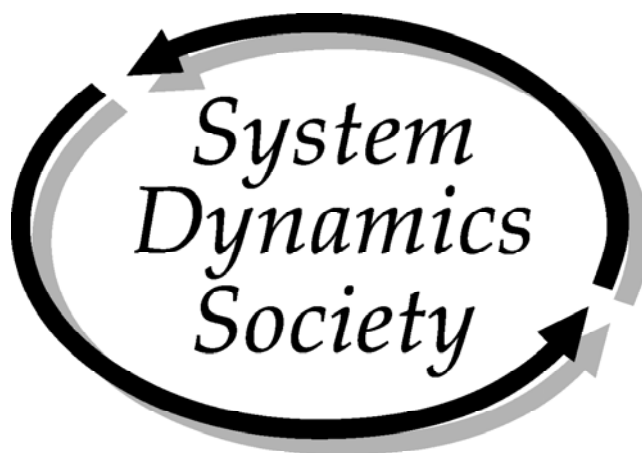


**Annual Report on**  
**Home Office Operations**



**July 2005**

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Annual Report on Home Office Operations of the  
**System Dynamics Society**  
Summer Policy Council Meeting  
July 2005

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## Introduction

The home office of the System Dynamics Society is housed at the Center for Policy Research at the University at Albany, State University of New York. Two full time staff, Roberta Spencer and Jennifer Rowe, support the Home office. Ms. Spencer is the Executive Director of the Society. Additional support comes from graduate students at the University at Albany, volunteers, and from outside contractors especially Robin Langer, Joan Yanni, and 25<sup>th</sup> Hour Accounting Solutions.

## New Initiatives

### Conference Management: Web-Based Initiatives

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

The web-based submission system continues to be improved by Bob Eberlein and incorporated into conference management.

We use the web-based system to receive submissions, including author names, the body of work, and supporting materials including models. A new function this year was that the web system automatically assigned papers to reviewers and sent reminders to reviewers. Additionally this year, for the first time, the web system was used to develop the tentative program and schedule; it is programmed to identify author presentation time conflicts. We continue to improve database and web system alignment.

Other new items at the conference this year include a web-based scholarship request system, a conference scholarship committee and scholarship built into the budget, research sessions, and a first-time attendee welcome gathering.

### 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.

## **Own the Membership Process**

At the February 9, 2004 Policy Council Meeting, the motion that the Society Home Office should take over management of the membership was unanimously approved.

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 eight contacts, the last being a message directly from the President of the Society. Seventy-five percent of our 2004 members renewed for 2005 as of July 2005. This is 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. When members do tell us why they have not renewed, one common problem seems to be related to paying in dollars to the USA. We plan to try to help these members resolve this issue.

Our 2005 membership is now over the 1000 member mark. In addition to the 740 renewing members, we now have over 260 new members. For the first time since this office has tracked membership, new members account for more than 25% of our membership. Percentage worked in the “core” category has increased approximately 18% to date for Jennifer Rowe and 6% for Roberta Spencer.

Again with the help of Bob Eberlein, the web system is also facilitating online membership renewals, available for the first time this year.

## **Bibliography Cleanup**

The System Dynamics Bibliography clean up, started two years ago and done by a volunteer, is finished. We had hundreds of authors reply, but still there are inconsistencies in the bibliography.

## **Dana Meadows Endowment Fund**

A proposal for endowing the Dana Meadows Student Prize was put forward to the Policy Council by John Sterman, Michael Radzicki, Andrew Jones, John Morecroft and Roberta Spencer. With the campaigning help of John Sterman, the endowment fund is within \$1,300 of the \$60,000 goal. We expect to be able to announce that we have reached our goal during the award presentation at the Boston conference. To date sixty-four individuals have contributed, one with matching funds. Additionally we have had two organizations donate: the UK-based Operational Research Society and the Sustainability Institute. In addition to all the contributors who helped make this a reality, special thanks to Allen and Jane Boorstein who generously helped establish the award in 2001.

The funds received have been invested.

## **Investment Policy for the Society**

An overall investment policy for the Society has been implemented.

## **Long Term Financial Outlook and Sustainability of Home Office**

The Society office has moved into new office space, on the same floor across the hall. The office space is almost twice as big as the original office. The university plans to renovate the third floor over the summer of 2006. This will require a temporary move off the third floor during the construction (and preparations

for the Nijmegen conference). With the volunteer help of Dan Langer, Architect, we have the most efficient plan for the new space while using existing furniture. The new office will allow us to have more space in addition to workspace for volunteers and visitors. See Attachment Ib – New Space - Office Floor Plan, page12. We continue to be under the umbrella of the Center for Policy Research.

The research on home office transition planning, options for change, financial outlook and sustainability still needs to be done. There are no short-term issues in this area.

# Routine Operations

## Membership

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

**Services and Recruitment** We currently have about 5850 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 usual new and renewal membership applications, we continue to increase membership by the sponsorship incentive program, membership fee being paid along with purchase of a product, and 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 Boston conference, we have processed a total of 89 memberships; of those 65 are **new** members. Please see page 22 “Conference Registration Fee Structure” showing the differences between member and non-member conference fees.

After our annual conferences, a personal invitation to become a member of the Society is sent to conference attendees who are not members. In addition, 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>2005</b>	<b>505</b>		
<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: i:\sds\rls folders\statistical information\growth indicators\membership statis.xls\membvertime

### **Total Memberships Processed by Home Office, January 1998 – June 2005**

**Sponsorship Incentive** As of July 2005, we have 103 new or renewal members that have joined the Society for the calendar year 2005 as a result of the Society Sponsorship incentive. See Attachment V – Sponsor Statistics, page 17, for history. A sponsor receives up to three personal memberships with a sponsorship.

**Membership Directory** The 2005 membership directory is on-line. The cost of outsourcing and maintaining the on-line directory with Memberclicks is \$120 per month for a membership of 1000 or more. Costs to date are as follows:

2004: \$907 Maintenance fees paid.

2003: \$1209 Maintenance fees paid.

2002: \$1231 First year setup (\$650) and maintenance fees for partial year.

2001: \$7000 Printing and mailing costs of the hardcopy directory.

Fourteen current members chose not to be included in the on-line directory, although many more have not taken advantage of uploading their profiles. The on-line directory has over 90% member profiles to date. Profiles of non-renewed 2004 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 beginning to be used by members.

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

## Sales

**Beer Distribution Game, Proceedings, Journal, Bibliography and PhD Seminar Series** There is still great interest in the Beer Distribution Game; and 2004 sales were the highest. Reviewing the first six months of 2005, Beer Game sales are down about 10%. Please see the Beer Game Sales at Half Year, 1998 – 2005 on page 23. There continues to be increased interest in past proceedings and all other sales are healthy. See half-year chart on page 23.

In 2004 the increased demand for proceedings continued, along with a slight increase in demand for back issues of the *System Dynamics Review*. Access to past journals through Wiley using the Interscience website has influenced the sales of the past issues of the *Review*. In accordance with our new 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 decreased, and the MIT Literature Collection is being well received.

Back issues of the *System Dynamics Review*: A full set of 60 back issues from 1985 to 2004 (Volume 1 – Volume 20) is offered for sale for \$750.00. The full time student member price for the Volume 1 – Volume 20 set is \$325.00.

