> | <b>Institutional</b> | <b>EAL</b> |
|-------------|-------------------------|--------------|---------------------|------------------------|----------------------|------------|
| <b>2006</b> |                         |              | <b>980</b>          |                        |                      |            |
| <b>2005</b> | 1052                    |              | 994                 | 852/200                | 1406                 |            |
| <b>2004</b> | 976                     | 972          | 875                 | 770/206                | 1342                 | 76         |
| <b>2003</b> | 953                     | 952          | 844                 | 750/202                | 140                  | 47         |
| <b>2002</b> | 883                     | 885          | 761                 | 676/209                | 129                  | 28         |
| <b>2001</b> | 1003                    | 835          | 737                 | 657/178                | 196                  |            |
| <b>2000</b> | 946                     | 814          | 720                 | 643/171                | 200                  |            |
| <b>1999</b> | 995                     | 760          | 655                 | 592/168                | 205                  |            |
| <b>1998</b> | 808                     | 683          | 600                 | 547/136                | 212                  |            |
| <b>1997</b> | 680                     | 579          |                     | 457/122                | 224                  |            |
| <b>1996</b> | 572                     | 552          |                     | 443/109                | 225                  |            |
| <b>1995</b> |                         | 504          |                     | 461/43                 | 212                  |            |
| <b>1994</b> |                         | 484          |                     | 400/84                 | 197                  |            |
| <b>1993</b> |                         | 487          |                     | 400/87                 | 181                  |            |
| <b>1992</b> |                         | 406          |                     | 320/89                 | 158                  |            |
| <b>1991</b> |                         | 418          |                     | 332/70                 | 112                  |            |
| <b>1990</b> |                         | 413          |                     | 328/85                 | 125                  |            |
| <b>1989</b> |                         | 396          |                     | 328/67                 | 113                  |            |
| <b>1988</b> |                         | 354          |                     | 307/47                 | 101                  |            |
| <b>1987</b> |                         | 258          |                     | n/a                    |                      |            |
| <b>1986</b> |                         | 323          |                     | 277/46                 |                      |            |
| <b>1985</b> |                         | 167          |                     | 143/24                 |                      |            |
| <b>1984</b> |                         | 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**

| <b>Year</b> | <b>Unknown</b> | <b>Academic</b> | <b>Military</b> | <b>Private</b> | <b>Public</b> | <b>Other</b> |
|-------------|----------------|-----------------|-----------------|----------------|---------------|--------------|
|             | <b>%</b>       | <b>%</b>        | <b>%</b>        | <b>%</b>       | <b>%</b>      | <b>%</b>     |
| <b>2005</b> | <b>0</b>       | <b>42</b>       | <b>3</b>        | <b>39</b>      | <b>14</b>     | <b>2</b>     |
| <b>2004</b> | 9              | 45              | 1.5             | 41             | 3             | .5           |
| <b>2003</b> | 8              | 44              | 2               | 41             | 4             | 1            |
| <b>2002</b> | 6              | 53              | 1               | 35             | 4             | 1            |
| <b>2001</b> | 12             | 38              | 1               | 46             | 3             | 0            |
| <b>2000</b> | 13             | 39              | 1               | 43             | 4             | 1            |
| <b>1999</b> | 16             | 36              | 2               | 43             | 3             | 1            |
| <b>1998</b> | 22             | 35              | 1               | 39             | 3             | 1            |
| <b>1997</b> | 22             | 37              | 1               | 38             | 2             | 0            |
| <b>1996</b> | 22             | 39              | 1               | 37             | 1             | 0            |
| <b>1995</b> | 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

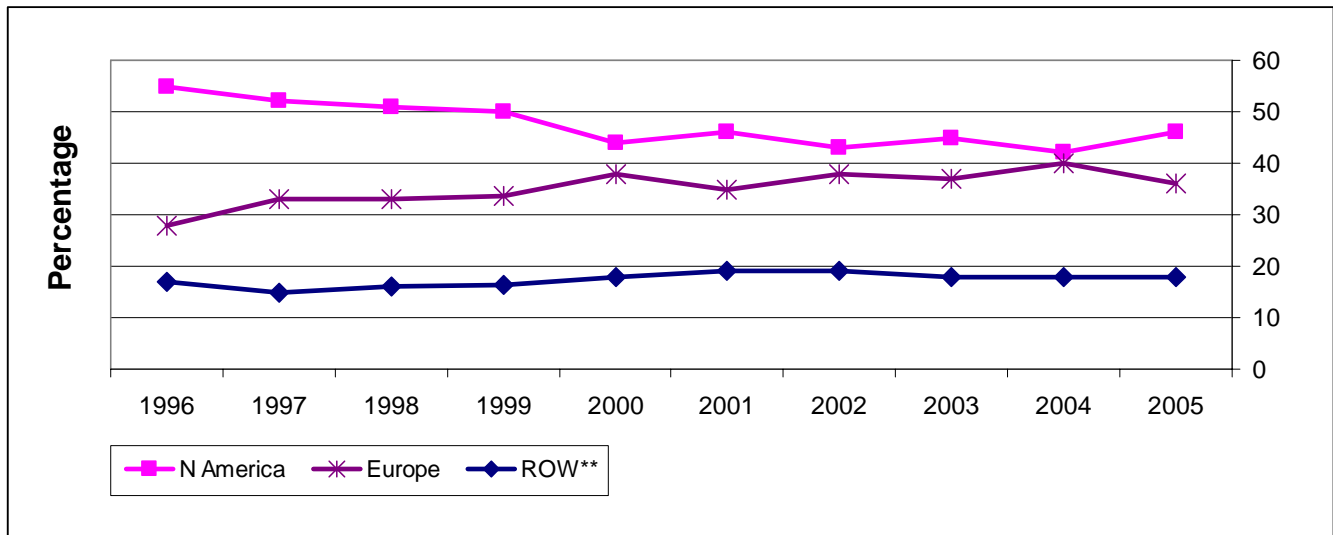
**Membership Distribution by Sector, 1995 – 2005**

Attachment III – Membership Statistics, continued

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

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

**Membership by Continent, 1996 – 2005**



\*\*ROW - other than N Amer. & Europe

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

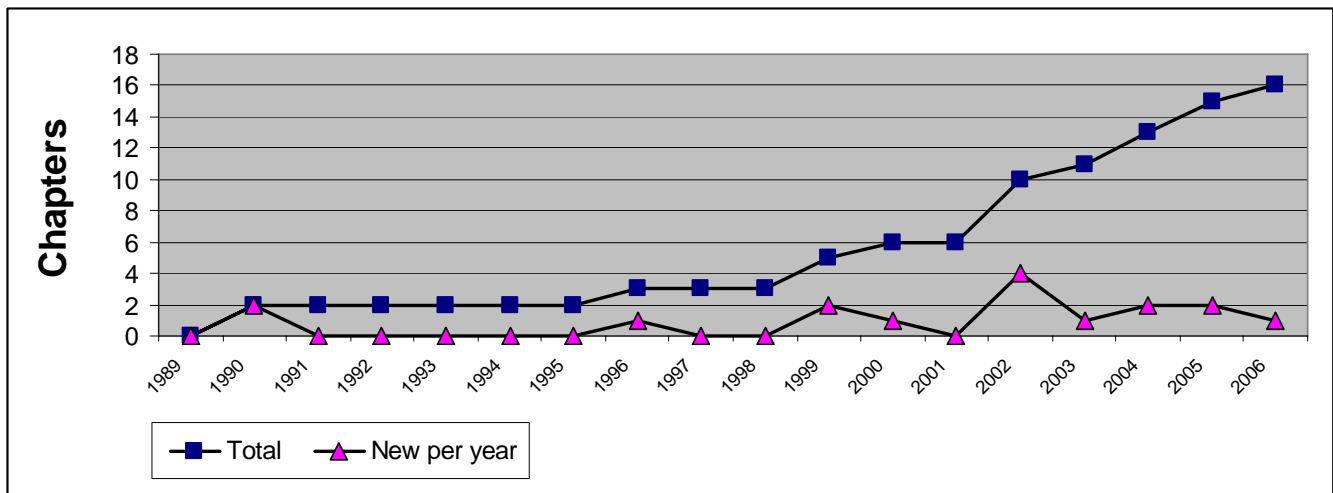
**Membership by Continent, 1996 – 2005**

## 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, LLP<sup>1</sup>  
Alitalia Linee Aeree Italiane S.p.A.<sup>3</sup>  
Amber Blocks, Ltd.<sup>1,2</sup>  
Amerikus Importers Corporation<sup>3</sup>  
Amia (Waste Management Company of  
Palermo)  
Amtrak<sup>3</sup>  
Andersen Consulting  
Arthur Andersen  
AssetEconomics, Inc  
ASSINDUSTRIA (Association of  
Entrepreneurs)<sup>3</sup>  
Asthma 2000 Group  
Atrivé<sup>1,2</sup>  
Attune Group, Inc.<sup>2,3</sup>  
Avra Estiatorio<sup>3</sup>  
Banco di Sicilia S.p.A.  
BearingPoint (formerly KPMG)  
Bolide Pty Ltd<sup>1</sup>  
Booz Allen Hamilton<sup>1,2</sup>  
Bosan Nissan<sup>2,3</sup>  
BP<sup>1,2</sup>  
Brand Management  
Business Dynamics  
CALIBRE<sup>1</sup>  
California Management Review<sup>3</sup>  
Cantine Settesoli Scarl (Winery)<sup>3</sup>  
Capital One  
City of Bergen, Norway<sup>3</sup>  
City of Nijmegen<sup>2,3</sup>  
Comune di Palermo (Municipality of  
Palermo)<sup>3</sup>  
CRA International, Inc.  
Decision Dynamics, Inc.<sup>1</sup>  
De Vierjaargetijden<sup>2,3</sup>  
Delsys Research Group  
Delta Air Lines, Inc.<sup>3</sup>  
Deutsche Lufthansa AG<sup>1</sup>  
Forio Business Simulations<sup>2</sup>  
e-integrate<sup>1</sup>  
GE Insurance Solutions<sup>2,3</sup>  
General Motors<sup>1</sup>  
Georgia-Pacific Corporation<sup>1</sup>  
Global Strategy Dynamics Ltd.<sup>2</sup>  
Hall, Vasil & Dowd, CPA's<sup>1,3</sup>  
Hewlett-Packard Company

HVR Consulting Services Ltd.  
IBM  
Intel Corporation  
International Society for the Systems  
Sciences<sup>2,3</sup>  
International System Dynamics Ltd.<sup>1</sup>  
isee systems<sup>1,2</sup> (formerly High  
Performance Systems, Inc.)  
ITP Consultores  
John Wiley & Sons Ltd.<sup>2,3</sup>  
KBS (Knowledge Based Simulation)  
Lane Press of Albany<sup>2,3</sup>  
Ledet Enterprises<sup>1</sup>  
LISTO bvba<sup>2</sup>  
Master Systems Inc.<sup>1</sup>  
McKinsey & Company<sup>3</sup>  
Mediterranea Digit Srl – XEROX  
Dealer<sup>3</sup>  
Minase Consulting<sup>2</sup>  
Mohaseboon Financial and Business  
Consultants<sup>1</sup>  
Northwater Capital<sup>1</sup>  
OLM Consulting (formerly Cognitus)  
PA Consulting Group<sup>1</sup>  
Paradigm Business Simulators  
Patni Computer Systems  
Pegasus Communications, Inc.<sup>1,2,3</sup>  
Plug Power<sup>1</sup>  
Powersim Software AS  
Powersim Solutions<sup>1,2</sup>  
Practice Fields  
Project Performance Corporation  
Proverbs<sup>1</sup>  
Proyectos Comerciales de México, SA de  
CV, una empresa de Grupo Proyectos<sup>1</sup>  
Pugh Roberts Associates  
Roosevelt Hotel<sup>3</sup>  
SAIC, Science Applications  
International Corporation  
Sicilia Dreams Travel Agency<sup>3</sup>  
Significant BV<sup>2</sup>  
Sioo<sup>2</sup>  
SoL (Society for Organizational  
Learning)<sup>2</sup>  
SRC Hamburg  
Strategic Clarity  
Uniglobe Accent Travel Services<sup>3</sup>  
United Airlines<sup>3</sup>  
US Centers for Disease Control and  
Prevention<sup>3</sup>  
Ventana Systems, Inc.<sup>1,2</sup>  
Ventana Systems UK<sup>1</sup>

Vestec AS  
Vivaldi's Café<sup>2,3</sup>  
Waters Foundation  
WB Incorporated<sup>3</sup>  
XJ Technologies<sup>2</sup>