The System Dynamics Society Bibliography disks continue to be available upon request and it is downloadable from our website. The bibliography has been updated to include the Oxford Proceedings

and the *System Dynamics Review* Volume 21, Number 1 – 2004. New entries are continuously being made, as the bibliography is always a work in progress; currently there are 7754 entries.

Most importantly, in 2004, the \$84,600 profit from the sales “cost center” helped support the core operations offered by the Society office. This amount is up \$25,600 from 2003.

Items Sold	2004	2003	2002	2001	2000	1999	1998
Beer Game Boards*	1109	710	876	1043	837	623	828
Past Proceedings	98	87	45	56	36	101	52
Past <i>System Dynamics Reviews</i>	17 single 3 sets	13 single 5 sets	8 single 1 set	13 single 4 sets	29 single 8 sets	25 single 6 sets	54 single 4 sets
Bibliographies	3	1	2	8	4	14	24
PhD Seminar	15 single 14 sets	30 single 10 sets	13 single 14 sets	N/A	N/A	N/A	N/A
Literature Collection on DVD	81	N/A	N/A	N/A	N/A	N/A	N/A

\*includes loaner boards

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### Sales – Full Year, 1998 – 2004

## Society Sponsorship

Sponsors receive up to three complimentary annual (personal) memberships. Please see Attachment V – Sponsor Statistics, page 17, for a list of all Society and conference sponsors for calendar years 2000 through 2005. To date, thirty-eight have made either a pledge, sent in a gift, or traded services for 2005. We have six new sponsors in 2005. Our sponsors are very committed; nineteen of our 2005 Society sponsors have been sponsors for three consecutive years or more.

Year	Amount Received	Budgeted
2006		\$25,000
2005	<b>\$33,740 to date</b>	\$23,837
2004	\$38,102	\$21,000
2003	\$38,445	\$21,000
2002	\$19,494	\$21,000
2001	\$28,922 *	\$16,000
2000	\$17,909	\$13,000
1999	\$12,738	\$15,000
1998	\$11,000	\$ 9,000
1997	\$ 4,000	\$ 4,000

\*This includes a one-time special \$5000 contribution for the JWF Award and a two-year payment in advance. True amount for 2001 is \$22,922.

source: i:\sds\rls folders\society sponsors\2005 campaign\status 2005.xls\income-budgets since 1997

### Sponsor Income, 1997 – 2005

The Society office performs a systematic Society sponsorship program contacting all past Society sponsors and conference sponsors, inviting them to continue their support. In addition, we identify and mail out letters to repeat customers, to organizations with numerous members and to other consulting firms owned by members. This mailing is not only to solicit, but to also cultivate a relationship, to involve our members and others in the field. Letters mailed for the 2005 Society Sponsorship Campaign totaled 827. See page 18 for breakdown of letters mailed. We will continue this Society sponsors program for calendar year 2006 in September and October 2005.

## **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
- Advertising in related journals
- Contacting conference sponsors including generating new contacts
- Maintaining finances in QuickBooks
- Managing registrations, letters of invitation for visas, assist with roommate contacts, manage other unique site-specific details
- Organizing and scheduling meetings (chapter, special interest group, exhibitor demonstrations, business, editors, etc.), including assigning chairs
- Use of web submission system to manage all aspects of submissions
- Producing the printed abstract proceedings and CD-ROM of full proceedings
- Manage Dana Meadows Student Prize Award papers
- Event Insurance Coverage
- Design layout of conference sponsor information
- Organize outsourcing for specialty work
- Managing the tentative and final program and session chairs scheduling including room and AV equipment scheduling
- Assisting with all social program items including transportation
- Maintaining the conference website
- Negotiating and working directly with the conference venue
- Organizing all pre-conference and during-conference outside contractor and volunteer labor

**Allocation of Effort** Conference management consumes a major portion of personnel time, especially in the first 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. Ways 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 John Sterman, Nelson Repening, Jack Homer, and many more volunteers for the 2005 conference. We are providing support to the Nijmegen 2006 conference team. At this time, we are supporting efforts for site selection for the 2007 conference and reviewing and soliciting proposals for 2008 and beyond.

**Future Planning** is ongoing for the Nijmegen 2006 Conference. The dates are July 23-27, 2006. See the first Call for Papers in your conference packet.

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

## Society Finances

The Society is managed around five cost centers: conference, cores operations, sales, publication, and web presence. All bookkeeping files are maintained in QuickBooks. See Attachments IXa through IXh, pages 23 - 30, for all final financial information for 2004 and other related charts and graphs.

## Allocation of Effort

Daily time sheets are recorded using five cost centers. During 2004, Roberta Spencer and Jennifer Rowe worked full time, and Ignacio Martinez worked part-time. The office will continue with two full time people into 2006. The graduate assistance position deleted in 2004 was added back into the budget for 2006. The following table 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.

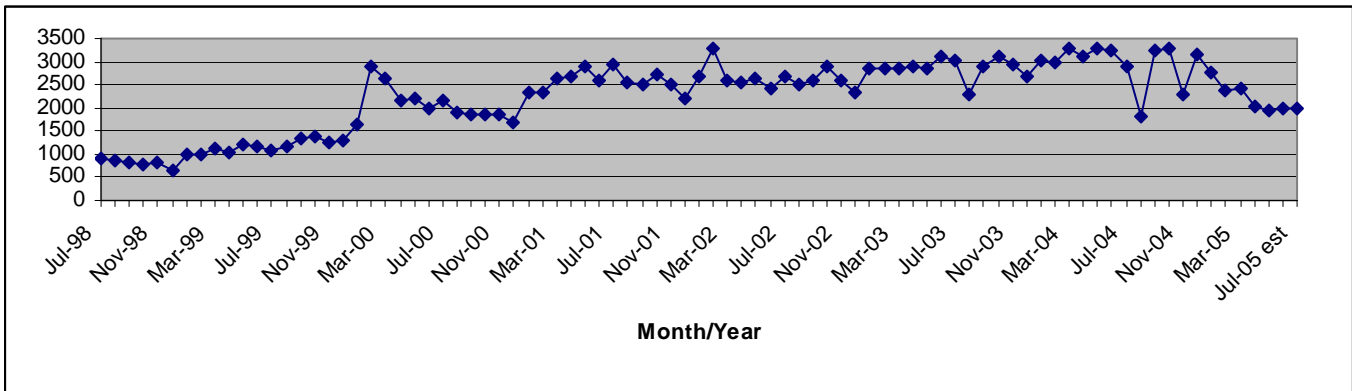
<b>Roberta Spencer</b>	<b>2004</b>	<b>2003</b>	<b>2002</b>	<b>2001</b>	<b>2000</b>	<b>1999</b>	<b>1998</b>
	%	%	%	%	%	%	%
Full time	100	100	100	100	90	75	75
Core Operations	21	25	25	39	41	50	41
Sales	6	7	7	9	9	17	28
Current Conference	62	36	42	34	38	31	27
Next Conference	5	13	12	7	5	2	4
Past/Future Conference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

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

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### **Allocation of Staff Effort by Cost Center, 1998 – 2004**

# Web Presence



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## Website "Hits" History by Month, September 1998 – June 2005

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 diversity committee listserv are all now housed at the University at Albany.