### Universities and University Centers:

ABK, Radboud University Nijmegen<sup>2</sup>  
Ackoff Center for Advancement of  
Systems Approaches (ACASA)  
Adger University College  
Center for Technology in Government  
(CTG) University at Albany/SUNY<sup>3</sup>  
CUSA-System Dynamics Group  
Delft University of Technology<sup>1</sup>  
London Business School  
London South Bank University  
Methodology Department  
Nijmegen School of Management,  
Radboud University Nijmegen<sup>2,3</sup>  
MIT System Dynamics Group<sup>1</sup>  
PAR Group, Nijmegen School of  
Management, Radboud University  
Nijmegen<sup>1</sup>  
Rockefeller College of Public Affairs  
and Policy, University at Albany<sup>1,3</sup>  
SYDIC – SYstem Dynamics Italian  
Chapter<sup>3</sup>  
System Dynamics Society's Hellenic  
Chapter  
Tecnológico de Monterrey<sup>1</sup>  
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  
Group<sup>1</sup>  
University of Palermo  
University of Salford, Centre for  
Operational Research & Applied  
Statistics (CORAS)<sup>1</sup>  
University of Wellington Graduate  
School of Business and Public  
Management  
Worcester Polytechnic Institute,  
Advanced Distance Learning  
Network<sup>1,2</sup>

*Attachment V – Sponsor Statistics,  
continued*

*Attachment V – Sponsor Statistics, continued*

**Individual Sponsors:**

Frank Davidson  
Jay W. Forrester <sup>1</sup>  
Toshiro Shimada <sup>1</sup>

**Individual Donor:**

Ken Carpenter

<sup>1</sup> 2006 Society Sponsor

<sup>2</sup> 2006 Conf. Sponsor

<sup>3</sup> 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**

|                                 | <b>2006</b> | <b>2005</b> | <b>2004</b> | <b>2003</b> | <b>2002</b> |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|
| 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          |
| <b>Total letters mailed</b>     | <b>919</b>  | <b>827</b>  | <b>788</b>  | <b>301</b>  | <b>311</b>  |

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

**Society Sponsorship Mail-out Campaign, 2002 – 2006**

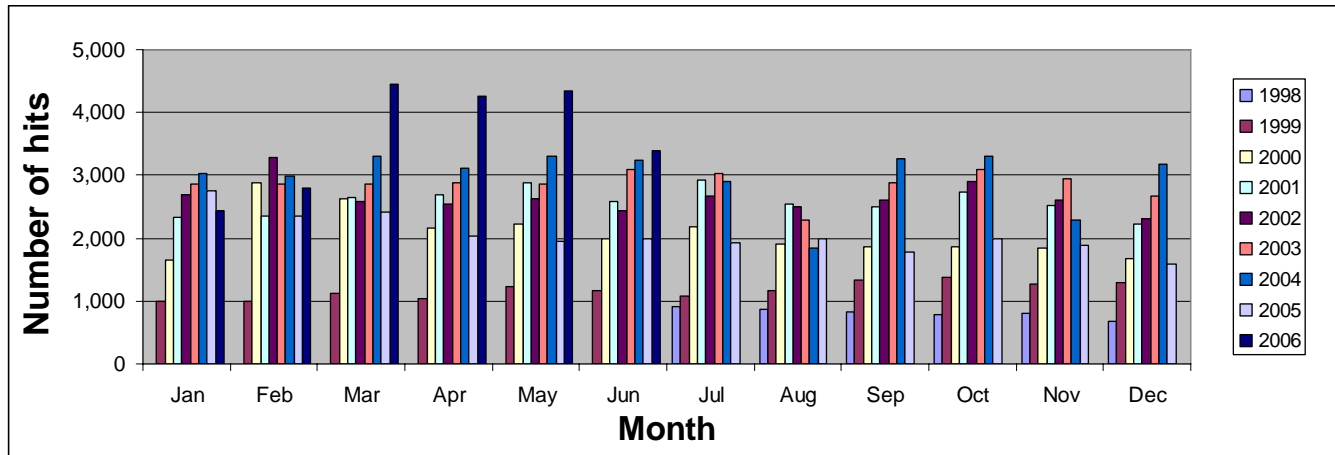
| <b>Year</b> | <b># of Members from Sponsorship Incentive (new or renewal)</b> |
|-------------|---|
| <b>2006</b> | <b>88</b>   |
| <b>2005</b> | 95  |
| <b>2004</b> | 103   |
| <b>2003</b> | 55  |
| <b>2002</b> | 59  |
| <b>2001</b> | 54  |
| <b>2000</b> | 45  |
| <b>1999</b> | 34  |

\*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

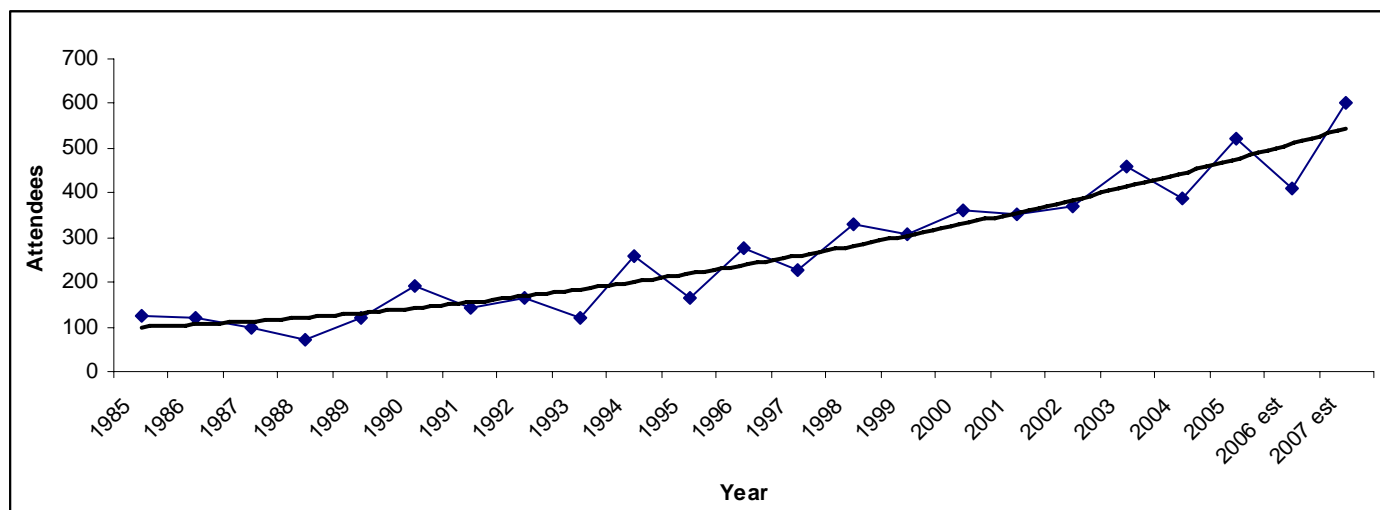
| Year | Location                | Attendees | Guests |
|------|-------------------------|-----------|--------|
| 2005 | Boston, MA USA          | 521       | 39     |
| 2004 | Oxford, England         | 388       | 45     |
| 2003 | NYC, USA                | 460       | 58     |
| 2002 | Palermo, Italy          | 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*