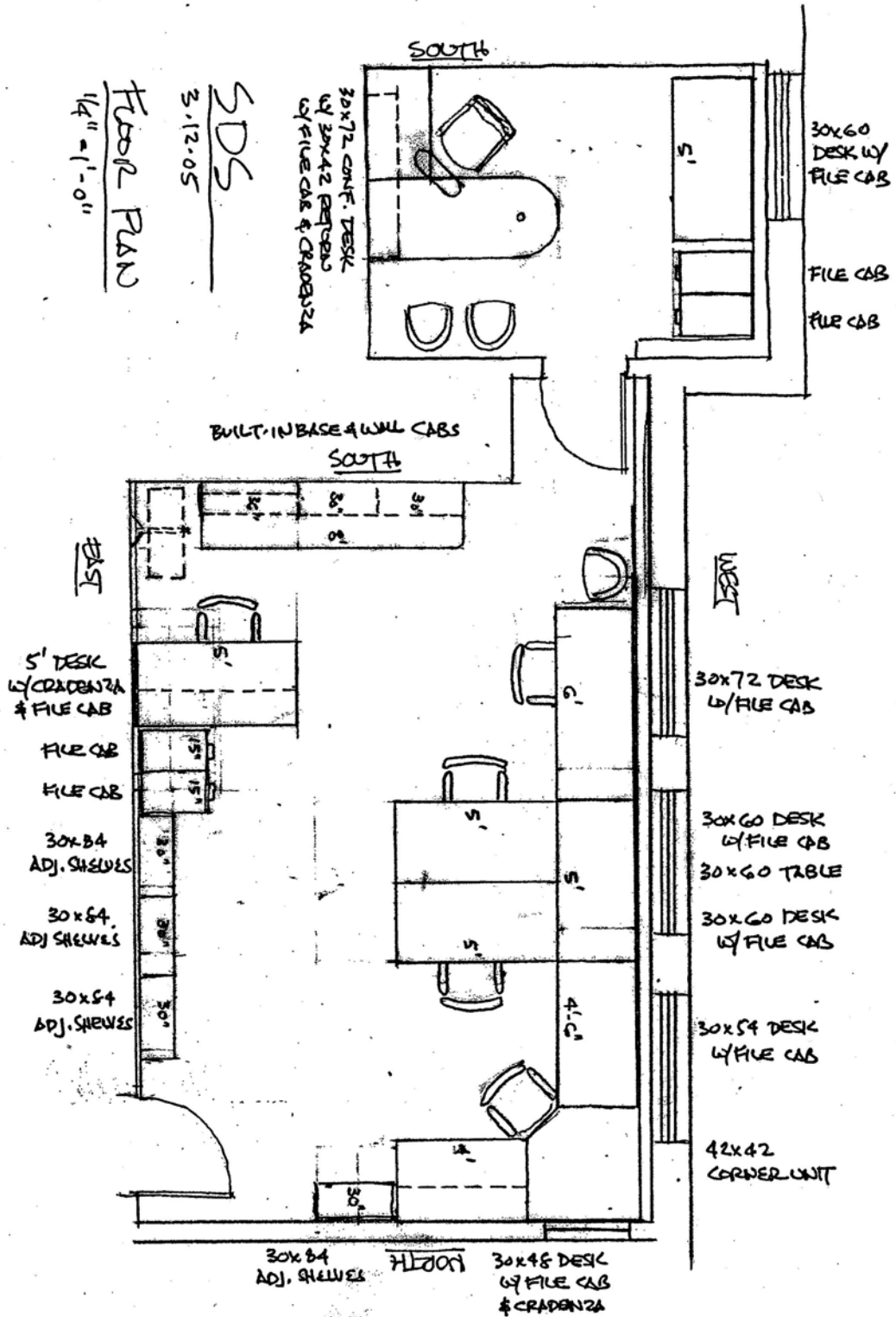
Since many visitors to the website are now accessing the web submission system directly, the hits are not being recorded in the same manner as last year.

## Attachment I – New Initiatives

### Attachment Ia –Other Than Routine Processes

<b>New Initiatives</b> <i>Not Routine Processes</i>	<b>Developments</b>	<b>Next Steps</b>
A. Discuss long term financial outlook and sustainability of home office	<i>Met in April 2002 with David Peterson and Kevin O'Neill</i>	<b>Arrange follow up meetings. Report to Policy.</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. Chapters may need more support at start up or with membership drives.</i>	<b>Expand and perform routinely. Needs more attention.</b>
C. Improve Conference management	<i>Web ease, standardize submittal process, improve survey</i>	<b>Make continuous improvements. New web submittal process continuously improved.</b>
D. Develop electronic presence	<i>Webmaster Jack Pugh has advanced the web presence. Continued funding will progress this effort. Add “newbie” and resources pages.</i>	<b>Expand and perform routinely. Needs more attention. Work with Jack Pugh.</b>
E. Develop new products to diversify and broaden sales possibilities beyond “Beer Game”	<i>The Fireside Chat; The Electronic Oracle Solicit donations of products we could sell.</i>	<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 Ib - New Space - Office Floor Plan



## **Attachment II – Routine Operations – Other Processes**

- Help 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
- Process all new and renewal memberships and send information to Wiley to distribute the journal
  - Membership maintenance and recruitment and yearly retention analysis
  - Reconcile membership issues / discrepancies with John Wiley & Sons
- Assist PC officers as needed
- Archive Systems: records retention and preservation
- Maintain checking account and accounting for funds with University
- 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 President's Newsletter four times a year (electronic and hard copy)
- Manage Administrative Calendar and Processes
- Assist with all aspect 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 Geographic Distribution, 1996 – 2004, representing 75 countries (56 active countries in 2004)**

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

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

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

*Attachment III – Membership Statistics, continued*

Year	Society Database	Wiley	At June 30th	Regular Student	Institutional	EAL
<b>2005</b>			<b>994</b>			
<b>2004</b>	976	972	875	770/206	151	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		416/43	212	
<b>1994</b>		484			197	
<b>1993</b>		487			181	
<b>1992</b>		406			158	
<b>1991</b>		418			112	

Note: calculation source changed from Society directory to database in 2002

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

**Membership Over Time - Full Calendar Year, 1991 – 2004**

Year	Unknown	Academic	Military	Private	Public	Other
	%	%	%	%	%	%
<b>2004</b>	<b>9</b>	<b>45</b>	<b>1.5</b>	<b>41</b>	<b>3</b>	<b>.5</b>
<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

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

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

**Membership Distribution by Sector, 1995 – 2004**

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

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

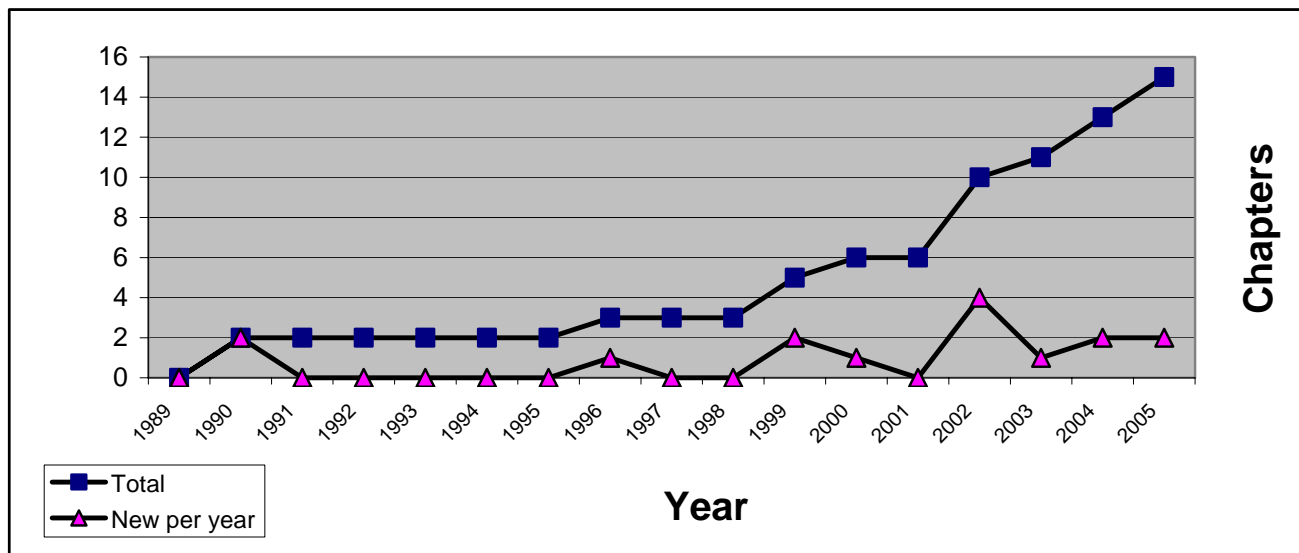
**Membership by Continent, 1996 – 2004**

## Attachment IV – Chapter and Special Interest Group Statistics

Year	New Chapter Name
2005	Russia, (Pending: Pakistan)
2004	Switzerland, Economics
2003	Brazil
2002	Student, Latin America, Hellenic, Egypt
2000	South Korea
1999	United Kingdom, Australia/New Zealand
1996	Italy
1990	China, Japan

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

### New Chapters, 1989 – June 2005



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

### Chapter Growth, 1989 – June 2005 (includes Pakistan)

#### Special Interest Groups to date (year approved):

- Business (2005)
- Environmental Dynamics (2003)
- Health Policy (2003)
- Higher Education (2002)
- Security (2003)

## Attachment V – Sponsor Statistics

### Corporations:

A.T. Kearney  
 Accenture  
 Adirondack Oral & Maxillofacial Surgery PC  
 AIMS, Advanced Integrated Management Strategies, LLP<sup>2</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<sup>1</sup>  
 Atrivé<sup>1</sup>  
 Attune Group, Inc.<sup>2</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>  
 BP<sup>1</sup>  
 Brand Management<sup>1</sup>  
 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>  
 Comune di Palermo (Municipality of Palermo)<sup>3</sup>  
 CRA International, Inc.<sup>2</sup>  
 Decision Dynamics, Inc.<sup>1</sup>  
 Delsys Research Group  
 Delta Air Lines, Inc.<sup>3</sup>  
 Deutsche Lufthansa AG<sup>1</sup>  
 Forio Business Simulations<sup>2</sup>  
 GE Insurance Solutions<sup>2,3</sup>  
 General Motors<sup>1</sup>  
 Georgia-Pacific Corporation  
 Global Strategy Dynamics Ltd.<sup>2</sup>  
 Hall, Vasil & Dowd, CPA's<sup>1,3</sup>  
 Hewlett-Packard Company  
 HVR Consulting Services Ltd.<sup>2</sup>

### Corporations continued:

IBM<sup>1</sup>  
 Intel Corporation  
 ise systems<sup>1,2</sup> (formerly High Performance Systems, Inc.)  
 ITP Consultores<sup>1</sup>  
 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>  
 Master Systems Inc.<sup>1</sup>  
 McKinsey & Company<sup>3</sup>  
 Mediterranea Digit Srl – XEROX Dealer<sup>3</sup>  
 Minase Consulting<sup>1</sup>  
 Mohaseboon Financial and Business Consultants<sup>1,2</sup>  
 Northwater Capital<sup>1</sup>  
 OLM Consulting (formerly Cognitus)  
 PA Consulting Group<sup>2</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<sup>1</sup>  
 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<sup>1</sup>  
 Sicilia Dreams Travel Agency<sup>3</sup>  
 SoL (Society for Organizational Learning)<sup>2</sup>  
 SRC Hamburg  
 Strategic Clarity  
 Tecnológico de Monterrey<sup>1</sup>  
 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  
 Waters Foundation  
 WB Incorporated<sup>2,3</sup>  
 XJ Technologies<sup>2</sup>

### Universities and University Centers:

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<sup>2</sup>  
 MIT System Dynamics Group<sup>1,2</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>1,3</sup>  
 University of Wellington Graduate School of Business and Public Management  
 Worcester Polytechnic Institute, Advanced Distance Learning Network<sup>1,2</sup>

### Individual Sponsors:

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

### Individual Donor:

Ken Carpenter

<sup>1</sup> 2005 Society Sponsor

<sup>2</sup> 2005 Conference Sponsor

<sup>3</sup> In-kind Sponsor

*Attachment V - Sponsor Statistics, continued*

	<b>2005</b>	<b>2004</b>	<b>2003</b>	<b>2002</b>
Past Sponsors – not current	13	2	4	4
Conference Sponsors - not Society	11	9	6	5
Last year paying	45	19	23	23
Cold Call - Universities	270	240	93	103
Cold Call - Non Mem, Non University	253	315	86	90
Cold Call Members	235	203	89	51
Over \$500 Beer Game Sales	0	0	27	35
<b>Total letters mailed</b>	<b>827</b>	<b>788</b>	<b>328</b>	<b>311</b>

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

**Society Sponsorship Mail-out Campaign, 2002 - 2005**

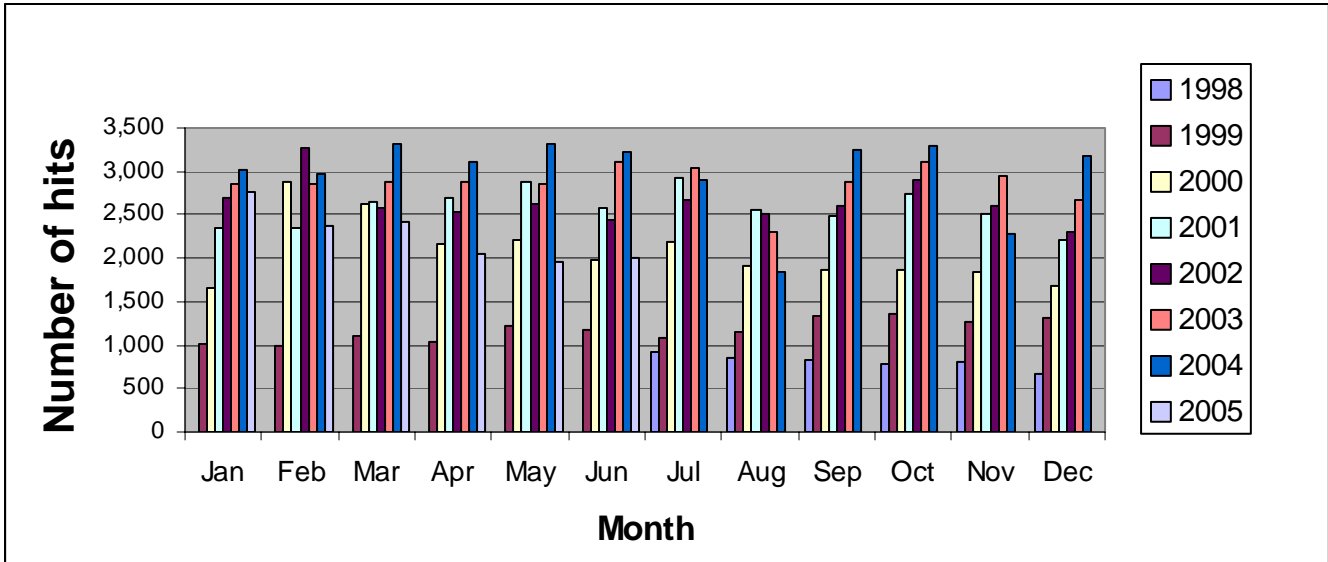
<b>Year</b>	<b># of Members from Sponsorship Incentive (new or renewal)</b>
<b>2005*</b>	<b>103</b>
<b>2004</b>	93
<b>2003</b>	55
<b>2002</b>	59
<b>2001</b>	54
<b>2000</b>	45
<b>1999</b>	34