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

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

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

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

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

**Conference Registration Fee Structure, 2000 – 2006**

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

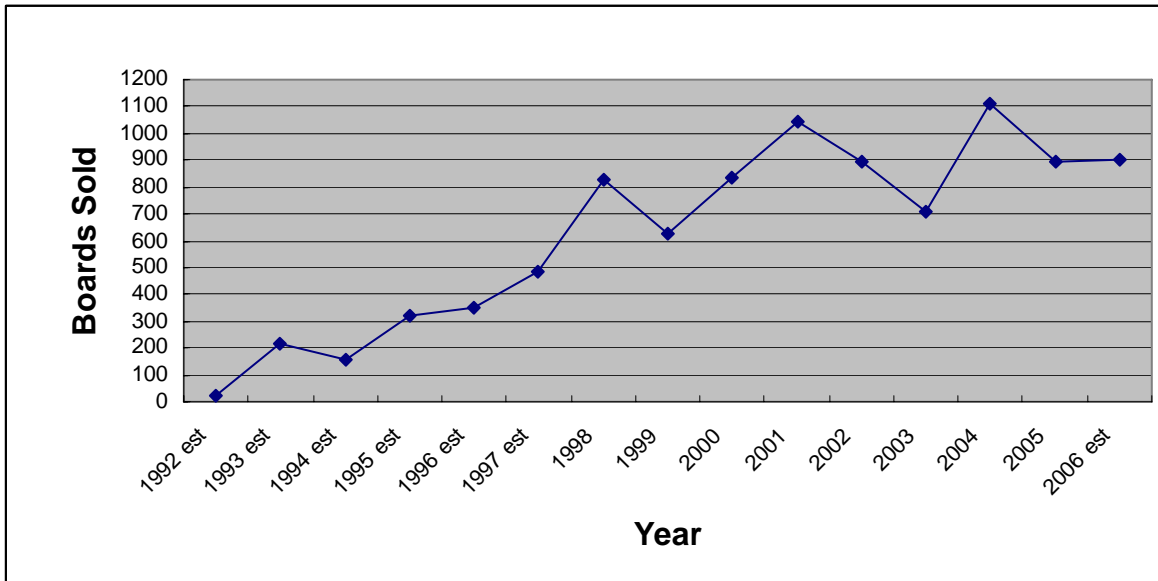
Note: immediate pre-conference figures

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

**Conference Attendance by Continent Representation, 1999 – 2006**

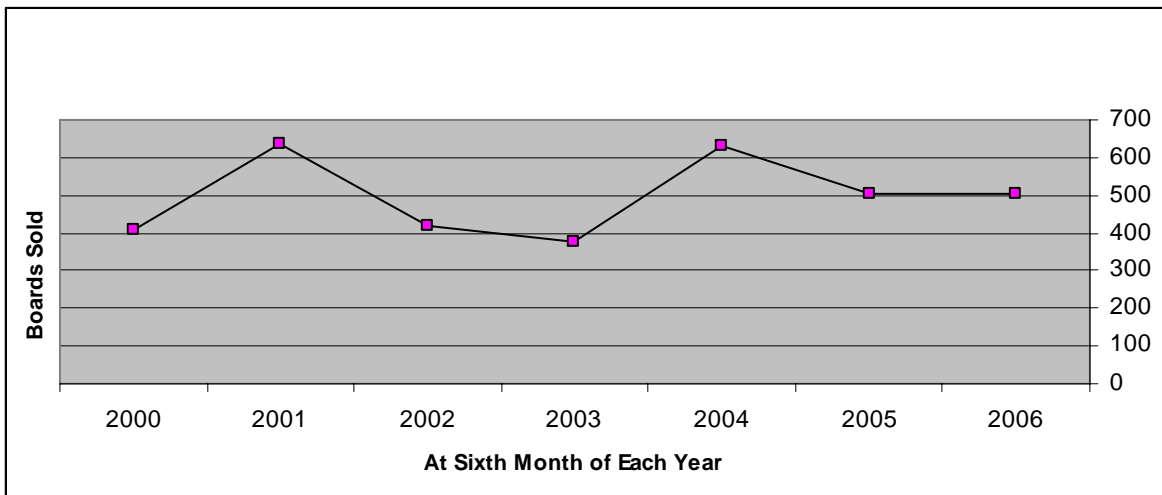
## Attachments IX – Financial Information