\*As of June 30th

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

**Membership Resulting From Society Sponsorship Incentive, 1999 - 2005**

## Attachment VI – Website Activity



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

### Website Hits History, January 1998 – 2005, Monthly Comparison

## **Attachment VII – Administrative Processes**

Business Processes Tightly Linked to Administrative Calendar:

- Tax Filings, work with CPA
- 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
- President’s Newsletter (two to four times per year)
- Manage Nominations and Elections Procedures (October/November)
- **Awards:**
  - Jay W. Forrester Award Selection Procedure
  - Best Student Paper Award at Research Conference
  - Other 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, President’s Newsletter, Publisher’s Report, etc.
- VP Finance Report
- Notices in journals - for what and when
- Attachment VII – Administrative Processes, continued
- Update SDR – SDS pages
  
- May 15 Federal (no fee) and State (\$100 fee) review to be filed
- By November 15 - File a list of officers and policy council members with the MA Secretary of State - a one-page form that gives officers and date of annual meeting for the past year. Clerk has to be resident of MA
  
- Work with Administration Committee to refine processes.
- Who does what/when?
- How often are tasks/issues updated?

## Attachment VIII – Conference Attendance Statistics

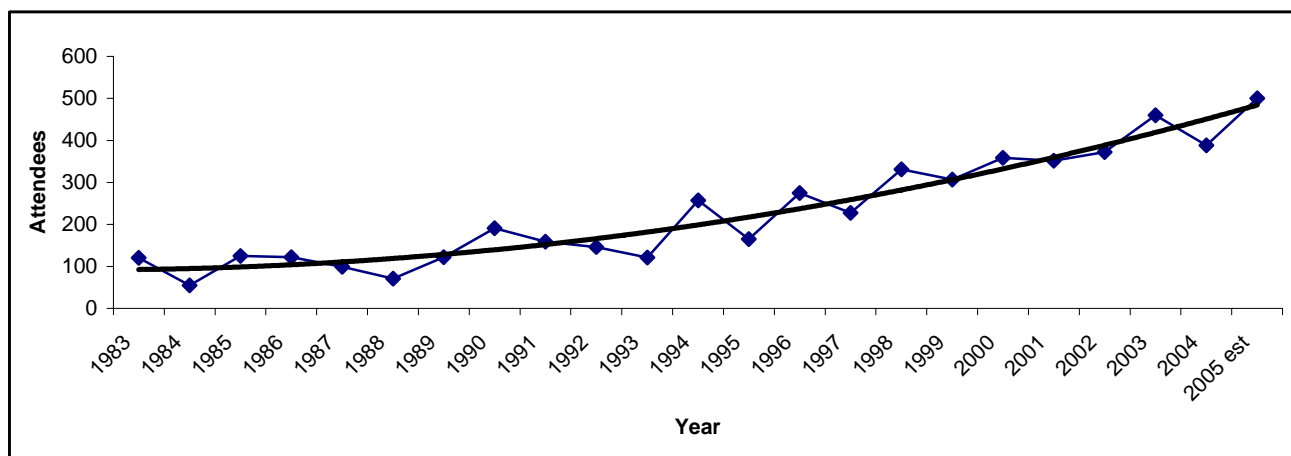
Year	Location	Attendees	Guests
2004	Oxford, England	388	45
2003	NYC USA	460	58
2002	Palermo, Italy	372	83
2001	Atlanta, GA USA	352	22
2000	Bergen, Norway	359	55
1999	Wellington, New Zealand	307	27
1998	Québec City, Canada	331	51
1997	Istanbul, Turkey	228	

Year	Location	Attendees	Guests
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: i:\sds\rls folders\statistical information\conference related\attendees.xls\all

**Conference Attendance Over Time by Year, 1983 – 2004**



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

**Conference Attendance Over Time by Year, 1983 – 2005**

*Attachment VIII – Conference Attendance Statistics, continued*

*Attachment VIII – Conference Attendance Statistics, continued*

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

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

**Conference Attendees by Type of Payment/Support, 2000 – 2004**

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

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

**Conference Registration Fee Structure, 2000 – 2005**

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

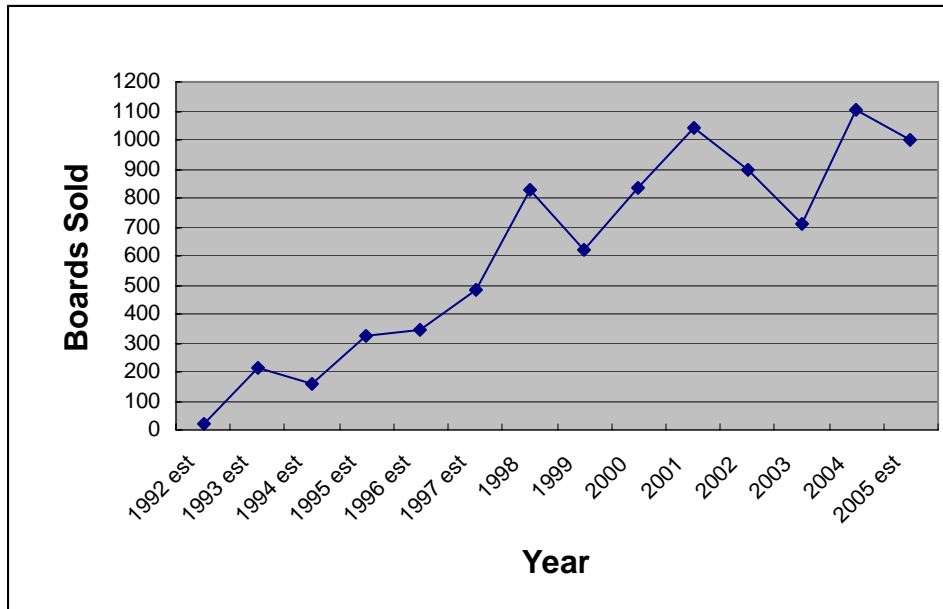
immediate pre-conference figures

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

**Conference Attendance by Continent Representation, 1999 – 2005**

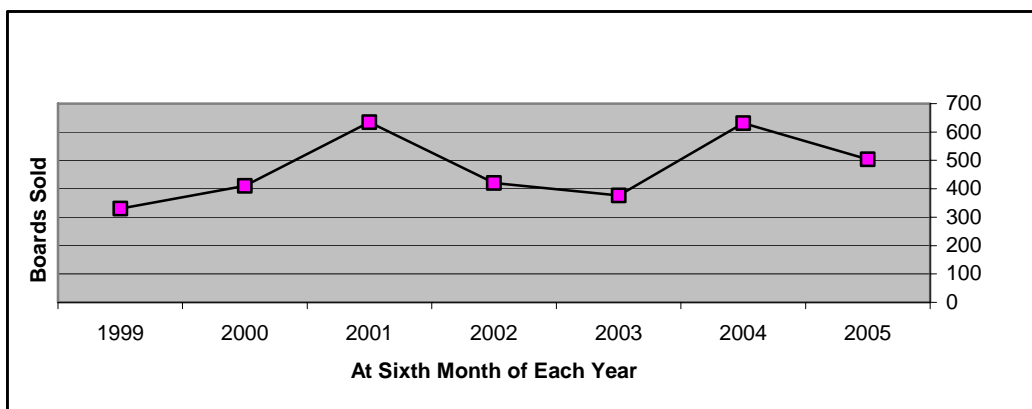
## Attachments IX – Financial Information