### Attachment IXa – Sales



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

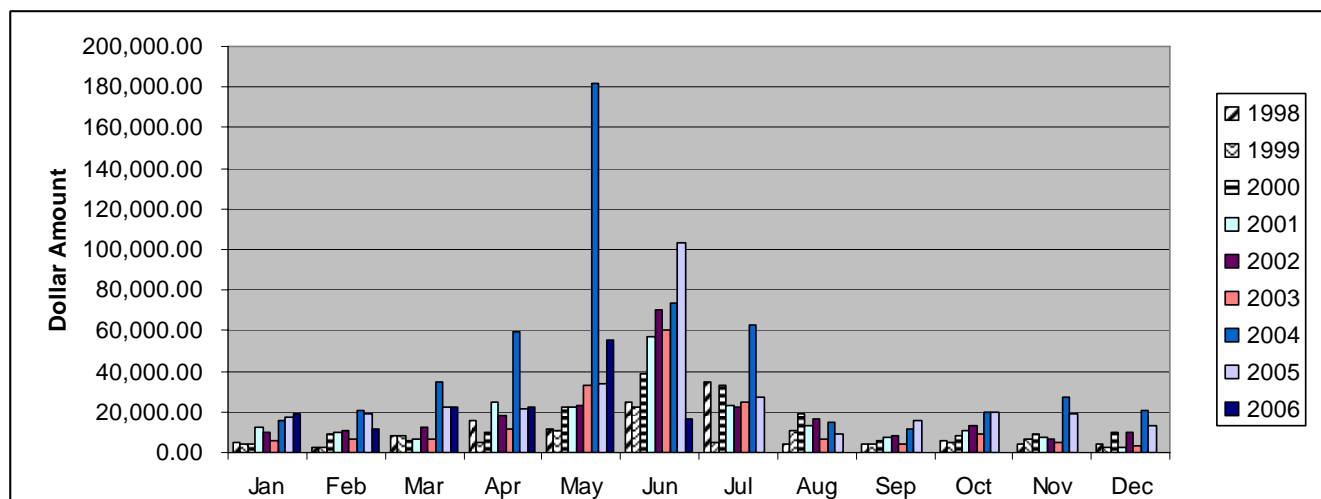
**Beer Game Boards Sold, 1992 – 2006 est**



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**

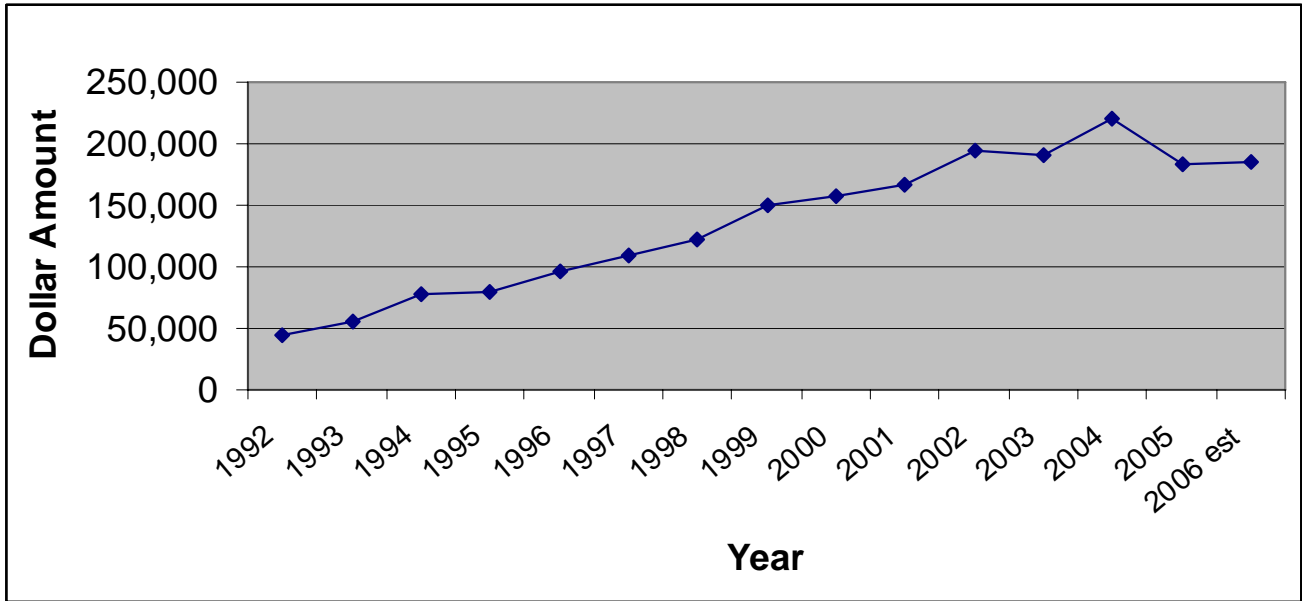
|              | Royalties Income | Membership Income | % Increase Membership Income | Wiley Income from SDR | % Increase Wiley Income from SDR | Regular Membership Price | Student Membership Price |
|--------------|------------------|-------------------|------------------------------|-----------------------|----------------------------------|--------------------------|--------------------------|
| <b>2005</b>  | \$39,900         | 0                 | 0.000                        | \$184,082             | 0.833                            | \$90                     | \$45                     |
| <b>2004</b>  | \$28,643         | \$32,419          | 3.805                        | \$220,958             | 1.156                            | \$90                     | \$45                     |
| <b>2003</b>  | \$19,117         | \$8,520           | 1.108                        | \$191,170             | 0.979                            | \$90                     | \$45                     |
| <b>2002</b>  | \$19,530         | \$7,690           | 1.029                        | \$195,295             | 1.173                            | \$90                     | \$45                     |
| <b>2001</b>  | \$16,655         | \$7,475           | 1.072                        | \$166,548             | 1.064                            | \$90                     | \$45                     |
| <b>2000</b>  | \$15,651         | \$6,975           | 1.055                        | \$156,509             | 1.039                            | \$80/\$90                | \$40/\$45                |
| <b>1999</b>  | \$15,070         | \$6,610           | 1.075                        | \$150,696             | 1.225                            | \$80                     | \$40                     |
| <b>1998</b>  | \$12,302         | \$6,150           | 1.187                        | \$123,021             | 1.134                            | \$80                     | \$40                     |
| <b>1997</b>  | \$10,848         | \$5,180           | 1.041                        | \$108,476             | 1.137                            | \$80                     | \$40                     |
| <b>1996</b>  | \$9,540          | \$4,975           | 1.031                        | \$95,404              | 1.203                            | \$80                     | \$40                     |
| <b>1995</b>  | \$7,993          | \$4,825           | 1.113                        | \$79,334              | 1.013                            | \$70                     | \$35                     |
| <b>1994</b>  | \$7,835          | \$4,335           | 0.977                        | \$78,349              | 1.409                            | \$70                     | \$35                     |
| <b>1993</b>  | \$6,000          | \$4,435           | 1.217                        | \$55,620              | 1.262                            | \$70                     | \$35                     |
| <b>1992</b>  | \$6,000          | \$3,645           |                              | \$44,083              | 2.004                            | \$70                     | \$35                     |
| <b>1991*</b> |                  |                   |                              | \$22,000              |                                  |                          |                          |