### Attachment IXa – Sales



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

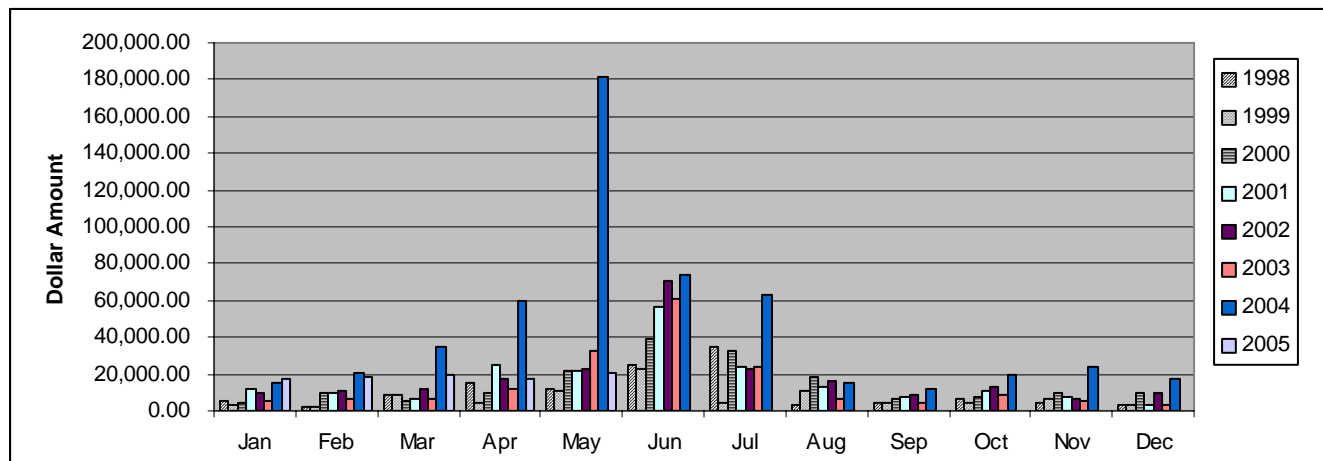
**Beer Game Boards Sold, 1992 – 2005**



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

**Beer Game Sales at Half Year, 1998 – 2005**

**Attachment IX – Financial Information, continued**



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

**Credit Card Sales, 1998 – June 2005, Monthly Comparison**

**Attachment IXb – Wiley Financial Information**

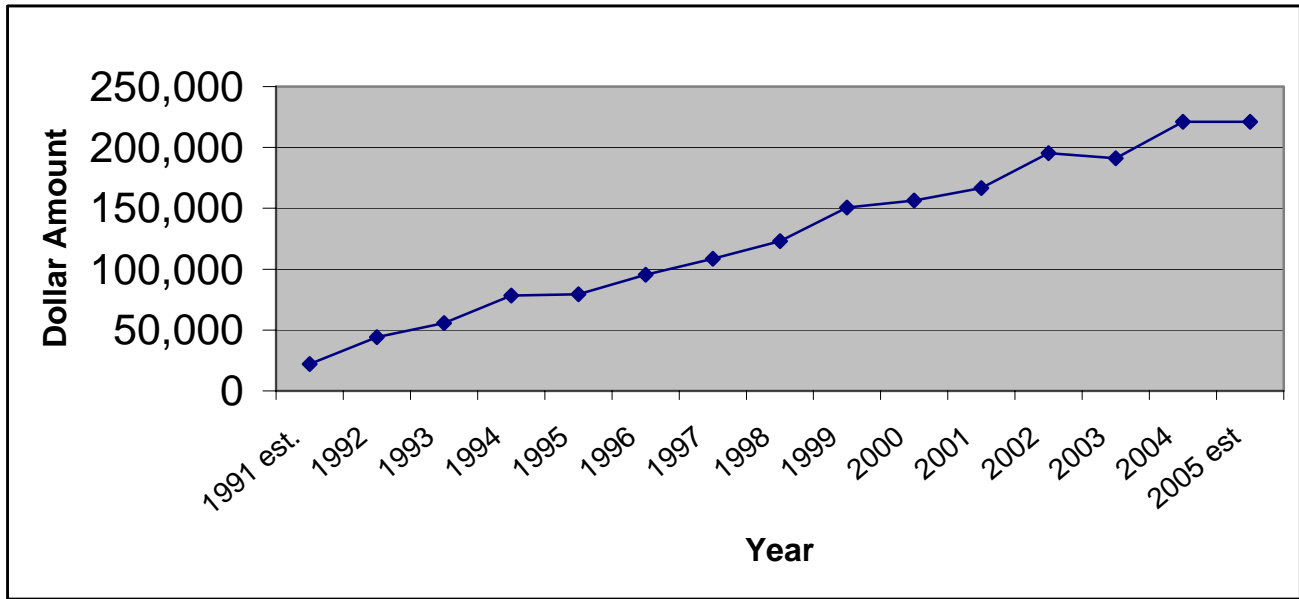
	Royalties Income	Membership Income	% Increase Membership Income	Wiley Income from SDR	% Increase Wiley Income from SDR	Regular Membership Price	Student Membership Price
2005*				\$220,958	1.0		
2004	\$28,643	\$8645+23774	3.805	\$220,958	1.156	\$90	\$45
2003	\$19,117	\$8,520	1.108	\$191,170	0.979	\$90	\$45
2002	\$19,530	\$7,690	1.029	\$195,295	1.173	\$90	\$45
2001	\$16,655	\$7,475	1.072	\$166,548	1.064	\$90	\$45
2000	\$15,651	\$6,975	1.055	\$156,509	1.039	\$80/\$90	\$40/\$45
1999	\$15,070	\$6,610	1.075	\$150,696	1.225	\$80	\$40
1998	\$12,302	\$6,150	1.187	\$123,021	1.134	\$80	\$40
1997	\$10,848	\$5,180	1.041	\$108,476	1.137	\$80	\$40
1996	\$9,540	\$4,975	1.031	\$95,404	1.203	\$80	\$40
1995	\$7,993	\$4,825	1.113	\$79,334	1.013	\$70	\$35
1994	\$7,835	\$4,335	0.977	\$78,349	1.409	\$70	\$35
1993	\$6,000	\$4,435	1.217	\$55,620	1.262	\$70	\$35
1992	\$6,000	\$3,645		\$44,083	2.004	\$70	\$35
1991*				\$22,000			