\*estimate

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

**Summary of Financial Information Provided by Wiley, 1991 – 2005**

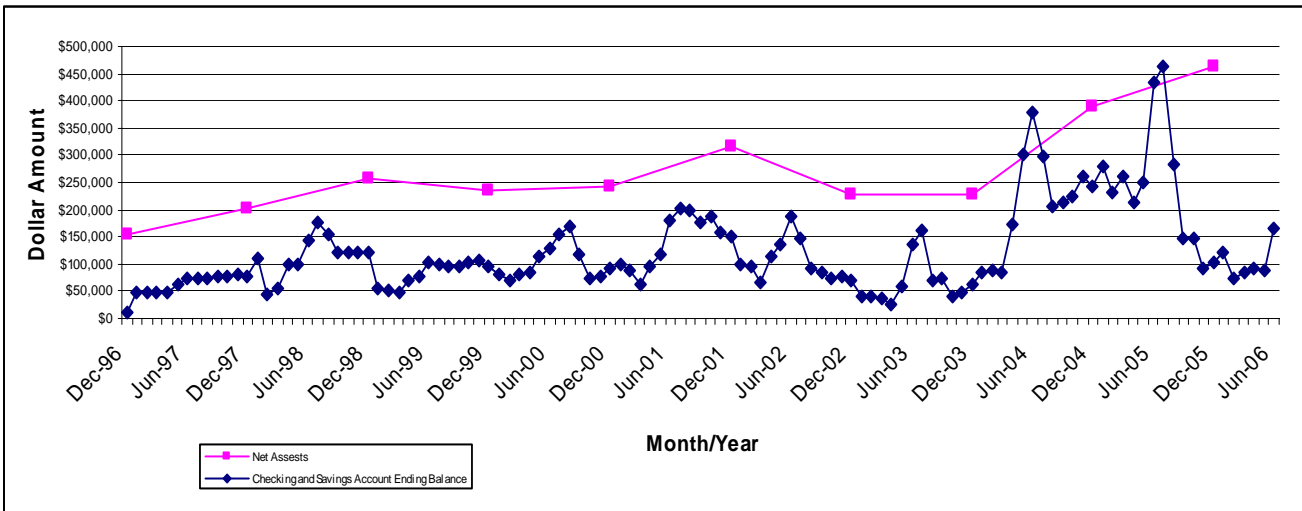
Attachment IX – Financial Information, continued



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>        |
|--|--------------------------|
| <b>ASSETS</b>                          |                          |
| <b>Current Assets</b>                  |                          |
| <b>Checking/Savings</b>                |                          |
| 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>            |
| <b>Total Checking/Savings</b>          | 531,320.87               |
| <b>Other Current Assets</b>            |                          |
| Refunds Receivable                     | 44.80                    |
| Transfers in Transit                   | 25,556.16                |
| Undeposited Funds                      | <u>632.13</u>            |
| <b>Total Other Current Assets</b>      | <u>26,233.09</u>         |
| <b>Total Current Assets</b>            | 557,553.96               |
| <b>Fixed Assets</b>                    |                          |
| Equipment                              | 11,350.40                |
| Accumulated Depreciation               | <u>-9,993.00</u>         |
| <b>Total Fixed Assets</b>              | <u>1,357.40</u>          |
| <b>TOTAL ASSETS</b>                    | <b><u>558,911.36</u></b> |
| <b>LIABILITIES &amp; EQUITY</b>        |                          |
| <b>Liabilities</b>                     |                          |
| <b>Current Liabilities</b>             |                          |
| <b>Other Current Liabilities</b>       |                          |
| 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>             |
| <b>Total Other Current Liabilities</b> | <u>29,266.00</u>         |
| <b>Total Current Liabilities</b>       | <u>29,266.00</u>         |
| <b>Total Liabilities</b>               | 29,266.00                |
| <b>Equity</b>                          |                          |
| Net Assets - Restricted (DMA)          | 65,837.68                |
| Net Assets - Unrestricted              | 391,350.86               |
| Net Income                             | <u>72,456.82</u>         |
| <b>Total Equity</b>                    | <u>529,645.36</u>        |
| <b>TOTAL LIABILITIES &amp; EQUITY</b>  | <b><u>558,911.36</u></b> |