\*estimate

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

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

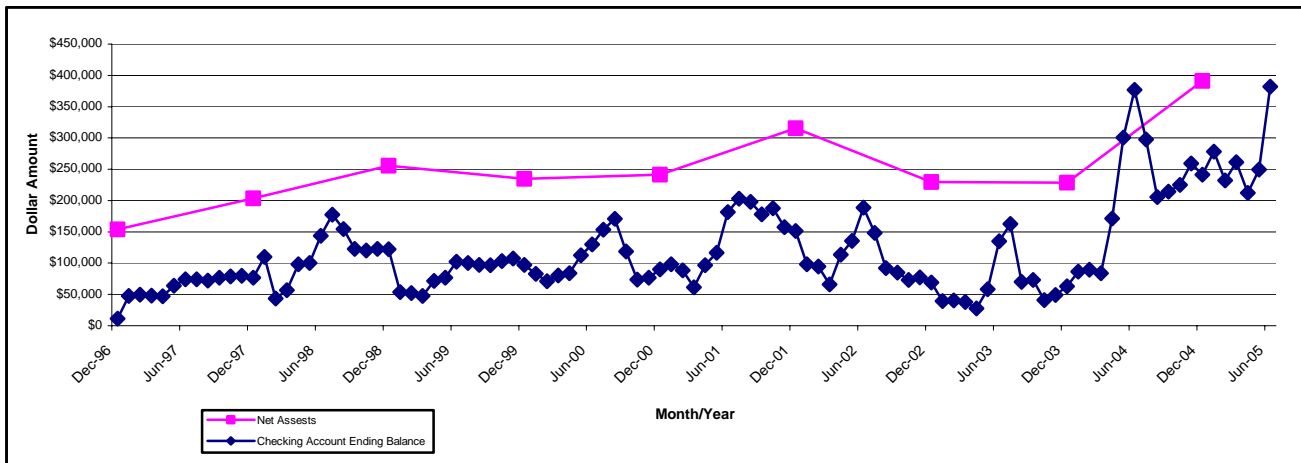
*Attachment IX – Financial Information, continued*



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

**Wiley Income from *System Dynamics Review*, 1991 – 2005**

**Attachment IXc – Non-Investment and Unrestricted Net Assets Balances**



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

**Ending Balances for Non-Investment Accounts & Unrestricted Net Assets  
December 1996 – June 2005**

## Attachment IXd – Final Balance Sheet 2004

	<u>Dec 31, 04</u>
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
Bank of America Checking	91,340
Bank of America Companion Savings	<u>149,943</u>
Total Bank of America (Fleet)	241,283
Bank Paypal	1,838
Fidelity Cash Reserves	63,639
UBS Financial (PaineWebber)	
Equities	4,313
Mutual Fund - Washington	31,168
Money Mkt - General	68,292
Total Dana Meadows Endowmt Fund Accts	<u>29,439</u>
Total UBS Financial (PaineWebber)	133,212
Total Travel Cash	<u>184</u>
Total Checking/Savings	440,156
Other Current Assets	
Undeposited Funds	<u>90</u>
Total Other Current Assets	<u>90</u>
Total Current Assets	440,246
Fixed Assets	
Equipment	11,046
Accumulated Depreciation	<u>-9,993</u>
Total Fixed Assets	<u>1,053</u>
<b>TOTAL ASSETS</b>	<b><u>441,297</u></b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Prepaid Editorial/Travel	3,054
Total Restricted Conf. Scholar/Awards	1,285
Membership Sub Payable 2005+	<u>14,640</u>
Total Other Current Liabilities	<u>18,979</u>
Total Current Liabilities	<u>18,979</u>
<b>Total Liabilities</b>	<b>18,979</b>
Equity	
Net Assets - Restricted (DMA)	30,966
Net Assets - Unrestricted	195,033
Net Income	<u>196,318</u>
<b>Total Equity</b>	<b><u>422,317</u></b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>441,297</u></b>

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

## Attachment IXe – Final Profit & Loss 2004

	<u>Jan - Dec 04</u>
<b>Income</b>	
DMA Endow. Fund Camp.	31,528
Products	132,587
INC Conferences	216,501
Investment Income	5,566
Journal Income	1,429
Membership Dues	49,402
Other Income	264
Shipping and Handling	20,157
Publications Sales	6,962
Sponsor Dues and Donations	32,190
Conversion from Accrual to Cash	-2,395
<b>Total Income</b>	<b>494,191</b>
<b>Cost of Goods Sold</b>	
Bibliography Update Expense	308
Literature Collection	1,550
Management Game	29,696
SD Review Reprints	318
Total COGS	31,872
<b>Gross Profit</b>	<b>462,319</b>
<b>Expense</b>	
Awards	5,560
Bank Adjustments (Expense)	344
Contract with Univ at Albany	165,788
Credit card fees	19,227
Depreciation Expense	1,011
Electronic Presence Support	307
EXP Conferences	2,527
Journal Expense	12,000
Membership Directory Exp	907
Membership Services	811
Membership Subsidies	2,430
Miscellaneous Expense	120
Office Equipment Purchases	0
Officer Expenses	3,121
Printing & Duplicating	2,960
Professional Fees	33,758
Shipping /Postage Expense	14,794
Supplies	336
Uncategorized Expenses	0
<b>Total Expense</b>	<b>266,001</b>
<b>Net Income</b>	<b>196,318</b>