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>     |
|-------------------------------------|-------------------------|
| <b>Income</b>                       |                         |
| 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                  |
| <b>Total Income</b>                 | <u>557,901.44</u>       |
| <b>Cost of Goods Sold</b>           |                         |
| 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                |
| <b>Total COGS</b>                   | <u>30,062.21</u>        |
| <b>Gross Profit</b>                 | <u>527,839.23</u>       |
| <b>Expense</b>                      |                         |
| 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                    |
| <b>Total Expense</b>                | <u>420,951.17</u>       |
| <b>Net Ordinary Income</b>          | 106,888.06              |
| <b>Other Expense</b>                |                         |
| Restricted DMA Donations & Int.     | 34,431.24               |
| <b>Total Other Expense</b>          | <u>34,431.24</u>        |
| <b>Net Other Income</b>             | <u>-34,431.24</u>       |
| <b>Net Income</b>                   | <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            |
|-------------------------------------|--|------------------|------------------|-------------------|------------------|------------------|-------------------|-------------------|---------------|------------------|------------------|
| <b>Income:</b>                      | <b>DMA Endow. Fund Camp.</b>               | 0.00             | 0.00             | 0.00              | 0.00             | 0.00             | 0.00              | 0.00              | 34,125.28     | 0.00             | 34,125.28        |
|                                     | <b>Products</b>                            | 0.00             | 0.00             | 0.00              | -30.00           | 109,043.00       | 0.00              | 0.00              | 0.00          | 0.00             | 109,013.00       |
|                                     | <b>INC Conferences</b>                     | 5,000.00         | 214,255.31       | 0.00              | 0.00             | 0.00             | 0.00              | 0.00              | 0.00          | 0.00             | 219,255.31       |
|                                     | <b>Investment Income</b>                   | 0.00             | 0.00             | 0.00              | 14,245.22        | 0.00             | 0.00              | 0.00              | 1,436.06      | 0.00             | 15,681.28        |
|                                     | <b>Journal Income</b>                      | 0.00             | 0.00             | 0.00              | 0.00             | 0.00             | 12,479.20         | 0.00              | 0.00          | 0.00             | 12,479.20        |
|                                     | <b>Membership Dues</b>                     | 0.00             | 0.00             | 0.00              | 109,271.63       | 0.00             | 0.00              | 0.00              | 0.00          | 0.00             | 109,271.63       |
|                                     | <b>Other Income</b>                        | 0.00             | 0.00             | 0.00              | 259.00           | 10.00            | 0.00              | 0.00              | 0.00          | 0.00             | 269.00           |
|                                     | <b>Shipping and Handling</b>               | 0.00             | 0.00             | 0.00              | 0.00             | 18,624.35        | 0.00              | 0.00              | 0.00          | 0.00             | 18,624.35        |
|                                     | <b>Publications Sales</b>                  | 0.00             | 0.00             | 0.00              | 120.00           | 2,688.75         | 30.00             | 0.00              | 0.00          | 0.00             | 2,838.75         |
|                                     | <b>Sponsor Dues and Donations</b>          | 0.00             | 0.00             | 0.00              | 35,951.50        | 0.00             | 0.00              | 0.00              | 0.00          | 0.00             | 35,951.50        |
|                                     | <b>Conversion from Accrual to Cash</b>     | 0.00             | 0.00             | 0.00              | 392.14           | 0.00             | 0.00              | 0.00              | 0.00          | 0.00             | 392.14           |
| <b>Total Income</b>                 |  | 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       |
| <b>Cost of Goods Sold</b>           | <b>Bibliography Update Expense</b>         | 0.00             | 0.00             | 0.00              | 0.00             | 332.50           | 0.00              | 0.00              | 0.00          | 0.00             | 332.50           |
|                                     | <b>Management Game</b>                     | 0.00             | 0.00             | 0.00              | 0.00             | 20,851.50        | 0.00              | 0.00              | 0.00          | 0.00             | 20,851.50        |
|                                     | <b>PhD Seminar in System Dynamics</b>      | 0.00             | 0.00             | 0.00              | 0.00             | 161.50           | 0.00              | 0.00              | 0.00          | 0.00             | 161.50           |
|                                     | <b>Proceedings</b>                         | 0.00             | 0.00             | 0.00              | 0.00             | 775.00           | 0.00              | 0.00              | 0.00          | 0.00             | 775.00           |
|                                     | <b>SD Review Reprints</b>                  | 0.00             | 0.00             | 0.00              | 0.00             | 0.00             | 7,941.71          | 0.00              | 0.00          | 0.00             | 7,941.71         |
| <b>Total COGS</b>                   |  | 0.00             | 0.00             | 0.00              | 0.00             | 22,120.50        | 7,941.71          | 0.00              | 0.00          | 0.00             | 30,062.21        |
| <b>Gross Profit</b>                 |  | 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       |
| <b>Expense:</b>                     | <b>Awards</b>                              | 0.00             | 0.00             | 0.00              | 5,053.80         | 0.00             | 0.00              | 0.00              | 440.00        | 0.00             | 5,493.80         |
|                                     | <b>Bank Adjustments (Expense)</b>          | 0.00             | 0.00             | 0.00              | 656.36           | 0.00             | 0.00              | 0.00              | 0.00          | 0.00             | 656.36           |
|                                     | <b>Contract with Univ at Albany</b>        | 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       |
|                                     | <b>Credit card fees</b>                    | 19.64            | 4,325.40         | 3.26              | 4,405.66         | 2,568.41         | 4.86              | 0.00              | 116.38        | 0.00             | 11,443.61        |
|                                     | <b>EXP Conferences</b>                     | 1,317.10         | 70,973.53        | 0.00              | 0.00             | 0.00             | 0.00              | 0.00              | 0.00          | 0.00             | 72,290.63        |
|                                     | <b>Journal Expense</b>                     | 0.00             | 0.00             | 0.00              | 0.00             | 0.00             | 12,000.00         | 0.00              | 0.00          | 0.00             | 12,000.00        |
|                                     | <b>Membership Directory Exp</b>            | 0.00             | 0.00             | 0.00              | 0.00             | 0.00             | 1,526.00          | 0.00              | 0.00          | 0.00             | 1,526.00         |
|                                     | <b>Miscellaneous Expense</b>               | 0.00             | 0.00             | 0.00              | 25,175.35        | 0.00             | 0.00              | 0.00              | 0.00          | 0.00             | 25,175.35        |
|                                     | <b>Officer Expenses</b>                    | 0.00             | 0.00             | 0.00              | 4,883.49         | 0.00             | 2,864.23          | 0.00              | 0.00          | 0.00             | 7,747.72         |
|                                     | <b>Printing &amp; Duplicating</b>          | 0.00             | 0.00             | 0.00              | 4,491.95         | 660.00           | 0.00              | 0.00              | 0.00          | 0.00             | 5,151.95         |
|                                     | <b>Professional Fees</b>                   | 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        |
|                                     | <b>Shipping /Postage Expense</b>           | 0.00             | 0.00             | 0.00              | 161.39           | 13,899.12        | 0.00              | 0.00              | 4.83          | 0.00             | 14,065.34        |
|                                     | <b>Supplies</b>                            | 0.00             | 0.00             | 94.90             | 1,318.85         | 16.00            | 0.00              | 100.00            | 0.00          | 0.00             | 1,529.75         |
|                                     | <b>DM Exp reallocated to Core</b>          | 0.00             | 0.00             | 0.00              | 271.15           | 0.00             | 0.00              | 0.00              | -271.15       | 0.00             | 0.00             |
| <b>Total Ordinary Expense</b>       |  | 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       |
| <b>Net Ordinary Income</b>          |  | -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       |
| <b>Other:</b>                       | <b>Restricted DMA Donations &amp; Int.</b> | 0.00             | 0.00             | 0.00              | 0.00             | 0.00             | 0.00              | 0.00              | 34,431.24     | 0.00             | 34,431.24        |
| <b>Net Other Income/Expense</b>     |  | 0.00             | 0.00             | 0.00              | 0.00             | 0.00             | 0.00              | 0.00              | -34,431.24    | 0.00             | 34,431.24        |
| <b>Net Income</b>                   |  | <b>-6,004.96</b> | <b>68,858.77</b> | <b>-14,891.87</b> | <b>-6,776.67</b> | <b>66,939.64</b> | <b>-22,098.96</b> | <b>-11,780.73</b> | <b>690.10</b> | <b>-2,478.50</b> | <b>72,456.82</b> |