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

Attachment IX – Financial Information, continued

## Attachment IXf – Final Profit & Loss 2004, by Cost Centers

	Misc Conf	05 Bos	2004 UK	Core Ops	Sales	Publication	Web	DMC	IFR	TOTAL
<b>Ordinary Income/Expense</b>										
<b>Income:</b>										
DMA Endow. Fund Camp.	0	0	0	0	0	0	0	31528	0	31528
Products	0	0	0	-842	133445	0	0	0	0	132587
INC Conferences	248	2500	214001	0	0	0	0	0	0	216501
Investment Income	0	0	47	6080	0	0	0	-561	0	5566
Journal Income	0	0	0	0	0	1429	0	0	0	1429
Membership Dues	0	0	0	49402	0	0	0	0	0	49402
Shipping and Handling	0	0	0	0	20157	0	0	0	0	20157
Publications Sales	0	0	0	0	4587	2375	0	0	0	6962
Sponsor Dues and Donations	0	0	0	32190	0	0	0	0	0	32190
Conversion from Accrual to Cash	0	0	0	-2395	0	0	0	0	0	-2395
<b>Total Income</b>	<b>0</b>	<b>2500</b>	<b>214048</b>	<b>84436</b>	<b>158188</b>	<b>3804</b>	<b>0</b>	<b>30966</b>	<b>0</b>	<b>494190</b>
<b>Cost of Goods Sold</b>										
Bibliography Update Expense	0	0	0	0	308	0	0	0	0	308
Literature Collection	0	0	0	0	1550	0	0	0	0	1550
Management Game	0	0	0	0	29696	0	0	0	0	29696
SD Review Reprints	0	0	0	0	0	318	0	0	0	318
<b>Total COGS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31554</b>	<b>318</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31871</b>
<b>Gross Profit</b>	<b>248</b>	<b>2500</b>	<b>214048</b>	<b>84436</b>	<b>126634</b>	<b>3486</b>	<b>0</b>	<b>30966</b>	<b>0</b>	<b>462319</b>
<b>Expense:</b>										
Awards	0	0	0	5560	0	0	0	0	0	5560
Bank Adj/Exc Rate/Misc (Expense)	0	0	0	841	10	-52	0	0	0	344
Contract with Univ at Albany	3984	11041	71649	55936	15979	1402	5798	0	0	165788
Credit card fees	0	46	8407	6519	4117	14	0	124	0	19227
Depreciation Expense	0	0	0	1011	0	0	0	0	0	1011
Electronic Presence Support	0	0	0	0	0	0	307	0	0	307
EXP Conferences	784	2993	-1250	0	0	0	0	0	0	2527
Journal Expense	0	0	0	0	0	12000	0	0	0	12000
Membership Directory Exp	0	0	0	0	0	907	0	0	0	907
Membership Services	0	0	0	811	0	0	0	0	0	811
Membership Subsidies	0	0	0	2430	0	0	0	0	0	2430
Officer Expenses	0	0	0	1416	277	1429	0	0	0	3121
Printing & Duplicating	0	0	0	2605	355	0	0	0	0	2960
Professional Fees	54	701	8020	15153	7630	562	273	0	1366	33758
Shipping /Postage Expense	0	0	0	470	13675	648	0	0	0	14794
<b>Total Expense</b>	<b>4821</b>	<b>14780</b>	<b>86826</b>	<b>92753</b>	<b>42043</b>	<b>16910</b>	<b>6378</b>	<b>124</b>	<b>1366</b>	<b>266000</b>
<b>Net Ordinary Income</b>	<b>-4573</b>	<b>-12280</b>	<b>127223</b>	<b>-8317</b>	<b>84592</b>	<b>-13424</b>	<b>-6378</b>	<b>30842</b>	<b>-1366</b>	<b>196318</b>
<b>Other Income/Expense</b>										
Restricted DMA Donations & Int.	0	0	0	-30842	0	0	0	30842	0	0
<b>Total Other Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-30842</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30842</b>	<b>0</b>	<b>0</b>
<b>Net Other Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30842</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-30842</b>	<b>0</b>	<b>0</b>
<b>Net Income</b>	<b>-4573</b>	<b>-12280</b>	<b>127223</b>	<b>22525</b>	<b>84592</b>	<b>-13424</b>	<b>-6378</b>	<b>0</b>	<b>-1366</b>	<b>196318</b>

## Attachment IXg – Balance Sheet Comparison through 2004

	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991	1990	1989
<b>ASSETS</b>																
<b>Current Assets</b>																
Total Cash-checking/savings/PayPal	\$ 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	16,417	14,588
MM mutual funds-Fidelity & PW	\$ 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	283,679	232,539
Marketable securities-Mutual Funds	\$ 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>\$ 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>300,096</b>	<b>247,127</b>
<b>Fixed Assets</b>																
Equipment	\$ 11,046	11046	10,396	9,783	6,516	2,857	2,411	2,411	-	-	-	-	-	-	-	-
Less: Accumulated Depreciation	\$ 9,993	8982	-7,355	-5,147	-2,959	-1,806	-1,254	-482	-	-	-	-	-	-	-	-
<b>Total Fixed Assets</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>0</b>	<b>0</b>
<b>Other Fixed Assets</b>																
Cash - restricted	\$ 29,439															
<b>TOTAL ASSETS</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>300,096</b>	<b>247,127</b>
<b>LIABILITIES &amp; NET ASSETS</b>																
Conf scholarship awards payable	\$ 1,285	2,525														
Prepaid Editorial / Travel	\$ 3,054															
Membership Sub. Payable	\$ 14,640															
Misc. current liabilities	\$							533	38	149	46	-	-	-	-	-
<b>Total Liabilities</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>0</b>	<b>0</b>
<b>Net Assets</b>																
Unrestricted - General fund	\$ 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	76,753	64,770
Restricted	\$ 30,966								285,650	257,659	259,476	215,279	235,278	224,076	223,343	182,357
<b>Total Net Assets</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>300,096</b>	<b>247,127</b>
<b>TOTAL LIABILITIES AND NET ASSETS</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>	<b>300,096</b>	<b>247,127</b>

source: i:\sds\rls folders\executive director & vp reports\2005\exdir july 2005\ multi yr balance sheet comparison thru 2004.xls

*Attachment IX – Financial Information, continued*

## Attachment IXh – Profit & Loss Comparison through 2004

	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991	1990	1989
<b>INCOME AND GAINS</b>																
Conferences	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	0	4,320
Investment Income(int & div)	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	4,155	3,805
Membership Dues	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	42,273	44,703
Publications Sales	8,390	8,200	3,382	5,411	6,896	10,149	14,613	7,912	15,523	6,804	11,380	11,330	5,427	2,758	5,015	3,495
Shipping/Handling - prepaid*	20,157	15,358	15,936	17,926	9,074	8,109										
Products (Bibliog, games, etc.)	132,587	88,506	103,599	111,541	90,058	62,902	73,520	41,716	29,511	28,992	14,395	19,255	3,000	0	0	0
Donations (Sponsors)	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	615	0
Misc/Other Income	264		28	337	79	481	0	468	13	183	10	46	20	0	495	1,685
Gain/loss on securities			-4,849	661		131	272	108	0	0	167	-99				
Conversion from Accrual to Cash	-2,395	-885														
Restricted Assets Income	31,528								2,500	11,584						
<b>Total Gross Income</b>	<b>494,190</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>52,553</b>	<b>58,008</b>
<b>Cost of Goods Sold</b>																
Lit Collection/PhD Seminar Series	1,550	1,757	4,337	7,909												
Bibliography/Management Game	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	0	0
Proceedings/outdated SDR	318	2,225	4,075	1,056	1,650											
<b>Total CGS</b>	<b>\$ 31,871</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>0</b>	<b>0</b>
<b>TOTAL NET INCOME</b>	<b>\$ 462,319</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>52,553</b>	<b>58,008</b>
<b>EXPENSES AND LOSSES</b>																
Awards/Grants	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	1,000	1,000
Bank Adjustments/CrCd Fees	19,571	10,782	12,182	7,734	7,189	3,763	4,911	425	55	532	11	100	9	40	33	27
Admin/Contract with SUNY	165,788	183,014	182,550	111,359	105,293	90,932	92,542	4,274	30,787							
Depreciation Expense	1,011	1,627	2,208	2,188	1,153	552	772	482								
Electronic Presence Support	307	232														
EXP Conferences	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	0	452
Publications-Journal	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	24,000	12,000
Publications-Other			1,782	2,392	4,261	6,819	2,842	4,877		1,632	5,140	2,410	3,771	8,810	7,775	10,119
Membership Dir/Mailing Exp/Serv	1,718	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	2,430	8,145	4,320	6,120	3,865	3,480										
Officer Expenses/Travel	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	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	1,623	
Shipping /Postage Expense	14,794	12,292	9,917	11,341	6,891	6,466	0	0	797	800	1,529	252	514	566	1,797	962
Misc./Ptrg/Supplies	3,416	2,946	904	1,282	1,084	549	0	870	1,988	1,096	1,084	1,716	1,605	268	4,342	3,034
Loss on redemp./Restricted Asset Exp.									5,078	11,645						
<b>TOTAL EXPENSES</b>	<b>\$ 266,001</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>40,570</b>	<b>27,594</b>
<b>TOTAL EXPENSES AND CGS</b>	<b>\$ 297,872</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>40,570</b>	<b>27,594</b>
<b>INCREASE/DECREASE IN NET ASSETS</b>	<b>\$ 196,318</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>	<b>11,983</b>	<b>30,414</b>