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           |
|---|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>ASSETS</b>                             |                   |                |                |                |                |                |                |                |                |                |                |                |                |                |                |
| <b>Current Assets</b>                     |                   |                |                |                |                |                |                |                |                |                |                |                |                |                |                |
| 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        |
| <b>Total Current Assets</b>               | <b>\$ 528,737</b> | <b>410,806</b> | <b>226,461</b> | <b>226,591</b> | <b>310,821</b> | <b>237,872</b> | <b>233,508</b> | <b>254,392</b> | <b>201,834</b> | <b>413,554</b> | <b>406,004</b> | <b>384,635</b> | <b>379,785</b> | <b>329,312</b> | <b>295,157</b> |
| <b>Fixed Assets</b>                       |                   |                |                |                |                |                |                |                |                |                |                |                |                |                |                |
| 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           | -              | -              | -              | -              | -              | -              |
| <b>Total Fixed Assets</b>                 | <b>\$ 356</b>     | <b>1,053</b>   | <b>2,064</b>   | <b>3,041</b>   | <b>4,636</b>   | <b>3,557</b>   | <b>1,051</b>   | <b>1,157</b>   | <b>1,929</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>Other Fixed Assets</b>                 |                   |                |                |                |                |                |                |                |                |                |                |                |                |                |                |
| Cash - restricted                         | \$ 28,947         | 29,439         |                |                |                |                |                |                |                |                |                |                |                |                |                |
| <b>TOTAL ASSETS</b>                       | <b>\$ 558,040</b> | <b>441,297</b> | <b>228,525</b> | <b>229,632</b> | <b>315,457</b> | <b>241,429</b> | <b>234,559</b> | <b>255,549</b> | <b>203,763</b> | <b>413,554</b> | <b>406,004</b> | <b>384,635</b> | <b>379,785</b> | <b>329,312</b> | <b>295,157</b> |
| <b>LIABILITIES &amp; NET ASSETS</b>       |                   |                |                |                |                |                |                |                |                |                |                |                |                |                |                |
| 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             | -              | -              | -              |
| <b>Total Liabilities</b>                  | <b>\$ 29,250</b>  | <b>18,979</b>  | <b>2,525</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>533</b>     | <b>38</b>      | <b>149</b>     | <b>46</b>      | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>Net Assets</b>                         |                   |                |                |                |                |                |                |                |                |                |                |                |                |                |                |
| 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        |
| <b>Total Net Assets</b>                   | <b>\$ 528,790</b> | <b>422,317</b> | <b>226,000</b> | <b>229,632</b> | <b>315,457</b> | <b>241,429</b> | <b>234,559</b> | <b>255,549</b> | <b>203,230</b> | <b>413,516</b> | <b>405,855</b> | <b>384,589</b> | <b>359,785</b> | <b>329,312</b> | <b>295,157</b> |
| <b>TOTAL LIABILITIES &amp; NET ASSETS</b> | <b>\$ 558,040</b> | <b>441,297</b> | <b>228,525</b> | <b>229,632</b> | <b>315,457</b> | <b>241,429</b> | <b>234,559</b> | <b>255,549</b> | <b>203,763</b> | <b>413,554</b> | <b>406,004</b> | <b>384,635</b> | <b>359,785</b> | <b>329,312</b> | <b>295,157</b> |

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## 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          |
|--|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>INCOME AND GAINS</b>                |                   |                |                |                |                |                |                |                |                |               |               |               |               |               |               |
| 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        |               |               |               |               |
| <b>Total Gross Income</b>              | <b>558,953</b>    | <b>494,189</b> | <b>368,905</b> | <b>329,143</b> | <b>338,712</b> | <b>302,707</b> | <b>167,517</b> | <b>191,455</b> | <b>112,637</b> | <b>60,777</b> | <b>67,517</b> | <b>39,704</b> | <b>57,762</b> | <b>35,111</b> | <b>26,730</b> |
| <b>Cost of Goods Sold</b>              |                   |                |                |                |                |                |                |                |                |               |               |               |               |               |               |
| 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          |                |                |                |               |               |               |               |               |               |
| <b>Total CGS</b>                       | <b>\$ 30,063</b>  | <b>31,872</b>  | <b>12,522</b>  | <b>24,876</b>  | <b>29,806</b>  | <b>23,573</b>  | <b>13,669</b>  | <b>14,413</b>  | <b>0</b>       | <b>13,033</b> | <b>7,517</b>  | <b>10,023</b> | <b>9,853</b>  | <b>3,331</b>  | <b>0</b>      |
| <b>TOTAL NET INCOME</b>                | <b>\$ 528,890</b> | <b>462,317</b> | <b>356,383</b> | <b>304,267</b> | <b>308,906</b> | <b>279,134</b> | <b>153,848</b> | <b>177,042</b> | <b>112,637</b> | <b>47,744</b> | <b>60,000</b> | <b>29,681</b> | <b>47,909</b> | <b>31,780</b> | <b>26,730</b> |
| <b>EXPENSES AND LOSSES</b>             |                   |                |                |                |                |                |                |                |                |               |               |               |               |               |               |
| 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        |               |               |               |               |
| <b>TOTAL EXPENSES</b>                  | <b>\$ 455,932</b> | <b>296,966</b> | <b>360,015</b> | <b>390,092</b> | <b>234,878</b> | <b>272,264</b> | <b>178,538</b> | <b>124,723</b> | <b>37,274</b>  | <b>56,493</b> | <b>36,916</b> | <b>37,043</b> | <b>9,469</b>  | <b>8,827</b>  | <b>32,403</b> |
| <b>TOTAL EXPENSES AND CGS</b>          | <b>\$ 485,995</b> | <b>328,838</b> | <b>372,538</b> | <b>414,968</b> | <b>264,684</b> | <b>295,837</b> | <b>192,207</b> | <b>139,136</b> | <b>37,274</b>  | <b>69,526</b> | <b>44,433</b> | <b>47,066</b> | <b>19,322</b> | <b>12,158</b> | <b>32,403</b> |
| <b>INCREASE/DECREASE IN NET ASSETS</b> | <b>\$ 72,958</b>  | <b>165,351</b> | <b>-3,633</b>  | <b>-85,825</b> | <b>74,028</b>  | <b>6,870</b>   | <b>-24,690</b> | <b>52,319</b>  | <b>75,363</b>  | <b>-8,749</b> | <b>23,084</b> | <b>-7,362</b> | <b>38,440</b> | <b>22,953</b> | <b>-5,673</b> |

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